

# Survey of Local Governments

Conducted by the



**C i t y o f C o l u m b i a**

August 2010

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# Introduction

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During June, July and August 2010, a survey was conducted of 22 local governments in South Carolina, North Carolina and Georgia on 17 issues that cover a broad range of services, financial matters and employee benefits to compare these jurisdictions' approach to that employed by the City of Columbia. The issues selected have either been addressed recently by the City, or are in discussion. The survey attempted to determine whether or not Columbia's solutions are similar to those of the other cities and to search for innovations that could be emulated.

Results show that Columbia's solutions to challenges are overall very much in line with other jurisdictions in the region although there are some areas in which Columbia is in the minority in its current practices. In areas where Columbia differs substantially, closer examination is worthwhile to determine whether its uniqueness should be embraced or whether a change is indicated.

The results are presented in sections with a brief summary narrative, a chart in some cases to highlight findings and tables with the detailed responses. Unless otherwise specified the data is for Fiscal Year 2009/10.

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## Local Governments Participating in the Survey

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The local governments selected for the survey in the three-state region all provide services similar to those of Columbia with few exceptions. Like Columbia, four of the participating jurisdictions serve populations of 100,000 to 200,000, six provide services to populations ranging from 25,000 to 50,000, five are in the 50,000 to 100,000 range and there are seven cities with more than 200,000 residents.

All of the participating local governments had a commitment from the chief executive to participate and each mustered an array of managers and staff to compile the information. Thirteen of the jurisdictions accepted an offer for the researcher to meet with key staff members to gather the data. This was intended to make participation less onerous and to help ensure that the information gathered was comparable. The other nine jurisdictions either emailed information or provided it by telephone. There were also many follow-up emails and calls to clarify data, which were met with excellent cooperation. Each participating jurisdiction is receiving a copy of the report for their use, and each richly deserves thanks for their extensive input. City of Columbia department and division heads were also very helpful in providing information.

Although all of the information obtained is a matter of public record, to minimize concerns that any particular jurisdiction's information would be highlighted publicly the results are presented in this report under an alphabet letter rather than by the name of the local government.

### Local Governments in the Survey by Population Served

- 25,000 to 50,000: A, H, I, M, P, U
- 50,000 to 100,000: B, K, O, Q, S
- 100,000 to 200,000: Columbia, C, D, L, T
- More than 200,000: E, F, G, J, N, R, V

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# Part 1

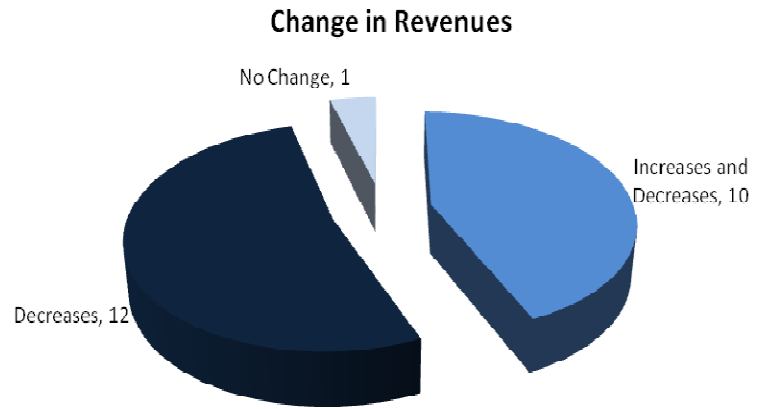
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Finance

## Changes in Revenues

No local government in the survey reported an overall increase in revenues. Every jurisdiction is working with a income that is either equal to previous years or, in most cases, less than in previous years. Of the 23 jurisdictions including Columbia, 12 reported a decrease in revenues, while 10 stated that some revenues had decreased while others had increased, and one stated that there had been no appreciable change.

The most common decreases in revenues occurred in building inspection fees or building permit fees, which were reported in 12 cases, and reduced sales tax collections reported by 10 of the jurisdictions. There was one exception where a slight increase occurred in sales tax revenue. Another common decrease was from various types of state revenue, which were lower in nine locations. Seven cities, including Columbia, experienced decreased business license collections, and five reported that tourism-related taxes had decreased, such as those for hospitality and accommodations.



### Changes in Revenue

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The most frequent increase in revenues came from property tax collections, which appeared to offset some losses in seven jurisdictions, although one city reported this was also down. The chart above and the table on the following pages provide a closer look

	Increase or Decrease in Revenues	Revenues Affected
Columbia	Decrease	Building permits, business licenses, state-shared revenue.
Local Gov. A	Decrease	Building permits
Local Gov. B	Decrease	Sales tax
Local Gov. C	Both	Slight increase in sales tax. Slight decrease in court collections.
Local Gov. D	Both	Slight increase in property revenue and decreases in business licenses and building permits
Local Gov. E	Decrease	Sales tax revenue is projected to be 13% below budget in FY2009/10, but to recover 4.8% in FY2010/11.
Local Gov. F	Both	Decreases in sales tax and state-shared revenue. Slight increase in property tax revenue.
Local Gov. G	Both	Decrease in sales tax and building permits. State withheld part of alcohol tax distributions and other state reimbursements have declined. There is a slight increase in property tax revenues from an annexation.
Local Gov. H	Decrease	State-shared revenues, local-option sales tax, water and sewer revenues.
Local Gov. I	No Change	Little change in revenue.
Local Gov. J	Decrease	Sales tax, building permits.
Local Gov. K	Both	Property tax revenue increased. Decreases occurred in business license fees, building permits, state aid to subdivisions, parking fees, accommodations tax. There was also a slight decrease in hospitality tax.
Local Gov. L	Decrease	Decreases in sales tax, gasoline and diesel fuel tax, building inspection fees, parking fees and investments.
Local Gov. M	Decrease	Tourism-related revenues have decreased as well as building permits and business license fees.
Local Gov. N	Both	State-shared revenue, building permits and registrar of deeds fees have decreased. Ambulance calls and associated fees have increased with a growing population.
Local Gov. O	Both	Increases in property tax revenue, business license, public utility licenses, insurance licenses and recreation program fees. Decreases in cable franchise fees and state-shared revenue.
Local Gov. P	Decrease	Decrease in business license revenue, hospitality tax and building permits.
Local Gov. Q	Both	Increased revenue from taxes on newly constructed properties and completion of payments for a public safety radio system have offset decreases in other areas to produce a flat FY2010/11 budget from the previous year.
Local Gov. R	Both	Sales tax revenue decreased sharply over the past two years. A slight increase over FY2009/10 is expected in FY2010/11. Building permits fee revenues have decreased significantly. This has been offset by an increase in property tax revenue, intergovernmental revenue and licenses.
Local Gov. S	Both	The general fund revenues dropped 1% in FY2009/10 but are expected to increase 1.7% in FY2010/11.
Local Gov. T	Decrease	Significant downturn in all major revenues including sales tax, property tax, hotel and rental vehicle taxes.
Local Gov. U	Decrease	Decreases in business license revenues, hospitality tax, aid to subdivisions and building permit revenues.
Local Gov. V	Decrease	Decreased collection of sales tax revenue and decreased state revenue sharing.

## Sources of Revenue

The survey inquired about common sources of revenue and asked about any other significant sources. All 23 of the local governments use property taxes as one revenue stream, although one only recently implemented this as a result of falling local option sales tax revenue. Business license fees are used by 22 of the entities. Cable television is also a source of revenue in 21 of the communities, but only indirectly for North Carolina cities where the state legislature has replaced this franchise fee with sales tax revenues.

Twenty-one of the jurisdictions are compensated for telephone utilities. This is collected through the Municipal Association in South Carolina. In North Carolina a telecommunications sales tax has replaced a franchise fee. Nineteen local governments also reported revenues from accommodations taxes, while 12 have a hospitality tax.

Water service provides revenue for 15 of the

communities, although two of these communities are not water providers, but instead have franchise agreements with the utilities. Fourteen communities generate revenue from sewer service and 13 have income from insurance sales.

Sixteen of the communities indicated that they receive revenue from other sources including storm water fees, construction permits, taxes on rental vehicles, and a solid waste charge. Two cities also have impact fees to offset the cost of providing services to new developments.

Although parking fees and revenue from investments was not mentioned frequently, both are undoubtedly common sources of revenue for most of the jurisdictions. Note also that electric franchise fees are reported in the following section of this report. The table on the following pages offers more detail.

## Sources of Revenue

	Business license	Cable television	Property tax	Sales tax	Local option sales tax	Property tax relief or general fund	Water service	Sewer service	Telephone franchise	Insurance tax	Hospitality tax	Accommodations tax	Other	Notes
Columbia	Y	Y	Y	N	Y	All to property tax relief 1% for capital projects	Y	Y	Y	Y	Y	Y	Y	Parking, storm water, construction permits, investments.
Local Gov. A	Y	Y	Y	N	Y		Y	Y	Y	Y	N	Y	Y	Development impact fees.
Local Gov. B	Y	Y	Y	Y	N		Y	N	Y	N	N	N	Y	State-shared tax revenues: Natural gas, gasoline and diesel fuel, beer and wine. Also a local tax on rental vehicles, alcohol sales. Local fees include miscellaneous licenses, storm water, solid waste, construction permits.
Local Gov. C	Y	Y	Y	Y	Y	All to property tax relief	Y	Y	Y	Y	N	Y	N	The insurance tax is dedicated to a fire protection fund. There is a 6% hotel-motel Tax and \$1/night room fee.
Local Gov. D	Y	N	Y	Y	Y	All to property tax relief	N	N	Y	Y	Y	Y	Y	
Local Gov. E	Y	N	Y	Y	Y		Y	Y	N	N	Y	Y	Y	3% sales taxes collected by the state and part is returned to the municipality. 0.5% of sales tax goes to public transportation. It also supports the general fund and capital fund. No cable franchise, but receives sales tax on video programming through the state.
Local Gov. F	Y	Y	Y	Y	Y	Partial property tax relief	Y	Y	Y	N	N	Y	N	State-shared tax revenues: Natural gas, gasoline and diesel fuel, beer and wine. Also a local tax on rental vehicles, alcohol sales. Local fees include miscellaneous licenses, storm water, solid waste, construction permits.

## Sources of Revenue

	Business license	Cable television	Property tax	Sales tax	Local option sales tax	Property tax relief or general fund	Water service	Sewer service	Telephone franchise	Insurance tax	Hospitality tax	Accommodations tax	Other	Notes
Local Gov. G	Y	Y	Y	Y	Y	Partial property tax relief	N	N	Y	N	N	N	Y	State-shared tax revenues: Natural gas, gasoline and diesel fuel, beer and wine. Also a local tax on rental vehicles, alcohol sales. Local fees include miscellaneous licenses, storm water, solid waste, construction permits.
Local Gov. H	Y	Y	Y	N	Y	All to property tax relief	Y	Y	Y	Y	Y	N	N	Property taxes were eliminated in 1995, but have been re-implemented at a low rate with the drop in local option sales tax. Business license fees are the largest source of revenue in the general fund.
Local Gov. I	Y	Y	Y	N	Y	All to property tax relief	Y	N	Y	Y	N	N	N	Business license fees are the city's largest source of revenue in the general fund.
Local Gov. J	Y	Y	Y	Y	Y	Part to general fund. Rest to transit and municipal service districts.	Y	Y	Y	N	N	Y	Y	State-shared tax revenues: Natural gas, gasoline and diesel fuel, beer and wine. Also a local tax on rental vehicles, alcohol sales. Local fees include miscellaneous licenses, storm water, solid waste, construction permits.
Local Gov. K	Y	Y	Y	N	N	N/A	N	Y	Y	Y	Y	Y	Y	5% franchise fee for natural gas. This was increased in FY2009/10 from 4%. Fees for parking, storm water and solid waste.
Local Gov. L	Y	Y	Y	Y	N	N/A	Y	Y	Y			Y	Y	Recycling fee. State-shared tax revenues: Natural gas, gasoline and diesel fuel, beer and wine. Also a local tax on rental vehicles, alcohol sales. Local fees include miscellaneous licenses, storm water, solid waste, construction permits.

## Sources of Revenue

	Business license	Cable television	Property tax	Sales tax	Local option sales tax	Property tax relief or general fund	Water service	Sewer service	Telephone franchise	Insurance tax	Hospitality tax	Accommodations tax	Other	Notes
Local Gov. M	Y	Y	Y	Y	Y	Sales taxes are collected by the county and used to pay for county projects inside the city.	N	N	N	N	Y	Y	Y	Beach preservation funds for operations, debt service and capital projects. Real estate transfer fee for purchase of land and debt service on the purchases. Storm water fee for storm water projects.
Local Gov. N	N	Y	Y	N	N	N/A	N	N	Y	N	N	Y	Y	Tourism development fee.
Local Gov. O	Y	Y	Y	N	Y	Partial property tax relief	N	N	Y	Y	Y	Y	Y	Parking and development impact fees.
Local Gov. P	Y	Y	Y	N	Y	A tourism tax offsets owner-occupied property taxes.	Y	Y	Y	Y	Y	Y	Y	Storm water and solid waste fees.
Local Gov. Q	Y	Y	Y	Y	Y	Partial property tax relief	N	N	Y	Y	Y	Y	Y	Storm water fee.
Local Gov. R	Y	Y	Y	Y	Y	Does not go to property tax relief.	Y	Y	Y	N	Y	Y	Y	The state reimburses the city for a part of its expenses in providing fire protection for state-owned buildings. There is a tax on heavy equipment rentals. State-shared tax revenues: Natural gas, gasoline and diesel fuel, beer and wine. Also a local tax on rental vehicles, alcohol sales. Local fees include miscellaneous licenses, storm water, solid waste, construction permits. County wide occupancy tax of 6% and meal tax of 1%.

## Sources of Revenue

	Business license	Cable television	Property tax	Sales tax	Local option sales tax	Property tax relief or general fund	Water service	Sewer service	Telephone franchise	Insurance tax	Hospitality tax	Accommodations tax	Other	Notes
Local Gov. S	Y	Y	Y	N	N	N/A	Y	Y	Y	Y	Y	Y	Y	Admissions tax.
Local Gov. T	Y	Y	Y	N	Y	All to property tax relief	Y	Y	Y	Y	N	Y	N	No other major sources of revenue.
Local Gov. U	Y	Y	Y	N	N	N/A	N	N	Y	Y	Y	Y	Y	Franchise agreement with the water utility.
Local Gov. V	Y	Y	Y	Y	Y	General fund and debt service.	Y	Y	Y	N	N	Y	Y	State-shared tax revenues: Natural gas, gasoline and diesel fuel, beer and wine. Also a local tax on rental vehicles, alcohol sales. Local fees include miscellaneous licenses, storm water, solid waste, construction permits.

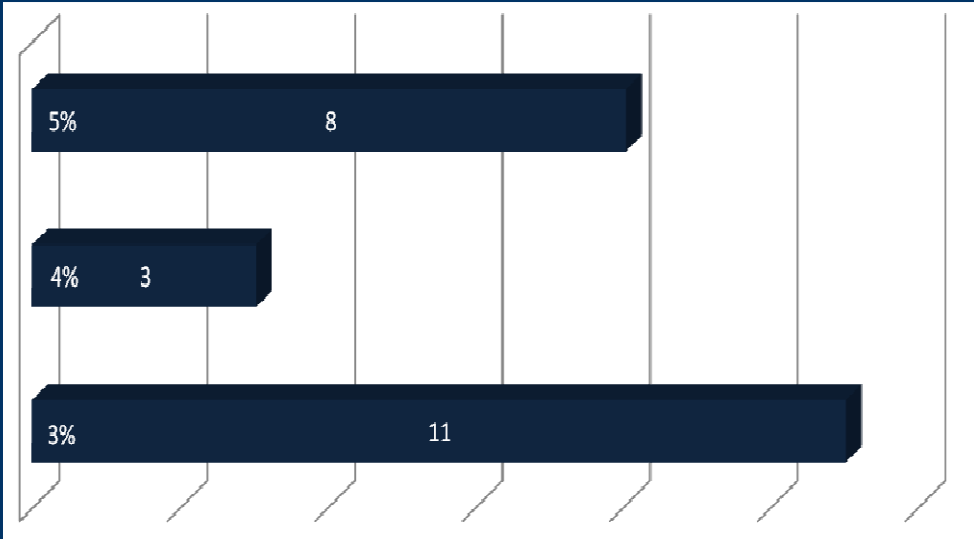
### Electric Franchise Fees

Twenty-two of the 23 jurisdictions charge an electric franchise fee. Columbia is in a group of 11 that charge a 3% fee, three charge 4% and eight charge 5%. The North Carolina cities reported that there is a statewide electric franchise fee that is set at 3.22%, of which 3.09% is distributed to municipalities. This is rounded to 3% in the table that follows and accounts the large number of communities in the category.

Two of the cities noted that a portion of the funds are being used to move overhead power lines underground.

### Electric Franchise Fee

## Percentage Charged for Electric Franchise Fee



	Electric Franchise Fee	Percentage	Notes
Columbia	Yes	3%	
Local Gov. A	Yes	3%	
Local Gov. B	Yes	3%	
Local Gov. C	Yes	4%	
Local Gov. D	Yes	5%	
Local Gov. E	Yes	3%	
Local Gov. F	Yes	3%	
Local Gov. G	Yes	3%	
Local Gov. H	Yes	5%	
Local Gov. I	Yes	5%	
Local Gov. J	Yes	3%	
Local Gov. K	Yes	5%	4% goes to general fund. 1% is used to move overhead wires underground.
Local Gov. L	Yes	3%	
Local Gov. M	Yes	3%	Funds are used to move overhead wires underground.
Local Gov. N	No	NA	
Local Gov. O	Yes	5%	
Local Gov. P	Yes	5%	
Local Gov. Q	Yes	4%	
Local Gov. R	Yes	3%	
Local Gov. S	Yes	5%	
Local Gov. T	Yes	4%	
Local Gov. U	Yes	5%	
Local Gov. V	Yes	3%	

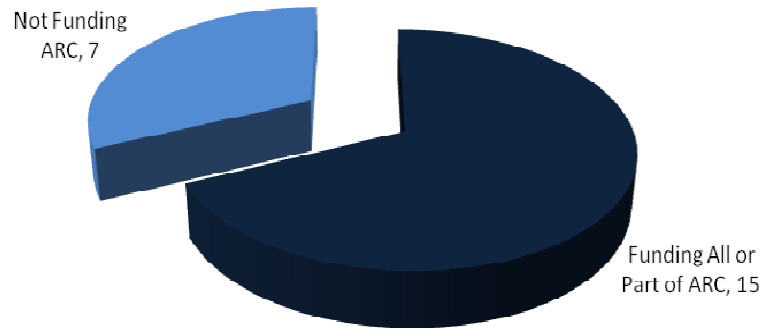
## Government Accounting Standards Board Statement 45

Of the 23 jurisdictions, 15 are funding all or part of the Annual Required Contribution (ARC), including Columbia. Columbia's current year funding is 89% of the ARC. Eight jurisdictions are funding 100% of the ARC.

For the other seven jurisdictions that are not funding an ARC, three have changed their retirees' health coverage from a defined benefits plan to a defined contributions plan to phase out their unfunded liability, and two provide no OPEB's (Other Post-Employment Benefits). The remaining cities are funding other priorities in their budgets.

The amount of the Unfunded Actuarial Accrued Liability (UAAL) varies considerably. This appears to be a function of the number of employees and retirees and the benefits offered. Columbia's UAAL of \$176 million is the largest, as is its ARC of \$15.4 million.

Local Governments Funding ARC



GASB 45

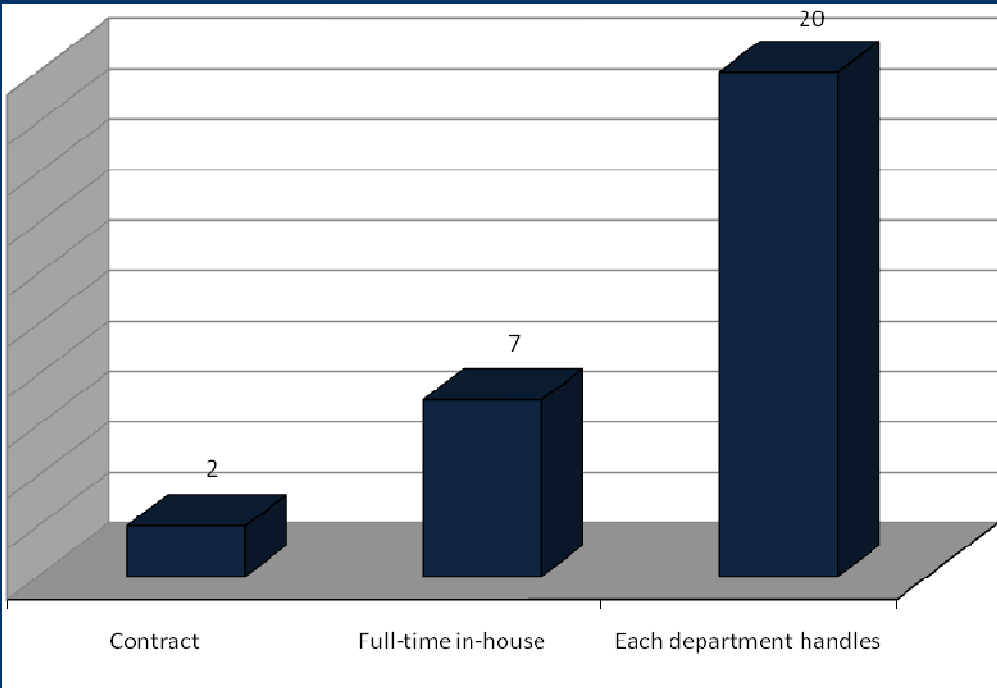
	Funding ARC	Budgeted Amount	Amount of ARC	% Budgeted Amount	Amount of UAAL	Notes
Columbia	Yes	\$13,707,894	\$15,431,034	89%	\$176,412,907	Employees and retirees now pay a portion of health insurance
Local Gov. A	Yes	\$225,000	\$2,232,054	10%	\$19,336,616	Retirement benefit trust established
Local Gov. B	No	\$0	\$2,839,721	0%	\$31,094,852	
Local Gov. C	No		\$7,000,000		\$82,900,000	Pay-as-you-go
Local Gov. D	Yes	\$2,586,000	\$2,586,000	100%	\$26,890,849	Member of ORBET
Local Gov. E	Yes	\$11,658,503	\$14,405,447	81%	\$174,295,423	Established an employee benefits trust.
Local Gov. F	No	\$0	\$8,972,952	0%	\$84,648,307	
Local Gov. G	No	\$863,776	\$2,856,401	30%	\$27,972,680	Pay-as-you-go at 30% of the ARC
Local Gov. H	Yes	\$795,000	\$795,000	100%	\$8,557,200	Member of ORBET
Local Gov. I	No	\$0	\$0	N/A	\$0	No retiree medical benefits
Local Gov. J	Yes	\$4,999,407	\$4,999,407	100%	\$56,687,696	
Local Gov. K	Yes	\$826,500	\$826,500	100%	\$9,535,600	Changed to a defined contribution plan. Retirees' prescription drug benefit eliminated.
Local Gov. L	Yes	\$818,594	\$1,033,786	79%	\$11,171,206	
Local Gov. M	N/A	\$0	\$0	N/A	\$0	No retiree medical benefits
Local Gov. N	No	\$104,975	\$3,000,000	3%	\$30,000,000	Changed from a defined benefits plan to a defined contributions plan
Local Gov. O	Yes	\$100,000	\$1,700,000	6%	\$12,034,000	Federal Gov. may pick up health insurance for retirees
Local Gov. P	Yes	\$1,100,000	\$8,000,000	14%	\$72,000,000	Changed to a defined contribution plan
Local Gov. Q	Yes	\$2,204,079	\$2,204,079	100%	\$19,594,641	Joined ORBET
Local Gov. R	Yes	\$11,243,180	\$11,243,180	100%	\$154,800,000	Some reduction in retiree benefits
Local Gov. S	Yes	\$595,000	\$595,000	100%	\$12,116,600	In a GASB 45-compliant trust
Local Gov. T	No	\$7,922,994	\$14,426,800	55%	\$169,826,845	Pay-as-you-go
Local Gov. U	Yes	\$101,000	\$504,000	20%	\$5,835,016	Member of ORBET
Local Gov. V	Yes	\$6,125,900	\$6,125,900	100%	\$39,144,238	

### Grant Writing and Administration

The 23 communities including Columbia in the survey have a variety of approaches to writing and administering grants. Twenty reported that each department handles this function, but some also share the responsibility between departments and full-time or contract grant writers and administrators, as is the case in Columbia. Seven jurisdictions have full-time staff for this function including one city that employs a five-person division, and two cities contract for the service, as Columbia does.

### Grant Writing and Administration

### Grant Writing and Administration



	Full-Time In-House	Contract	Each Dpt. Handles	Notes
Columbia	No	Yes	Yes	There is a contract grants specialist who coordinates with the respective departments. The departments are responsible for administering the grants.
Local Gov. A	No	No	Yes	
Local Gov. B	No	No	Yes	
Local Gov. C	No	No	Yes	
Local Gov. D	Yes	No	No	There is a full-time grants administrator in the budget division who assists all departments in grant writing, keeps a central record of grants and ensures compliance with requirements. The police department is in the process of hiring a full-time grant writer who will coordinate with the grants administrator.
Local Gov. E	No	No	Yes	Each department is responsible for grant writing. Grant writing is handled as part of the daily activities of a department-specified employee(s) as a part of their work responsibilities. All grant applications must be approved by council. The budget and evaluation office is responsible for coordinating the grant programs including a preliminary review of all applications.
Local Gov. F	No	No	Yes	
Local Gov. G	No	No	Yes	
Local Gov. H	No	No	Yes	
Local Gov. I	No	No	Yes	Police and fire write their respective grant applications. An administrative assistant handles other large grants.
Local Gov. J	No	No	Yes	
Local Gov. K	Yes	No	Yes	The city employs a full-time grants specialist to work on high-priority grants. The specialist also assists departments in writing other grant applications.
Local Gov. L	No	No	Yes	
Local Gov. M	Yes	No	Yes	There is a full-time grants administrator. The fire department also writes grant applications.
Local Gov. N	No	No	Yes	The finance department is a central clearing point for grant applications.
Local Gov. O	No	No	Yes	
Local Gov. P	No	No	Yes	The finance department supports grant applications and administration.
Local Gov. Q	Yes	No	No	
Local Gov. R	No	No	Yes	
Local Gov. S	Yes	No	No	There are 2 full-time and 2 part-time grants writers and a division supervisor. The grants division coordinates with departments in administering the grants on a case-by-case basis.
Local Gov. T	Yes	Yes	Yes	
Local Gov. U	Yes	No	Yes	
Local Gov. V	No	No	Yes	

## Budget Reductions and Innovations

Reductions in budgets were reported in almost every jurisdiction surveyed. Common savings included deferred replacement of vehicles, other deferred capital expenditures, reduced travel or training budgets and operational changes such as increased intervals for mowing.

Eight jurisdictions, including Columbia, made changes in solid waste services. Columbia and another community eliminated commercial garbage collection, while a third increased rates to encourage the use of private haulers of commercial garbage. Six locations implemented changes in recycling including four that have switched to automated roll-cart collection, in some cases on a bi-weekly frequency. Another location is experimenting with lower cost recycling bins.

Energy efficient changes such as replacing HVAC and lighting was reported by four local governments. Two cities have implemented assigned vehicles for all police officers with reported reductions in maintenance costs and improved moral. Like Columbia, another city eliminated its police mounted patrol. Two jurisdictions have impact fees to help offset the costs of providing services for new development.

One local government audited its health insurance program to ensure that persons listed as dependents qualified, resulting in \$500,000 in savings. This jurisdiction also used a RFP process to realize \$800,000 in savings by separating the pharmaceutical component of its health insurance. Columbia also used this process. Two communities have implemented higher health insurance rates for employees who use tobacco and three give credit for participation in wellness programs. Two cities have recently added health clinics for employees and dependents to reduce costs. One has hours for seeing a doctor or physician's assistant, including Saturdays

With a down-turn in building construction, one jurisdiction transferred seven building inspection positions to the fire department's inspection division and realized an increase of \$400,000 in fire inspection and permit revenues. Two cities have implemented teams of employees to exam processes and to recommend efficiencies.

The following list outlines dozens of cost reductions, some mundane, others innovative, and many worthy of consideration.

## Budget Reductions and Innovations

### Notes

Columbia	Operating budgets were reduced in many areas. Commercial garbage collection was eliminated. Two fire engines were taken out of service, but are now back on duty. Police mounted patrol was eliminated. Overtime was reduced. The number of take-home vehicles was reduced. Capital expenditures were deferred including all vehicle replacements. Energy efficient HVAC and lighting improvements were made. Travel was eliminated. No furniture was budgeted. Food expenditures were eliminated. An incentive was provided for employees who were close to retirement. To reduce health insurance costs, dental and pharmaceutical coverage was carved out and bid separately. Furlough dates were implemented for employees and funding to outside agencies was reduced.
Local Gov. A	Moving to more user fees. Negotiating impact fees with developers, using a plans review fee and water and sewer impact fee. Have increased commercial garbage collection fees to encourage service by private haulers.
Local Gov. B	Outsourced printing. Once per month yard debris collection, created utility street-cut repair crew, fire department vacations deferred to reduce OT, separate downtown police patrol to reduce OT, increased fees.
Local Gov. C	Nothing significant. There was a slight increase in sales tax collections and a slight decrease in court collections.
Local Gov. D	Travel and training and office supplies were cut in all departments. The city partnered with a private company in an energy management contract that so far has saved \$4.4 million over seven years. This includes installing energy efficient climate control systems, water conservation devices and light emitting diodes technology. A wellness program for employees was implemented to reduce health care costs and sick leave, improve productivity and reduce the costs of employees reporting to work ill and making coworkers ill. This includes smoking cessation programs, insurance coverage for weight watchers and weight management, waived co-insurance for diabetes treatment and blood pressure and cholesterol medication, \$25 for gym memberships, and promoting increased physical activity at work. Process improvement teams evaluate cross-department operations and conduct surveys of other jurisdictions. This has resulted in streamlined processes and having employees work smarter. In one case employees were shifted from four divisions into one to improve service for municipal code enforcement. An improved development process was implemented as the result of one team's work that included the hiring of a customer service coordinator and significantly reduced the time to conduct plan reviews. A p-card for purchases of under \$2,500 was implemented as the result of a team study. About 10,000 purchases of \$1,580,000 were made last year on these cards, reducing paperwork, increasing delivery time and expanding purchasing capabilities. The executive steering group is evaluating ways to move to electronic payments for all employees.

## Budget Reductions and Innovations

### Notes

Local Gov. E	There was \$7.7 million in reduced spending through service reductions, lower funding of external agencies, internal efficiencies and internal cost transfers. There was also a reduction from 3% to 2% for employees' 401K plans. This is expected to be restored to 3% in FY2011/12. The jurisdiction moved from weekly dual-stream manual recycling collection to bi-weekly, single-stream semi-automated recycling collection. A Materials Recovery Facility (MRF) has been upgraded to accommodate the change. One of the largest cost-savings measures was restructuring medical premiums to credit employees who enroll in a wellness medical plan. The wellness plan requires employees to engage participate in a healthier life style by participating in a health risk assessment and to working with a health coach. Another element of the plan is a tobacco-free credit.
Local Gov. F	Outsourced employee health services. Eliminated commercial garbage collection and in-sourced the recycling service. Implemented rollout recycling on a two-week frequency.
Local Gov. G	There was a 5% reduction in operating budgets. Reductions included travel, fleet replacement and other capital items. Police mounted patrol was eliminated, the frequency of right-of-way mowing, street sweeping and loose leaf collection was reduced. There were also efficiency improvements resulting in staff reductions in Inspections, Environmental Services, Parks & Recreation and Police Administrative Support. Some vehicles were removed from the fleet, food purchases were eliminated and there was a 25% reduction in funding for non-profits.
Local Gov. H	General reductions in the General Fund and Enterprise Funds. No reductions in service. Implemented take home vehicles for all police officers who live within 12 miles of downtown. A 3-year lease-purchase plan is in place for police cars to ensure an even amount of cost for vehicles each year. Working to make all vehicles last longer. Compensatory time off is used in place of overtime when possible.
Local Gov. I	The jurisdiction has been able to maintain its budget with few changes.
Local Gov. J	Revenue is down \$10 million. Expenditures have been reduced in nearly every department.

## Budget Reductions and Innovations

### Notes

Local Gov. K	The IT function was outsourced until this fiscal year when it was determined that savings and more control of systems could be realized through an IT department. Pay-in-lane automated parking fee collection is being implemented at all of the municipal parking decks to eliminate a need for attendants. A municipal fire alarm system for commercial customers is being discontinued due to increased operating costs and deferred maintenance.
Local Gov. L	Delayed capital expenditures, reduced take-home vehicles, reduced library and recreation center hours. The intervals for mowing have been increased. There is a small retirement incentive for employees who are eligible for retirement. Each police officer is assigned a car, which has resulted in the cars being better maintained.
Local Gov. M	Operating and capital expenditures were reduced throughout the general fund.
Local Gov. N	The capital replacement fund for vehicles has been maintained and computers have been added to the plan. Through an entitlement grant energy-saving upgrades have been made to HVAC, lighting and windows. Employees are being encouraged to save energy by closing blinds to sunlight and turning off lights. A committee is developing methods to reduce jail overcrowding including providing better information about suspects during pre-trial screenings and improving the flow of paperwork. The capital improvement fund is keeping costs level from year to year. Overtime is being minimized and travel and training reduced. An internal recycling program has been implemented. Ambulances are now taking 20% of patients to local urgent care centers instead of going to more distant hospitals to reduce transportation costs and to get the units back in service more quickly.
Local Gov. O	Employee training has been reduced. Benefits including tuition reimbursement, vacation and sick time sell-back and Christmas bonuses have been suspended. IT was contracted with a private company, but is being brought in-house. There are development impact fees for police, fire, roads and administrative services. The fee is \$1,400 for a single-family house. This generates about \$4 million annually and has helped to prevent a tax increase for the past 17 years. The jurisdiction maintains a 3-year budget forecast that led to an early freezing of positions.
Local Gov. P	Funded library acquisitions with grants, deleted merit bonuses, changed a holiday overtime policy, reduced overtime, revised the OPEB payment plan, deferred a proposed new service. Also, reduced capital purchases and deferred replacement of police cars. Shortened operating hours for libraries. A new city health clinic has been established that is staffed by a nurse and also has hours for a doctor or physician's assistant which is available for employees and dependents. Operating hours include weekdays and Saturdays. For five years, firefighters have been restricted from smoking while on duty. This is now a policy for all on-duty employees. Under a new health insurance plan, employees or dependents pay an additional \$40 per month if they use tobacco. There is no smoking on city property. Commercial garbage services was discontinued several years ago.

## Budget Reductions and Innovations

### Notes

Local Gov. Q	Impact fees for road improvements have been implemented and have withstood a legal challenge. \$3 million increase in revenue from paying off a radio communications system and from property taxes on new construction.
Local Gov. R	Implemented weekly automated trash collection and bi-weekly automated recycling collection as well as automated leaf recycling. Audited the health insurance program to ensure that spouses and dependants claimed are legitimate, which produced \$500,000 in savings. Took RFP's for health, dental and pharmacy third party administration and, as a result, carved out the pharmacy component for an \$800,000 savings. Implemented central administration of the fleet pool. Implemented electronic mobility technology for field staff which improved efficiency. Implemented efficiency upgrades to HVAC and lighting. Moved seven underused building inspectors to the fire department and increased fire inspections, generating \$400,000 in new revenue. Moved three other staff from building inspections to a sustainability office. Implemented rental property registration fees to pay for police, inspections and training programs. Due to the large land area, the jurisdiction is building remote facilities for solid waste, fleet, streets and building maintenance crews. Updated on-street metered parking and are moving to make street parking more expensive than parking decks. Investigating the ability to charge fees for Internet poker.
Local Gov. S	Capital projects reduced including vehicle replacement and other mobile equipment. Reduced the bonus program from 1% of salaries to .5%. Delayed opening a newly constructed fire station. Outsourced much of grounds maintenance operations. Have three TIF Districts. Have community-wide WiFi system. Implemented city-wide way-finding signs. A strategic plan is tied to performance and financial dashboards. Implemented online and automated bill paying.
Local Gov. T	The city has recently implemented Budgeting for Outcomes centered on departments and outside agencies "selling" services to the City at a set price. This encourages departments to look at cost-savings, collaboration opportunities and increased efficiencies among departments and outside agencies. Several task forces were put in place to study ways to consolidate and to create efficiencies. The 311 call center was consolidated with the police non-emergency call center to provide 24-hour service and was merged with the IT help desk during business hours. Smaller and less expensive recycling bins are being tried with a target group of customers. Implemented new fees for bulk pickup and trash overflow. A position review committee considers all requests for new hires to determine whether a job can be done with existing staff. Automatic vehicle locators are being put into fleet to increase fuel efficiencies and to better manage work crews. Reduced the number of desktop printers. Facilities committee helps implement energy retrofits and aids in preventing costly mistakes through a comprehensive checklist prior to facility renovation or acquisition. Leisure services increased fees for non-City residents and raised fees in general for activities.
Local Gov. U	Reductions in development services, public works, parks and recreation and special events. Automated recycling with roll carts has been implemented.
Local Gov. V	\$20,000 retirement payout offered to 105 employees with 42 accepting.

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# Part 2

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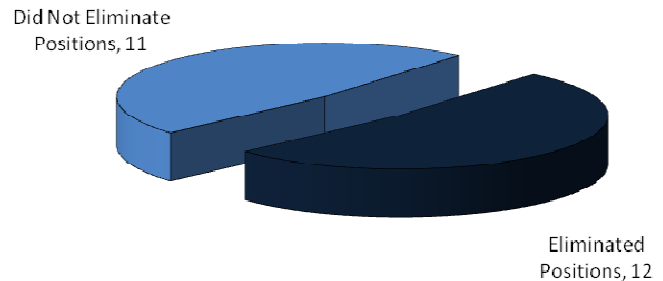
## Compensation and Benefits for Employees

## Eliminating Positions, Hiring Freezes and Furloughs

Twelve of the jurisdictions recently eliminated positions, including Columbia. The number of positions ranged from a few in a small city to more than 130 over a two-year period in a large city. Another city also reduced over 100 positions. Instead of laying off employees, vacant positions were most often targeted. When employees were affected they were almost always given the opportunity to fill other positions or were offered severance incentives. One jurisdiction also assisted workers in finding other employment. Another local government used a reduction in force policy with procedures for identifying positions to eliminate that also provides a method for determining the layoff sequence and sets responsibilities within the organization.

Hiring freezes were implemented by 16 local governments to reduce costs. Like Columbia, five jurisdictions of the 16 included public safety positions in the freeze. Different terms were used to describe the firmness of the freezes. "Hard freeze" meant that no hiring occurred. "Soft freeze" and "hiring chill" described situations in which positions could be filled, but only after a review by the City Manager or, in one case, by a committee appointed to perform this duty.

### Eliminated Positions

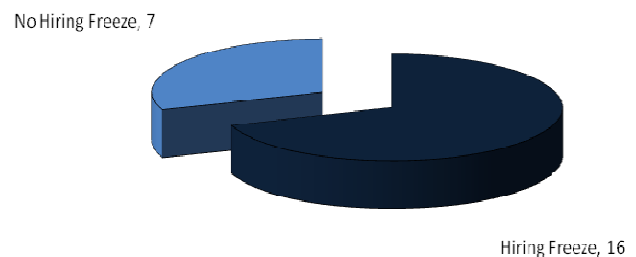


### Reductions in Force

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Unlike Columbia, none of the local governments surveyed has implemented furloughs, but one indicated that furloughs are planned. Another city is considering voluntary leaves without pay as an alternative, and another implemented a two percent across the board pay cut instead of furloughs due to the complications for shift personnel.

### Hiring Freezes



### Hiring Freeze

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Eliminated Positions		Notes
Columbia	Yes	Through attrition and a retirement incentive over the past year.
Local Gov. A	No	
Local Gov. B	Yes	Through attrition and a retirement incentive over the past two years.
Local Gov. C	No	
Local Gov. D	No	
Local Gov. E	Yes	49 positions eliminated over three years.
Local Gov. F	Yes	Lower priority programs eliminated with personnel. Over 100 positions eliminated in FY2009/10. 31 positions eliminated in FY2010/11. Have worked to minimize job losses by eliminating vacant positions. 9 or 10 employees actually lost their jobs.
Local Gov. G	Yes	6 filled positions were eliminated in FY2010/11, but each employee was placed internally or externally in a new position. A severance package was provided based on years of service for those who left the employer.
Local Gov. H	No	
Local Gov. I	No	
Local Gov. J	Yes	Some services were cut in FY2010/11. Department directors identified positions to eliminate. Employees were placed in other jobs where possible. For others, severance pay was awarded based on years of service.
Local Gov. K	Yes	Parking decks are being automated with 16 positions eliminated in FY2010/11. Another 16 positions across other departments were also being eliminated. Only 3 employees were not placed in other positions. There is a written RIF Policy.
Local Gov. L	Yes	Some vacant positions were eliminated in FY2009/10. Some part-time positions could be eliminated in FY2010/11. Bi-weekly pick up and automated garbage and recycling was implemented and 24 employees were moved to other jobs.
Local Gov. M	Yes	Some vacant positions were eliminated.
Local Gov. N	No	
Local Gov. O	No	
Local Gov. P	No	2 positions were moved to other departments but there was no overall RIF.
Local Gov. Q	No	
Local Gov. R	Yes	85 vacant positions eliminated in FY2009/10. 24 positions eliminated in FY2010/11. There were no layoffs.
Local Gov. S	No	
Local Gov. T	No	
Local Gov. U	Yes	18 positions were eliminated based on service priorities in FY2009/10.
Local Gov. V	Yes	30 vacant positions in FY2008/09 and 20 in FY2009/10. The last RIF was in 2003 when 15-20 positions were eliminated. This was offered to middle management with a substantial payout.

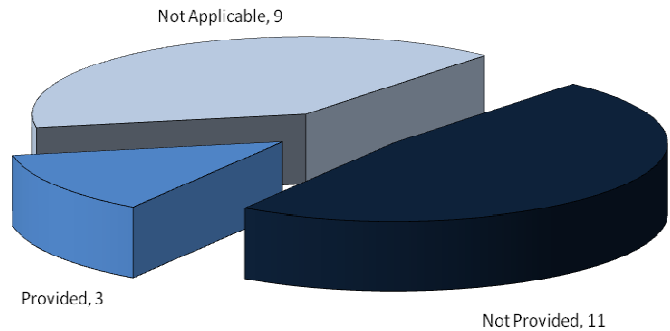
	Hiring freeze	Public safety included	Notes
Columbia	Yes	Yes	
Local Gov. A	Yes	Yes	This occurred in FY2008/09.
Local Gov. B	No	No	Select positions are being held open.
Local Gov. C	Yes	No	
Local Gov. D	Yes	No	
Local Gov. E	Yes	No	Direct service and other critical positions were exempt.
Local Gov. F	Yes	No	A soft freeze was implemented in FY2009/10 in which positions were reviewed before being filled. The freeze was lifted for FY2010/11.
Local Gov. G	Yes	No	A freeze was implemented in FY2009/10 and continues.
Local Gov. H	Yes		Justification is required to fill positions.
Local Gov. I	No	N/A	
Local Gov. J	Yes	No	A freeze was implemented in FY2008/09.
Local Gov. K	Yes	No	Beginning In FY2008/09 justification is needed to fill positions. Then a hard freeze was implemented in January 2010. The freeze is lifted for FY2010/11.
Local Gov. L	Yes	Yes	Over the past several years there has been a hiring chill with some positions being filled based on need.
Local Gov. M	No	N/A	Each position is evaluated before being filled.
Local Gov. N	No	N/A	
Local Gov. O	Yes	Yes	In FY2008/09 through FY2010/11 a hiring freeze has been implemented. With the input of an economist at a local college, 39 positions were frozen. These remain in the budget, but are not currently funded.
Local Gov. P	No	No	Positions are reviewed before being filled.
Local Gov. Q	Yes	Yes	In FY2009/10 positions were evaluated on a case-by-case basis. The freeze has been lifted for FY2010/11.
Local Gov. R	Yes	No	This is a soft freeze beginning in FY2008/09 and continuing to the present. Positions must be approved to be filled by the City Manager.
Local Gov. S	No	N/A	
Local Gov. T	Yes	No	The freeze was in effect for 6 months in FY2009/10. A committee now reviews requests to fill positions.
Local Gov. U	No	N/A	
Local Gov. V	Yes	No	A hard freeze was implemented in FY2008/09. Now it is a soft freeze with positions evaluated before being filled. Police, fire and sanitation were exempt.

## Raises for Employees

Most of the local governments in the survey did not provide raises to their employees in FY2009/10, as was the case in Columbia. Of the 23 jurisdictions, 14 normally provide a cost of living adjustment (COLA) for regular employees, but only three were able to do this. Another nine do not include COLA's in their pay plans, opting instead to combine this raise with pay for performance. Six of the governments did provide merit increases or bonuses in FY2009/10 while 17 did not for their regular employees. However, two cities among the 17 made exceptions for police officers and one of these provided raises for firefighters as well. Another city that gave raises to its regular employees also provided a higher adjustment for public safety employees. Two jurisdictions have also been able to maintain longevity pay for employees.

Local governments in the survey are at different stages of feeling the impact from the recession. Five of the jurisdictions, including Columbia, that did not provide COLA or merit raises in FY2009/10 are continuing this austerity measure in FY2010/11, and three that did provide raises in FY2009/10 have eliminated them this year. On the bright side, four of the communities have maintained raises both years, although one at a decreased level, and seven that did not budget raises in FY2009/10 have brought them back to some degree in FY2010/11. Also, two of the jurisdictions that did not budget raises in the current year, plan to restore them in FY2011/12.

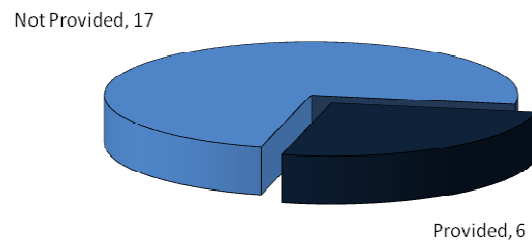
### Cost of Living Raises in FY2009/10



## Raises for Employees

Another pay benefit is offered by two communities that contribute to employees' 401K deferred compensation retirement accounts. One is restoring its 401K contributions in FY2010/11 and another has been able to maintain them, but at a reduced rate. Full funding is expected to return in FY2011/12. Two jurisdictions have also maintained contributions to similar 457 retirement accounts for public safety employees.

### Merit, Bonus or Other Raises in FY2009/10



## Other Raises

	Cost of living raises FY2009/10	Other raises FY2009/10	Notes
Columbia	No	No	No COLA or merit raises in FY 2009/10 or FY 2010/11.
Local Gov. A	Yes	No	COLA provided but no merit raises in the current year.
Local Gov. B	No	No	There are no COLA or merit raises, but a \$300 pay supplement is being implemented for employees who earn below the median income in FY 2010/11.
Local Gov. C	No	No	
Local Gov. D	No	No	
Local Gov. E	N/A	No	COLA's are not in the regular pay plan. A 2% merit increase for regular employees in FY 2010/11. A 2.5% step plus 2.0% market adjustment for public safety employees.
Local Gov. F	N/A	No	COLA's are not in the regular pay plan, but are combined in the merit pay. Normal merits are 2%-6% with "meets expectations" at 3%. Police and fire were the only employees to receive raises in FY2009/10. No employees are budgeted for raises in FY2010/11, but bonuses may be provided at mid-year. The City will restore a 2% contribution to employees' 401K plans in FY2011/12.
Local Gov. G	No	No	In FY2008/09 general employees received pay increases of 4% of their mid-point plus 2 to 3% equity adjustments for employees with over 5 years of service. There was no raise for general employees in FY2009/10, but up to 2% is being awarded for performance in FY2010/11. In each of the three years police officers received increases of 4% or 5% and in one year up to 10% to catch up to the appropriate pay step. Police upper ranks also received raises using a different formula in each of the three years.
Local Gov. H	Yes	No	2% COLA's at mid-year in FY2009/10 and FY2010/11. There were no merit raises in FY2009/10 but they are planned in FY2010/11.
Local Gov. I	Yes	Yes	2% COLA's were provided at mid-year in FY2009/10 but are eliminated in FY2010/11. Merit raises are ongoing from 1% to 5% with an average of 3.2%.
Local Gov. J	N/A	Yes	COLA's are not a part of the normal pay plan. Merit raises have been awarded each year.
Local Gov. K	N/A	No	COLA's are not a part of the pay plan, but are combined in the merit system. The last raise averaged 3% and was in FY2008/09 for regular employees and across the board 5% for police and fire. Longevity bonuses have been retained as have pay adjustments for promotions and certain pay-for-skill programs.

	Cost of living raises FY2009/10	Other raises FY2009/10	Notes
Local Gov. L	N/A	No	COLA's are not in the regular pay plan. No raises were budgeted in FY2009/10 or FY2010/11. Merit raises are expected to return in FY2011/12. A small raise is provided at the completion of probation for new hires to prevent compression.
Local Gov. M	N/A	No	COLA's are not in the regular pay plan. A small merit increase is expected in FY2010/11.
Local Gov. N	N/A	No	COLAs are not a part of the pay plan. Merit raises have averaged 4% in past years. There were no raises in FY2009/10, but an average 2% merit raise is included for FY2010/11 with a plan to restore the full amount in future budgets.
Local Gov. O	No	No	A COLA is possible at mid-year FY2010/11.
Local Gov. P	No	Yes	In FY2009/10 merit raises of up to 3% were converted to bonuses. A one-week holiday pay bonus program was saved from budget cuts in FY 2009/10 and FY 2010/11 for all employees who had at least one year of service. No raises or bonuses are budgeted for FY2010/11.
Local Gov. Q	No	No	No merit increases were given in FY2009/10, but pay scales were adjusted 2.9% to maintain the employee cost index (ECI). A \$1,000 bonus for each employee is included in the FY2010/11 budget.
Local Gov. R	No	Yes	Merit increases from 0-5% in FY2008/09, 0-4% in FY2009/10 and 0-2% in FY2010/11. 1-4.2% longevity bonus (based years of service) has been continued. Police continue to receive a 5% supplemental retirement contribution and all other employees continue to receive a 2 for 1 supplemental 457 retirement match up to 3% of an employee's pay.
Local Gov. S	N/A	Yes	COLA's are not in the regular pay plan. Merit bonuses were budgeted to average 1.5% in FY2009/10 and FY2010/11. Before, 3% average merit increases were provided.
Local Gov. T	No	Yes	
Local Gov. U	No	No	No raises were budgeted for FY2009/10 or FY2010/11.
Local Gov. V	N/A	No	COLAs are a part of merit raises when they are provided. No raises were budget for FY2009/10 or FY2010/11.

## Health Insurance

Local governments in the survey all offer health insurance to their employees and their families and most, but not all, offer insurance to retirees. One employer also offers coverage to domestic partners. Seventeen of the jurisdictions, including Columbia, are self-insured for health coverage, while six are not. Almost all of the jurisdictions have made recent changes in their plans as the cost of insurance has increased and as budgets have been squeezed. The changes include having employees pay more of the costs for their coverage or for that of their dependents, increased deductible amounts, and dropping new employees from future retirement coverage.

Three of the governments have recently changed from defined benefits plans to defined contributions plans in which the employer offers a fixed amount of funding and the employees make up the difference based on the plan selected. Under at least one defined contributions plan, retirees can use alternative insurance providers to the one contracted by the city.

Wellness incentives are a part of three insurance plans including one that charges an additional \$40 per month for smokers, another that offers a reduction of \$250 annually for

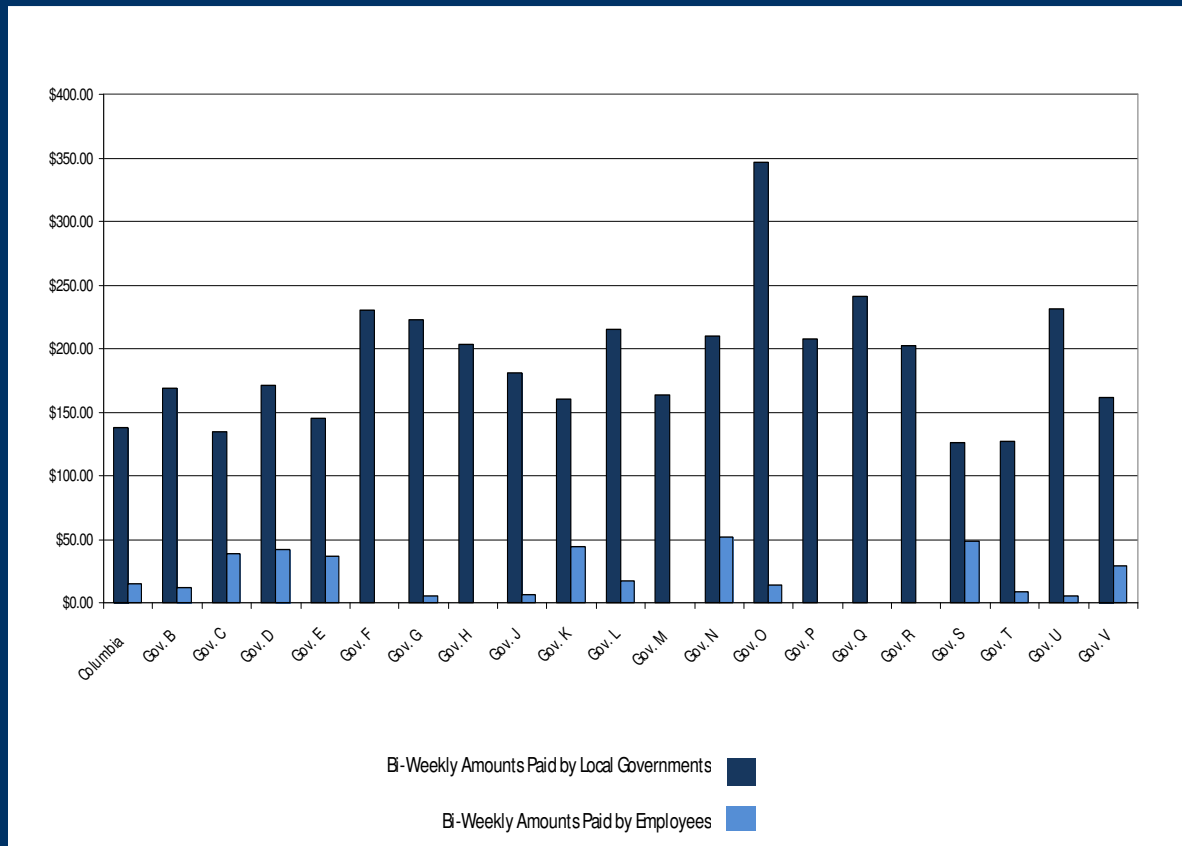
participation in a wellness program and one that offers \$25 per month to those who participate in a wellness program. There have also been changes in the use of health clinics to reduce costs with two cities recently adding clinics with several medical personnel for employees and dependants, and another outsourcing its clinic.

The chart on the next page shows that there are wide variations in the costs paid by local governments and their employees for health insurance but in every case the employer carries most, or all, of the costs. Columbia's costs are toward the lower end of the range and its employees pay an amount that is about average.

The tables on the pages that follow show the cost comparisons for local governments and employees for employee coverage, employee and spouse, family coverage and retiree plans. With the wide variety of coverage, deductibles and rates offered under the different plans, it is difficult to ensure that similar plans are listed, but an attempt was made to compare basic coverage in each of the four categories from one jurisdiction to the next. Also note that retirees' benefits can vary with length of service. Those listed are for standard coverage up to age 65.

# Health Insurance Costs

## Single Employee-Basic Plan



Columbia's costs are on the lower end of the range and its employees pay an amount that is about average.

## Cost Comparisons on Health Insurance

	Employee only - Basic Plan Paid By:		Employee & Spouse or 1 Dependant - Basic Plan Paid by:		Domestic Partner Covered?	Family - Basic Plan Paid by:		Retiree - Basic Plan Paid by:		Health Plan Self-Insured
	City/2-week pay cycle	Employee/2- week pay cycle	City/2-week pay cycle	Employee/2- week pay cycle		City/2-week pay cycle	Employee/2- week pay cycle	City-Prorated to 2- Week Pay Cycle	Retiree-Prorated to 2-Week Pay Cycle	
Columbia	\$137.82	\$15.31	\$287.90	\$79.63	No	\$373.66	\$116.38	\$137.82	\$15.31	Yes
Local Gov. A		\$10.52		\$77.70	No		\$148.68			Yes
Local Gov. B	\$169.22	\$11.55	\$316.45	\$90.30	No	\$432.13	\$155.40	\$244.51	\$426.77	Yes
Local Gov. C	\$134.40	\$39.02		\$78.04	No				\$39.02	No
Local Gov. D	\$171.41	\$41.80	\$329.51	\$132.00	No	\$400.89	\$160.00	\$128.83	\$84.48	Yes
Local Gov. E	\$144.82	\$36.21	\$302.50	\$162.89	No	\$320.73	\$172.70	\$129.57	\$62.39	Yes
Local Gov. F	\$229.85	\$0.00	\$339.62	\$9.30		\$474.67	\$126.72			Yes
Local Gov. G	\$222.30	\$5.31	\$249.06	\$92.36	No	\$250.31	\$125.25	\$336.09	\$25.28	Yes
Local Gov. H	\$203.27	\$0.00	\$203.27	\$149.46	No	\$203.27	\$209.51	\$203.27	\$0.00	No
Local Gov. I										No
Local Gov. J	\$180.92	\$6.00		\$111.23	Yes				\$36.00	Yes
Local Gov. K	\$159.86	\$43.63	\$363.27	\$99.07	No	\$440.30	\$120.15			No
Local Gov. L	\$214.62	\$17.08	\$214.62	\$120.92	No	\$214.62	\$142.61	\$0.00	\$231.69	No
Local Gov. M	\$163.55	\$0.00	\$280.69	\$66.48		\$321.24	\$92.82	\$0.00	\$163.55	No
Local Gov. N	\$209.98	\$51.69	\$357.18	\$166.15	No	\$447.87	\$242.77	\$0	\$402.97	Yes
Local Gov. O	\$346.15	\$14.24	N/A	N/A	No	\$346.15	\$82.35	Varies with length of service	Varies with length of service	Yes
Local Gov. P	\$207.66	\$0.00	\$207.66	\$144.18	No	\$207.66	\$169.61	*	*	Yes
Local Gov. Q	\$241.25	\$0.00		\$75.00	No					Yes
Local Gov. R	\$202.15	\$0.00	\$290.31	\$101.54	No	\$418.15	\$157.85	\$202.15	\$0.00	Yes
Local Gov. S	\$125.27	\$48.22	\$252.05	\$104.04	No	\$291.27	\$126.09		\$126.48	Yes
Local Gov. T	\$126.87	\$9.08	\$196.58	\$59.00	No	\$269.43	\$111.22	\$236.36	\$66.67	Yes
Local Gov. U	\$231.00	\$5.25	\$231.00	\$101.00	No	\$231.00	\$165.75	\$100.00	\$157.68	Yes
Local Gov. V	\$161.08	\$29.54	\$338.31	\$81.69		\$515.54	\$142.15			Yes

\* Local Gov. P: New retirees have a \$100,000 lifetime credit which is reimbursed for health insurance.

	Recent Changes in costs or coverage	Notes
Columbia	Yes	Recently changed from employees and retirees paying none of the costs, to sharing a portion of the costs. Retirees pay the same amount as active employees. New employees must work the equivalent number of years in their respective retirement systems to qualify for retirement health insurance: 28 years for regular employees, 25 years for firefighters and police officers
Local Gov. A	Yes	Multiple options available. 25% wellness reduction. Just added option for retirees 65+ with 20 years of service to supplement Medicare coverage. Cost increased 5% this year
Local Gov. B	Yes	Multiple options available. Used the middle option. There is a plan for retirees.
Local Gov. C	No	
Local Gov. D	No	Encouraging employees to opt for health reimbursement or health savings plan.
Local Gov. E	Yes	Premiums increased January 2010. Changing to single provider in October and rates are expected to change.
Local Gov. F	Yes	Have eliminated retirement health insurance for new employees. \$250 deduction for participating in wellness program. 3-tier plan. Retirees with 10 years of service are eligible. A health clinic was outsourced to reduce costs.
Local Gov. G	Yes	In FY2009/10 revisions were made to mitigate an increase in costs.
Local Gov. H	Yes	City pays 100% for retirees with 25 years up to age 65. City pays 50% for retirees with 20-25 years up to age 65. At age 65 the amount paid by the City is capped.
Local Gov. I		City pays 100% of cost for employees. City does not pay dependant or family costs. There are no post-employment health insurance benefits.
Local Gov. J		Retirees pay from \$36.00/month to \$120.92/month based on years of service
Local Gov. K	Yes	Changed to defined contribution plan for retirees. The amount is fixed at the previous level for defined benefit. Several years ago implemented a 3-person clinic to reduce costs.
Local Gov. L	Yes	Deductibles and out-of-pocket limits increased on 4/1/2010. Coverage for domestic partners has been discussed but not implemented.
Local Gov. M		
Local Gov. N	Yes	Coverage has been changed from defined benefit to defined contribution. Employees who retired before 2009 pay \$78.00 prorated to a 2-week pay cycle.
Local Gov. O	Yes	City pays 68%, Employees pay 32%. Retirees pay on a scale based on years of service from 100% for less than 5 years to 5% for 20 years. There is an 8% reduction for wellness program participants.
Local Gov. P	Yes	Recently changed to a defined contribution plan. Implementing a \$40/month charge for smokers. Recently opened a clinic. Provide secondary insurance for retirees with 20 years after age 65.
Local Gov. Q	Yes	City pays a portion of the premium for retirees based on years of service. It does not pay after age 65. Recently increased costs paid by retirees.
Local Gov. R	Yes	Premiums for dependant coverage have increased annually.
Local Gov. S		City pays for retirees up to \$200/month based on years of service.
Local Gov. T	No	
Local Gov. U	Yes	There have been recent changes in the costs.
Local Gov. V	Yes	\$25 monthly discount for participating in wellness program. Considering eliminating retirement coverage.

## Time-Off Policies for Employees

A poll of the local governments regarding their time-off policies showed that the amount of holiday, vacation and sick leave varies marginally among the jurisdictions with the exception of policies for firefighters. Another notable exception are the general leave policies of three cities that combine vacation and sick leave. The following sections list the amount of time off provided by each employer for different categories of employees and note key elements of the policies.

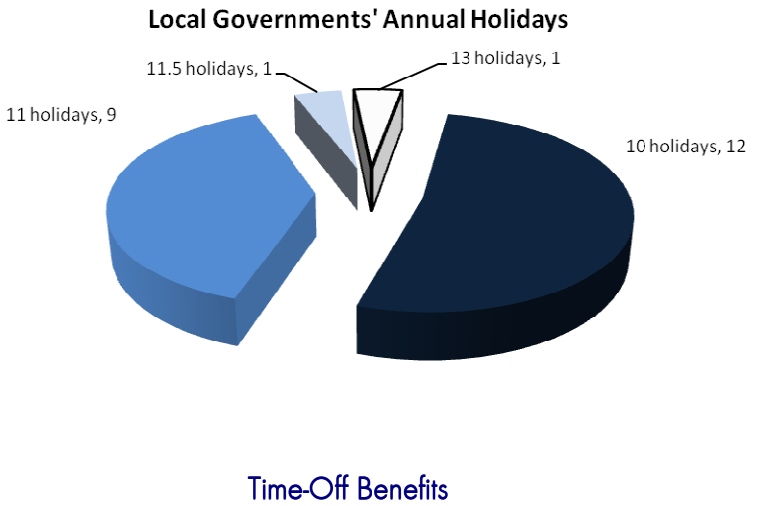
### Holidays

All of the jurisdictions provide paid holidays for their regular 40-hour per week employees. Columbia is in the majority of the 12 jurisdictions that have 10 holidays. Nine offer 11 holidays, one has 11.5 and another 13 holidays. One city in the group with 10 holidays adds an eleventh holiday when Christmas falls on a Wednesday to combine the holiday with a weekend. All of the jurisdictions designate the dates of the

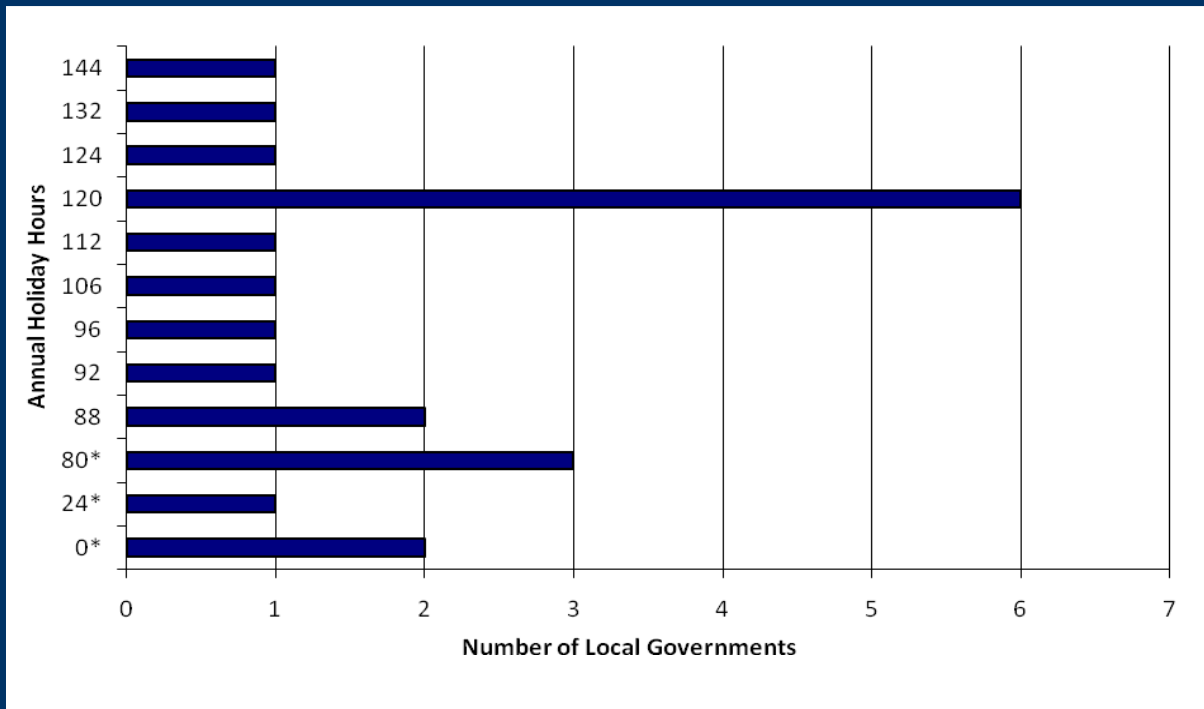
holidays, but six also allow one floating holiday to be selected by employees and a seventh offers two floating holidays. This keeps the local governments' offices open for business an additional day or two and provides flexibility for employees. One manager cited the diversity of employees' religious holidays as a benefit to the flexible selection.

Except for firefighters, most of the cities' shift workers receive the same amount of holiday time off as other employees and either bank time if they must work on a holiday, or are paid an additional amount. This holds true for police and emergency dispatchers as well, except for two jurisdictions including Columbia that provide more time off to these employees to correspond with longer shifts. Two others do not offer holiday time off for public safety personnel. Instead, one considers the extra time worked in its compensation while the other pays double time to police officers and firefighters who work on a holiday.

Firefighters' unique 24-hour shifts and more total hours on duty per year result in holiday policies that vary considerably from one jurisdiction to another. On one end of the spectrum are the jurisdictions mentioned above, which offer no time off. On the other are six governments in the majority, including Columbia, that provide 120 hours (five shifts) of holiday time for firefighters. Others provide from 88 hours (3.6 shifts) to 144 hours (six shifts). One city that gives 80 hours (3.3 shifts) of holiday time also schedules one-half shift off every 24 days, called a Kelly Day, which is common in some parts of the country. Another provides four floating holidays to dispatchers and firefighters and pays double time for working on the holiday. Finally, a city that provides only 24 hours of accrued time off also compensates at time-and-half in addition to regular pay when firefighters work on a holiday.



# Annual Holiday Hours for Firefighters



\* One jurisdiction that provides no time off considers regular compensation in offsetting holidays. The other jurisdiction that has no holiday time off pays double time to personnel who work on a holiday. The city that gives 24 hours of leave also pays regular time plus time-and-a-half to personnel who work on a holiday. In addition to 80 hours of holiday time off, firefighters in one city also receive Kelly Days off.

	Annual Holiday	Regular Employee	Police	Fire	Communications	Other Shift Employees	Notes
Columbia	10	80	85	120	80	80	Holiday time was recently changed for firefighters from 240 hours annually.
Local Gov. A	10	80	80	120	120	80	
Local Gov. B	11	88	88	88	88	88	
Local Gov. C	10	80	80	80	80	80	
Local Gov. D	11	88	88	106	N/A	N/A	10 regular holidays and 1 personal holiday. Firefighters accrue 9.6 hours for each holiday, which is taken as vacation time.
Local Gov. E	10	80	80	80	80	80	Nine set holidays and one assigned near Christmas by the city manager. Employees who work on shifts that are scheduled through holidays accrue an additional 1.54 hours per week, 10 days per year, called Vacation-Holidays and take this time off as additional vacation time. Firefighters also receive Kelly Days that are built into the shift schedule.
Local Gov. F	10	80	80	120	80	80	11 holidays are provided when Christmas falls in the middle of the week.
Local Gov. G	11	88	88	132	88	88	
Local Gov. H	10	80	80	112	80	NA	
Local Gov. I	10	80	0	0	80	NA	Fire and police do not receive holiday time off, but are paid double time for working on holidays.
Local Gov. J	10	80	80	80	80	80	
Local Gov. K	11	88	88	88	88	88	10 holidays are set and one is a floater used at the employee's discretion with approval.
Local Gov. L	11	88	Varies based on shift	120	88	Varies based on shift	A portion of holiday time for firefighters is converted to vacation time to prevent the need to pay out unused holiday time at the end of the year.
Local Gov. M	11	88	NA	96	48	NA	There are 9 fixed and 2 floating holidays for non emergency personnel. Firefighters and dispatchers receive four floating holidays and are paid double time when working on a recognized holiday for the hours that occur on the holiday. This municipality receives law enforcement from a county sheriff's department.

	Annual Holiday	Regular Employee	Police	Fire	Communications	Other Shift Employees	Notes
Local Gov. N	13	104	0	0	0	NA	Shift personnel do not receive a holiday benefit. Their pay rates are considered to compensate for holidays worked.
Local Gov. O	11	88	88	144	88	NA	There are 10 official holidays and 1 personal holiday per year.
Local Gov. P	10	80	80	120	80	80	There are 9 official holidays and 1 personal holiday per year.
Local Gov. Q	11	88	88	124	88	NA	
Local Gov. R	11	88	92	24	88	0	Non-public safety shift employees who work on holidays receive regular pay plus 8 hours of holiday pay. Police and communications personnel bank the holiday time and use it when approved. Firefighters receive 24 hours of delayed holiday time and are paid time-and-a-half plus regular time while working on a holiday.
Local Gov. S	11.5	92	92	92	92	92	
Local Gov. T	10	80	80	120	80	80	
Local Gov. U	10	80				NA	There is one floating holiday.
Local Gov. V	10	80					One floating holiday. Sometimes an extra holiday

## Vacation Time

The amount of vacation time, often called annual leave, offered to employees by the local governments surveyed ranges from one city with 48 hours (six days) annually to nine with 96 hours (12 days). In between is another group of nine jurisdictions, including Columbia, that offer 80 hours (10 days). The amount reported is for entry-level employees, but this typically increases with length of service.

Generally, the same hours apply to police, 911 dispatchers and other shift employees, although one provides a slight increase for police and dispatchers and another a substantial increase for its dispatchers to correspond with longer shifts. As with the other types of leave, the longer hours worked by firefighters often are adjusted accordingly. The amount of time off for these employees ranges from 48 hours annually (two 24-hour shifts) to 168 hours (seven 24-hour shifts). Columbia's entry-level firefighters are among two jurisdictions that accrue 112 hours (4.7 shifts).

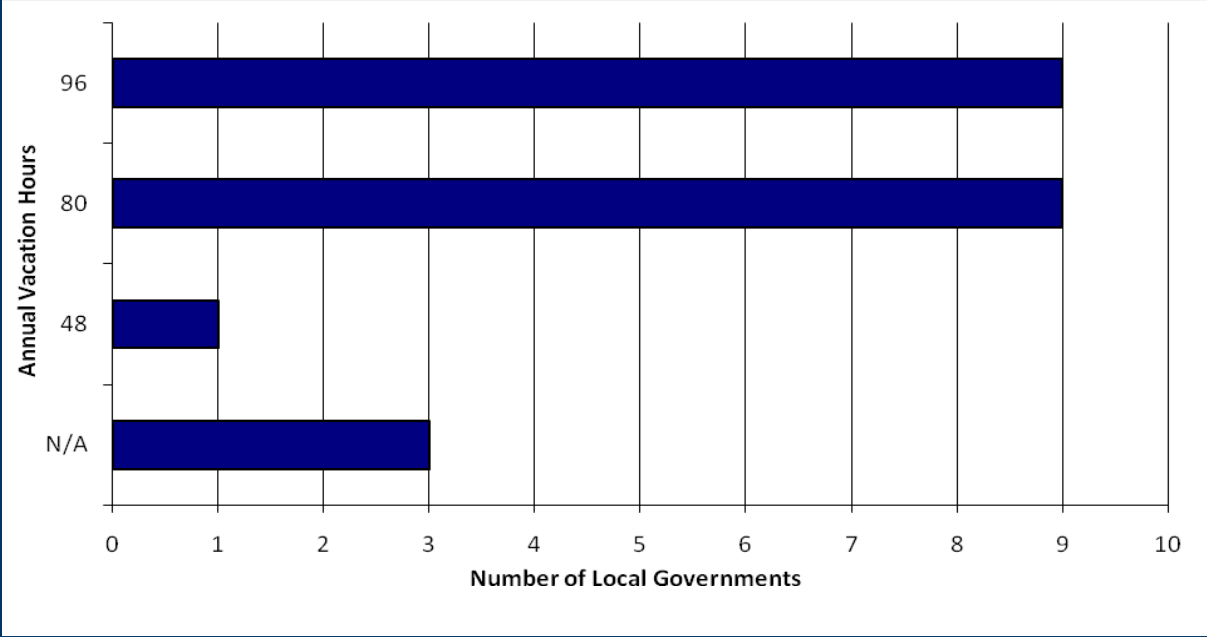
Three of the local governments in the survey have combined vacation and sick leave to create general leave plans. General leave makes no distinction in the reason for taking time off, which provides more flexibility for employees. These plans vary for entry-level

employees from 13 to 19.5 days. An advantage for one employer is that the number of general leave days offered is less than the sum of vacation and sick leave previously offered, reducing from 12 vacation and 12 sick days to 19.5 general leave days. With general leave, there are still guidelines for approval of time off that must be administered including determining what constitutes an emergency with no advance notice.

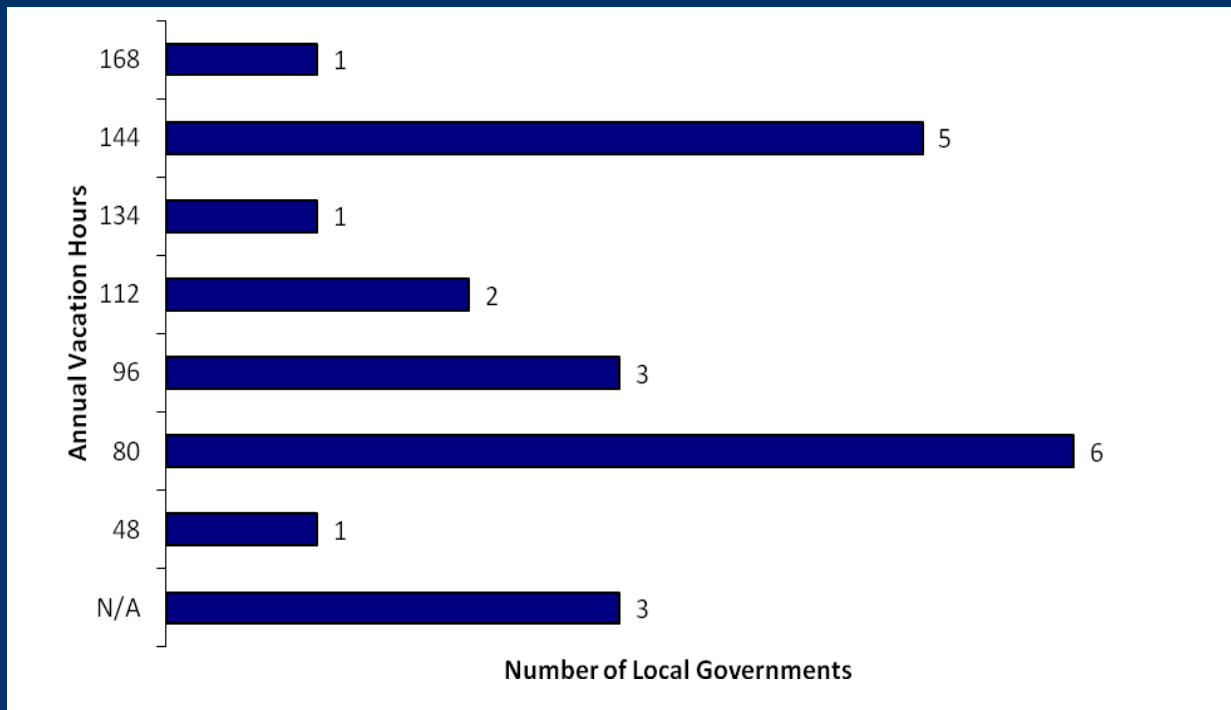
Two cities provide additional time off to employees who are exempt from overtime requirements under the Fair Labor Standards Act. One offers five additional days per year of "personal leave" and the other up to 10 days of "management leave." Employees in another city may use up to 12 hours annually of "petty leave" to handle personal business such as teacher conferences. This may be taken in no more than two-hour time blocks.

Two employers in the survey use vacation time as an incentive to employees to engage in beneficial activities. One offers up to 20 hours additional time off per year for participation in a wellness program and another provides leave for employees who volunteer off-duty in approved community programs. For every six hours of documented community volunteer service in a six-month period, eight hours of vacation time is awarded.

# Annual Vacation for 40-Hour Employees



# Annual Vacation Hours for Firefighters



	Regular	Police	Fire	Communi- cations	Other Shift Employees	Notes
Columbia	80	80	112	80	80	Vacation time increases with seniority. Employees may bank up to two times their annual accrual.
Local Gov. A	80	80	80	80	N/A	
Local Gov. B	96	96	144	96	96	FLSA exempt employees receive five days of additional personal leave annually. Increase with seniority.
Local Gov. C	48	48	48	48	48	
Local Gov. D	96	96	144	N/A	N/A	Vacation accrual increases with length of services.
Local Gov. E	80	80	80	80	80	
Local Gov. F	96	96	96	96	96	Up to 80 hours of management leave is provided for some exempt employees including up to 40 hours for upper management and department heads.
Local Gov. G	80	80	144	80	80	
Local Gov. H	NA	NA	NA	NA	NA	Vacation (12 days) and sick leave (12 days) were combined into general leave: 19.5 days up to 27 days for senior employees. The same rates apply to all categories of employees. Employees can also earn up to 20 hours off per year for participation in wellness activities.
Local Gov. I	80	80	80	80	NA	
Local Gov. J	96	96	96	96	96	
Local Gov. K	NA	NA	NA	NA	NA	Vacation and sick leave are combined in general leave starting with 13 days (104 hours) per year. This increases to 28 days of leave per year with seniority.
Local Gov. L	80	80	80	80	80	
Local Gov. M	96	NA	134	101	NA	
Local Gov. N	80	84	112	84	NA	
Local Gov. O	96	96	144	96	NA	Vacation time increases with seniority.
Local Gov. P	96	96	144	96	NA	Vacation time increases with seniority.
Local Gov. Q	80	80	80	80	NA	Vacation time increases with seniority.
Local Gov. R	96	96	96	96	96	Employees receive 12 hours annually of petty leave to handle transactions such as teacher conferences. No more than 2 hours of petty leave may be used in a day.
Local Gov. S	80					Employees who volunteer at least 6 hours in approved community programs in a six-month period receive 8 hours of additional vacation time.
Local Gov. T	96	96	168	96	96	Vacation time off increases with seniority up to 184 hours for regular employees with 25 years of service and up to 300 hours for firefighters. Employees may bank a maximum of four times their annual accrual.
Local Gov. U	NA	NA	NA	NA	NA	General leave plan with 18 days off per year.
Local Gov. V						

## Sick Leave

Sick leave time allotments vary only slightly for regular employees from one location to another. Two cities offer 80 hours annually (10 days) and all of the others, including Columbia, offer 96 hours (12 days). One jurisdiction gives additional sick time to police and dispatchers, 84 hours up from 80 hours, and one provides 101 hours of sick leave for dispatchers. Like holiday and vacation leave, there are significant variations in the amount of sick time allocated to firefighters, ranging from 80 hours (3.3, 24-hour shifts) to 192 hours (eight shifts). Columbia's fire personnel and those in one other jurisdiction are allocated 134 hours annually (5.6 shifts).

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Four local governments offer incentives to reduce the use of sick leave. Columbia pays employees for one-fifth of sick leave accrued beyond 720 hours (90 days) each year and resets the time to 720. Another city compensates employees for one-third of their sick leave exceeding 960 hours. This city also pays employees \$75 when fewer than eight hours of sick leave is used in a six-month

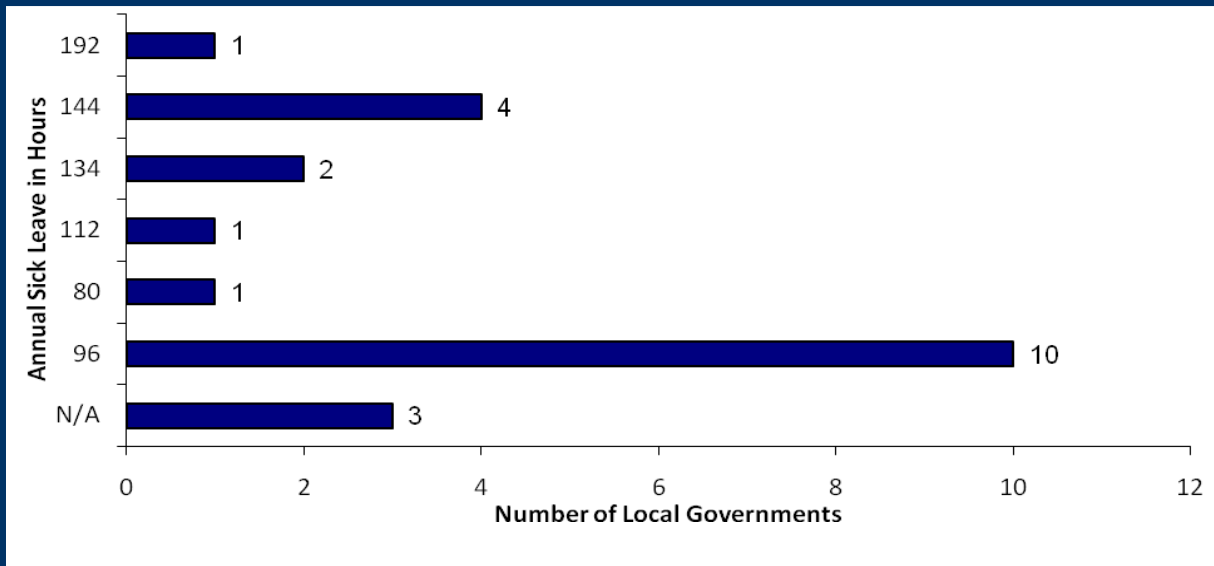
period, while a third employer converts five days of sick leave to a day of vacation leave above 120 days. One city provides 26 additional vacation hours when firefighters do not use sick leave in a 13-week period.

To support employees who suffer long-term illnesses, or who have family members with extended sicknesses, one jurisdiction offers a shared sick leave program. Employees participate voluntarily, donating eight hours of sick leave annually to a bank of sick time and are then eligible for up to four weeks of additional time off if their personal sick leave is exhausted due to a medically documented illness or injury.

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As noted in the section on vacation time, three of the local governments combine sick leave and vacation leave into a general leave plan. This has the advantage of providing more flexibility for employees to take time off, especially for emergencies that do not involve sickness such as an immediate home repair, but general leave can still be abused in similar ways as sick leave.

# Annual Sick Leave Hours for Firefighters



	Regular	Police	Fire	Communications	Other Shift Employees	Notes
Columbia	96	96	134	96	96	Employees are paid for 20% of time that exceeds 720 hours annually.
Local Gov. A	96	96	96	96	96	Every 5 days of sick leave accrued over 120 days is converted to one vacation day.
Local Gov. B	96	96	144	96	96	These amounts are for entry-level personnel. Sick leave is increases with seniority with up to 120 hours for regular employees and police officers and up to 300 hours for firefighters.
Local Gov. C	96	96	96	96	96	
Local Gov. D	96	96	144	N/A	N/A	A maximum of 720 hours may be accrued. Sick leave is not reimbursable.
Local Gov. E	96	96	96	96	96	Firefighters receive 26 hours of vacation leave, called Garcia Days, when no sick leave is used in a 13-week period.
Local Gov. F	96	96	96	96	96	
Local Gov. G	96	96	96	96	96	
Local Gov. H	NA	NA	NA	NA	NA	Vacation and sick leave are combined into general leave.
Local Gov. I	96	96	96	96	NA	Employees may take 3 days per year within the allocation to care for sick family members.
Local Gov. J	96	96	96	96	96	
Local Gov. K	NA	NA	NA	NA	NA	Vacation and sick leave are combined in general leave.
Local Gov. L	96	96	96	96	96	Employees who use fewer than eight hours of sick leave in a six-month period are awarded \$75. There is a shared sick-leave program for employees or employees with immediate family members who have serious health conditions.
Local Gov. M	96	NA	134	101	NA	
Local Gov. N	80	84	112	84	NA	
Local Gov. O	96	96	144	96	NA	
Local Gov. P	96	96	144	96	NA	
Local Gov. Q	96	96	96	96	NA	
Local Gov. R	96	96	96	96	96	Sick leave accrues at a higher rate with seniority at 8, 15 and 25 years of service. In the 25 <sup>th</sup> year accrual is 10.88 days per month.
Local Gov. S	80	80	80	80	80	
Local Gov. T	96	96	192	96	96	
Local Gov. U	NA	NA	NA	NA	NA	There is a general leave plan.
Local Gov. V						

## Overtime Paid to Employees

All of the local governments in the survey pay overtime to hourly employees who exceed their regular 40-hour per week schedules. Also, all except one pay overtime to police officers, and all except one other jurisdiction pay overtime to its firefighters, emergency dispatchers and other shift employees where the respective services are provided.

The Fair Labor Standards Act requires that non-management employees who are on a 40-hour per week schedule be awarded for additional hours worked by either receiving one and one-half times the hours in compensatory time off or by being paid at one and one-half times their hourly rate. Among the employers in the survey, seven indicated that they use comp time in place of overtime when possible. One city reported that employees individually select the method by which they will be compensated, but to control costs its managers determine which employees will work additional hours.

In some jurisdictions police and fire department work cycles are longer than the traditional 14-day period to reduce overtime by providing more flexibility in the schedules. Five local governments including Columbia pay police officers on a 28-day pay cycle, the maximum allowed by the FLSA for police or fire. One of these also uses a 24-day cycle for a different type of shift. For the 28-day cycle, all but one employer pays officers overtime after working 171 hours. The exception is a city that has opted to pay overtime after 160 hours. Another jurisdiction minimizes police overtime

by scheduling overlapping shifts on Friday and Saturday nights when call volumes tend to increase.

Similarly, six of the jurisdictions schedule firefighters on pay cycles that are longer than the frequently used 14 days that Columbia has adopted. These include 15, 24, 27 and 28-day periods. In the 14-day cycle, firefighters receive overtime after 106 hours, a threshold that increases proportionately to 212 hours for a 28-day cycle. A benefit of the 15, 24 and 27-day cycles is that they are evenly divisible by the three-day rotation of the 24-hour shifts. In addition to reducing overtime by shifts working out evenly, this helps to level the amount of pay checks from one cycle to the next without changing hourly pay rates. The same city that pays its police officers overtime after 160 hours also uses this threshold for firefighters, which is well below the 212-hour limit specified in the FLSA.

One of the jurisdictions in the survey minimizes firefighters' overtime by scheduling one-half of a shift off, called a Kelly Day, in each 24-day cycle. This subtracts work time in the period to stay under the FLSA threshold; however, more personnel are needed to cover the shifts.

Another city recently reduced overtime by allowing firefighters to "sell back" vacation days. In this arrangement employees are paid straight time for vacation days that they opt not to take, thereby reducing the need for overtime to cover leave. Columbia uses this policy as well for vacation days and holidays.

	Regular	Police	Fire	Communications	Other Shift Employees	Notes
Columbia	Yes	Yes	Yes	Yes	Yes	Overtime is paid according to FLSA requirements and has been reduced citywide. Police officers' pay is calculated on a 28-day cycle and firefighters' is calculated on a 14-day cycle. To reduce overtime firefighters may sell back holiday and vacation days, working at straight time in place of overtime.
Local Gov. A	Yes	Yes	Yes	Yes	Yes	Overtime is paid according to FLSA requirements. Compensatory time off is awarded first if possible.
Local Gov. B	Yes	Yes	Yes	Yes	Yes	A new policy was implemented to reduce overtime in which firefighters can sell back vacation days. They are paid for the vacation days at straight time and receive regular pay for working, thus eliminating the need for other personnel to cover with overtime.
Local Gov. C	Yes	No	Yes	Yes	Yes	Overtime is paid according to FLSA requirements.
Local Gov. D	Yes	Yes	Yes	N/A	N/A	Only timecard employees receive overtime pay.
Local Gov. E	Yes	Yes	Yes	Yes	Yes	Overtime only applies to FLSA non exempt employees. Firefighters are scheduled for Kelly Days, which is 1/2 day of leave in each 24-day work cycle. This reduces the workweek from 56 hours to 52 1/2 hours and reduces the need for overtime.
Local Gov. F	Yes	Yes	Yes	Yes	Yes	After meeting the FLSA time thresholds, employees have the option of taking 1.5 hours compensatory time off or being paid overtime, but management has the option of selecting which employees will work the additional hours.
Local Gov. G	Yes	Yes	Yes	Yes	Yes	Overtime is provided when available within the budget.
Local Gov. H	Yes	Yes	Yes	Yes	Yes	Comp time is being used as much as possible in place of overtime.
Local Gov. I	Yes	Yes	No	No	No	Police overtime is minimized by doubling shifts on Friday and Saturday nights.
Local Gov. J	Yes	Yes	Yes	Yes	Yes	Compensatory time off is a priority instead of overtime when possible. Fire and police are on a 28-day pay cycle and make overtime past the FLSA time thresholds: 171 hours for police and 212 hours for fire.
Local Gov. K	Yes	Yes	Yes	Yes	Yes	Non-exempt 40-hour per week employees receive overtime or comp time after 40 hours. Police officers receive overtime or comp time over 86 hours in 14 days and firefighters receive overtime or comp time after working 204 hours in 27 days.

	Regular	Police	Fire	Communications	Other Shift Employees	Notes
Local Gov. L	Yes	Yes	Yes	Yes	Yes	Police work 24 and 28-day pay cycles, fire works a 27-day pay cycle.
Local Gov. M	Yes	N/A	Yes	Yes	Yes	Non-exempt regular employees are paid at 1.5 times their hourly rate over 40 hours in a week. Firefighters are paid on a 15-day cycle and receive overtime after 114 hours. This cycle is an even 5 shifts, which helps to level firefighters' pay from one cycle to the next without changing the hourly rate.
Local Gov. N	Yes	Yes	Yes	Yes	Yes	Overtime is paid according to FLSA requirements.
Local Gov. O	Yes	Yes	Yes	Yes	N/A	All employees are on a 14-day pay cycle except for the police department, which is on a 28-day cycle. When possible, the hours worked are flexed within the pay cycles to minimize overtime.
Local Gov. P	Yes	Yes	Yes	Yes	Yes	On a 14-day pay period with overtime paid according to FLSA. There have been reductions in overtime in several departments.
Local Gov. Q	Yes	Yes	Yes	Yes	N/A	Overtime is paid according to FLSA requirements.
Local Gov. R	Yes	Yes	Yes	Yes	Yes	Overtime is paid according to FLSA. Department managers have the option to award compensatory time off instead of overtime.
Local Gov. S	Yes	Yes	Yes	Yes	Yes	Pay periods are 14 days. Overtime for police and fire is calculated on a 28-day cycle. For this pay cycle, FLSA specifies overtime for police after 171 hours in 28 days and for fire after 212 hours in 28 days. The jurisdiction exceeds FLSA requirements by paying 1.5 hours for each hour worked exceeding 160 hours at the end of the 2nd pay period.
Local Gov. T	Yes	Yes	Yes	Yes	Yes	Overtime is paid according to FLSA requirements.
Local Gov. U	Yes	Yes	Yes	N/A	N/A	Overtime is paid for non-exempt employees.
Local Gov. V	Yes	Yes	Yes	Yes	Yes	Overtime is paid for non-exempt employees. In some cases compensatory time off is substituted.

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# Part 3

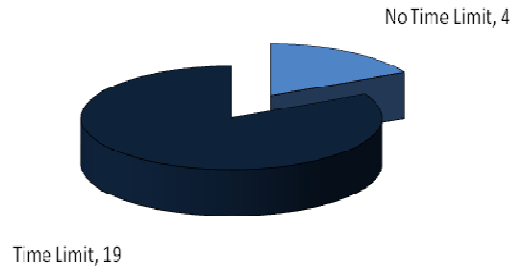
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## Safety of Nightclubs

## Serving Time Limits for Alcohol

Nineteen of the jurisdictions in the survey either limit the time that alcohol may be served or, in the case of the eight North Carolina cities, are affected by a state law that sets 2:00 a.m. as the time that serving must cease. The 11 local governments that have ordinances set times ranging from 2:00 a.m. to 3:00 a.m. to stop serving alcohol. One city also has an annual permit requirement for dance halls that restricts activities there, and another cited use of a noise ordinance to help control activities at nightclubs

### Time Limit on Serving Alcohol



### Time Limit on Serving Alcohol

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	Required Time for Bars to Stop Serving	State or Local Regulation	Notes
Columbia	No	N/A	
Local Gov. A	Yes	Local	2:00 a.m.
Local Gov. B	Yes	State	2:00 a.m.
Local Gov. C	Yes	Local	2:30 a.m.
Local Gov. D	Yes	Local	2:00 a.m. Two zoning districts that permit restaurants, but not bars, limit the hours of operation to 11 p.m.
Local Gov. E	Yes	State	2:00 a.m. The jurisdiction has an additional requirement for annual permitting of dance halls through the police department. This is defined as a location that has live or electronic music, has space for dancing and charges admission. The ordinance specifies that the operator may not have a criminal record, reemphasizes state alcohol requirements and requires off-duty police officers to be hired for security.
Local Gov. F	Yes	State	2:00 a.m.
Local Gov. G	Yes	State	2:00 a.m. A noise ordinance also applies to nightclubs.
Local Gov. H	No	N/A	
Local Gov. I	Yes	Local	2:00 a.m. This has reduced law enforcement challenges.
Local Gov. J	Yes	State	2:00 a.m.
Local Gov. K	Yes	Local	2:00 a.m.
Local Gov. L	Yes	State	2:00 a.m.
Local Gov. M	Yes	Local	3:00 a.m.
Local Gov. N	No	N/A	
Local Gov. O	Yes	Local	2:00 a.m.
Local Gov. P	Yes	Local	2:00 a.m. An exemption can be obtained for the 2:00 a.m. closing, but nuisance calls can result in voiding the exemption. Bars have been closed under a noise ordinance.
Local Gov. Q	Yes	Local	2:00 a.m.
Local Gov. R	Yes	State	2:00 a.m.
Local Gov. S	Yes	Local	2:00 a.m.
Local Gov. T	Yes	Local	3:00 a.m. The ordinance licenses businesses that serve alcohol and limits activities that may occur on the premises. It also restricts persons who may apply for a license based on their history of operating similar businesses and their criminal records. The license can be revoked if there are violations.
Local Gov. U	No	N/A	
Local Gov. V	Yes	State	2:00 a.m.

## Police Protection for Nightclubs

Jurisdictions in the survey that have concentrations of bars or nightclubs frequently employ police taskforce operations to help reduce crimes in these areas. The taskforce generally consists of the police department and other agencies working together to apply regulations within their respective scopes of authority to broaden the enforcement effort. As in Columbia, the partners sometimes include the state revenue department, the fire department, and other law enforcement agencies. Taking the taskforce concept a step farther, one of the cities in the survey received legislative approval to enforce state alcohol regulations through its police department. Each of the department's patrol districts includes an ABC officer who has special training and enforcement authority. The city also has a dedicated entertainment district patrol that establishes working relationships with the owners and managers of nightclubs to improve cooperation in reducing crime and complaints. A city in another state has authority to issue alcohol licenses and to exert control over activities in nightclubs and bars through this power.

In all except one location, the police department exercises discretion in determining the amount of its presence in nightclub areas. The exception is a town that

does not have its own police department, but provides funds for overtime to the sheriff's department to increase patrols in these areas. Another city's police routinely schedule overlapping shifts on Friday and Saturday nights to handle an increased workload throughout the jurisdiction, not just for nightclubs.

None of the governments surveyed requires bars to hire security guards or off-duty officers, although some require promoters to employ officers for special events and, in at least one case, an administrative law judge imposed a requirement for private security on a Columbia nightclub. Police departments vary in their policies regarding the use of off-duty officers for nightclub security. Of the 12 jurisdictions from which information was obtained on this subject, three including Columbia prohibit officers from working at establishments where alcohol is consumed, while one prohibits officers from working off duty where the primary business is the sale of alcohol. In one of the eight communities that permits this practice, officers may work off-duty outside bars, but may only enter if there is an incident. Another city encourages bars and nightclubs to hire officers for secondary employment and reported that their presence reduces the workload for on-duty personnel.

Following the death of an officer during a fight at a nightclub in one city, there was an extensive debate over the need for a nightlife ordinance, but it was never adopted. The draft ordinance stipulated that nightclubs must either hire private security or alternatively, that employees must be trained by police to prevent and recognize crimes, and owners must agree to prosecute crimes that occur in their businesses. The ordinance also would have required nightclubs to clean up trash promptly around the clubs.

In response to throngs of unsupervised teenagers in its entertainment district, one city imposed a 9:00 p.m. curfew for persons younger than 18. There was considerable public debate and criticism, but it has reduced the crowds.

## Police Protection for Nightclubs

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	Who Determines Police Presence	Taskforce Operations	Notes
Columbia	Police discretion	Yes	The police department increases its presence in bar areas on Thursday, Friday and Saturday nights. It also uses a taskforce approach with other agencies, including state law enforcement, state revenue department, university police, and the fire department. Officers are not permitted to work off-duty on premises licensed for alcohol consumption.
Local Gov. A	Police discretion	No	Police perform strategic enforcement based on trends in incidents.
Local Gov. B	Police discretion	Yes	Off-duty officers are hired voluntarily by some bars and nightclubs
Local Gov. C	Police discretion	No	
Local Gov. D	Police discretion	Yes	The same police officers work the areas of bars and nightclubs on a constant basis. At bar closing time on nights with large crowds, other officers augment the regular officers. Fire marshals are also involved with crowd management. Police use a partnership model in working with other local agencies and state agencies. For example, the department of probation and parole's data base is readily available and provides valuable information. Police officers may not work off-duty at businesses where the primary purpose is the sale of alcohol.
Local Gov. E	Police discretion	Yes	The police department has an entertainment district unit comprised of one sergeant, 15 patrol officers and a police department ABC officer. The officers are deployed in the evening hours to patrol the entertainment district and are in the area when clubs close at 2:00 a.m. to prevent robberies and issues with intoxicated club patrons. The officers have established close working relationships with club owners and managers to make them partners in crime prevention and in addressing issues such as noise complaints. The ABC officer checks compliance of alcohol establishments. Each of the department's patrol divisions has an ABC officer who has special training and is granted ABC enforcement powers through special state legislation. The department has also used a taskforce approach and worked with code enforcement and the fire department, resulting in one club being closed. Decisions on the use of off-duty officers and private security are left to club managers. There is also a heavier police presence through secondary employment of off-duty officers, which reduces the workload for on-duty personnel. The police department may make recommendations but cannot mandate additional security.
Local Gov. F	Police discretion	No	Off-duty officers are required to be hired for special events. Businesses hire officers on a voluntary basis.
Local Gov. G	Police discretion	No	Off-duty officers are hired voluntarily by some bars.
Local Gov. H	Police discretion	Yes	Off-duty officers are hired voluntarily by some bars.
Local Gov. I	Police discretion	No	Police shifts are doubled on Friday and Saturday nights. Police officers may not work off-duty at bars or nightclubs, but can be hired by other businesses and for events. The city has only a few bars and nightclubs.
Local Gov. J	Police discretion	Yes	Police, fire and state alcohol enforcement sometimes work together in checking nightclubs. There is no requirement to hire private security or off-duty officers, but police spot-check private security to ensure that they are employed either by the bar or by a licensed promoter.

	Who Determines Police Presence	Taskforce Operations	Notes
Local Gov. K	Police discretion	Yes	Heavier police concentrations are achieved in the areas of nightclubs downtown. In the summer, school resource officers help to supplement the police presence. Taskforce operations are used to address specific problems on an interim basis. Off-duty police officers may work for nightclubs, but they must remain outside unless there is an incident inside. In this capacity, they may only enforce criminal violations, not the rules of the establishment such as dress code. There is a 9:00 p.m. curfew on teenagers in the downtown entertainment area, but there was significant debate over this.
Local Gov. L	Police discretion	Yes	Taskforce operations are used occasionally. Off-duty police officers can be hired by nightclubs or private security can be used, but there is no requirement for this. The community does not have an area where bars are concentrated.
Local Gov. M	Set by Council	N/A	The town does not have a police department. It provides funding for overtime to the sheriff's department to provide extra patrols of bar and nightclub areas.
Local Gov. N	Police discretion	Yes	
Local Gov. O	Police discretion	Yes	Nightclubs can hire off-duty officers. The city is reimbursed when an officer takes a patrol car to an off-duty job.
Local Gov. P	Police discretion	Yes	
Local Gov. Q	Police discretion	Yes	Police, fire, building inspectors and zoning conduct taskforce operations. Off-duty police officers may not work at establishments that sell alcohol.
Local Gov. R	Police discretion	Yes	The police department has a nightclub taskforce that concentrates on enforcement of codes and regulations in these locations. In addition, the department targets areas in which crimes and call data suggest that an added police presence is necessary. There are areas with concentrations of bars and nightclubs that have required periodic additional police presence. To improve regulation of events, including those at nightclubs, the department is exploring the possibility of an ordinance that would require a promoter's license.
Local Gov. S	Police discretion	Yes	The police department participates in a circuit court alcohol enforcement team that targets underage drinking and drunk driving.
Local Gov. T	Police discretion	Yes	Off-duty officers are hired by bars and nightclubs at the option of the business. City issues licenses to serve alcohol and exerts control over activities in nightclubs and bars through this power.
Local Gov. U	Police discretion		
Local Gov. V	Police discretion	Yes	A police officer was killed in 2007 when he responded to a fight at a nightclub, which prompted an extensive review and discussion of nightclub enforcement. A nightlife ordinance was proposed, but was not adopted. The ordinance would have required nightclubs to either hire private security at certain times, or for employees to be trained by police to prevent and recognize crimes and for owners to agree to prosecute people who commit crimes in their nightclubs. The ordinance also would have required nightclubs to clean up trash promptly in areas surrounding the clubs.

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# Part 4

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## Other Issues of Interest

## Contract or Consolidation of Services

Twenty one of the jurisdictions in the survey have some form of contracted or consolidated public safety services and 16 have consolidated, contracted, or joint services with another jurisdiction other than for public safety. Ten of the jurisdictions have formal cooperation with another agency for law enforcement functions. Two of these operate consolidated city-county police departments, while another contracts for police protection from its sheriff's department, and another contracts its police department to serve an unincorporated district near the city. Others share law enforcement resources including one in which the sheriff's department and police department occupy the same building, use the same jail and have a common records system. Conversely, these two agencies separated their dispatch and training functions that had previously consolidated. Columbia uses Richland County's detention center on a per-inmate fee basis, and similarly, another jurisdiction's police department has merged prisoner processing with its sheriff's department. School resource officers are provided to public schools by three jurisdictions including Columbia, and one of

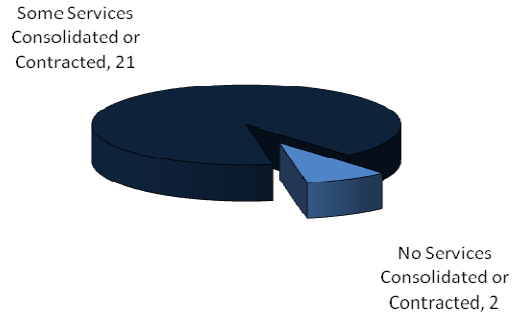
the cities contracts for armed security at 12 of its buildings. Merging internal services, one city combined its police and fire departments into a single public safety department.

The most frequently reported joint service was fire protection with 12 of the jurisdictions sharing resources in a variety of combinations. Columbia and Richland County operate a consolidated fire department, while two of the cities in the survey contract their fire departments' hazardous materials response capabilities, and two cities in North Carolina have contracted with volunteer fire districts to serve newly annexed parts of town as required by an annexation law in that state. Many of the communities also reported having mutual aid fire agreements with neighboring communities.

As in Columbia, emergency communications centers are frequently a product of shared resources, with eight of the jurisdictions reporting consolidated centers and an eighth indicating that its center provides services for a nearby town. Animal services are consolidated in five of the jurisdictions including Columbia.

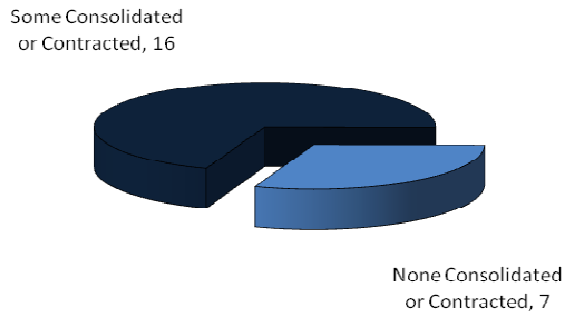
Planning departments or commissions are consolidated in four of the jurisdictions and a fifth merged internal services, combining its planning department with its housing and community development departments. This is not always a satisfactory arrangement though, with two cities stating that they recently split consolidated planning departments from their respective counties. Four jurisdictions also have consolidated building inspection operations. Another area of collaboration is parks and recreation with one city reporting that its county manages all parks, another city reporting that it manages two county parks and a third stating that a joint city-county recreation complex is being constructed.

### Public Safety Services Consolidated or Contracted



### Public Safety

### Other Services Consolidated or Contracted



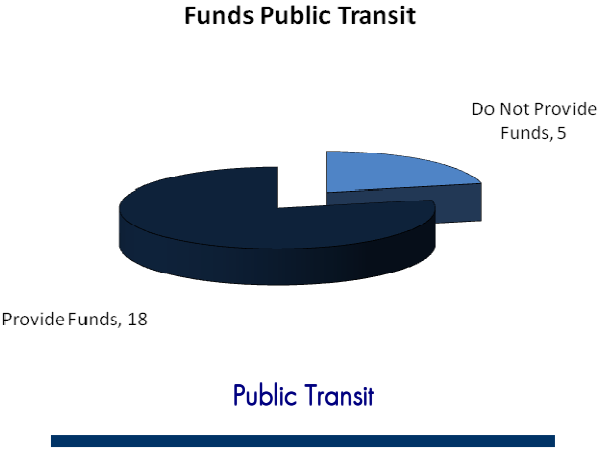
### Other Services

	Contract/Consolidation Public safety Services	Other Contract or consolidation	Notes
Columbia	Yes	Yes	The city operates a consolidated fire department, 911 communications center and animal shelter under contract with the county. The city provides water and sewer service to a large portion of the county, but there are other providers as well. The police department provides school resource officers to the school district. The county operates a detention center for a per-inmate fee from the city. The county also provides emergency medical service, property assessment, tax collection and administration of elections. The fire department maintains mutual aid agreements with surrounding cities and counties and an automatic aid agreement with a neighboring fire district. A joint business license function was recently split between the city and county.
Local Gov. A	Yes	No	Police and fire services are consolidated as a public safety department within the city. The city has a contract with a neighboring fire district to provide service.
Local Gov. B	Yes	Yes	The communications center is consolidated. Property tax is collected by the county.
Local Gov. C	Yes	Yes	The city and county are combined into one government for all services.
Local Gov. D	Yes	No	Fire dispatch moved to county. Police dispatch will move when a new communication center is built.
Local Gov. E	Yes	Yes	There is one city-county police department. The police department's dispatch center provides service to a town in the county in return for police patrols of the town's sphere of influence. The police department contracts with the school district to provide school resource officers. There are fee-based services for a crime lab and for animal control to other towns within the county. The city and county have a consolidated department that administers the zoning ordinance. Business license and building inspections are operated by the county. Residential and commercial code enforcement is operated by the city. There is consolidated transportation planning through a two-county planning organization. The parks and recreation department is consolidated between the city and county and is operated by the county.
Local Gov. F	Yes	Yes	The city contracts with a volunteer fire district for coverage inside the City. State law requires a contract or buyout of volunteer fire districts when they are annexed. Other consolidated services: planning, inspections, emergency communications, tax assessment and collections.
Local Gov. G	Yes	Yes	The city contracts with surrounding fire districts. City provides some coverage in the districts and the districts provide some of the city coverage. Other contracted or consolidated services: tax collection, street numbering, fire department hazardous materials emergency response, transportation planning.
Local Gov. H	Yes	Yes	Emergency communications is consolidated between the city and county. Building permits are consolidated. City and county recently split a consolidated planning department when the city felt that county did not focus sufficiently on city issues.
Local Gov. I	No	No	City may contract with rural fire districts.

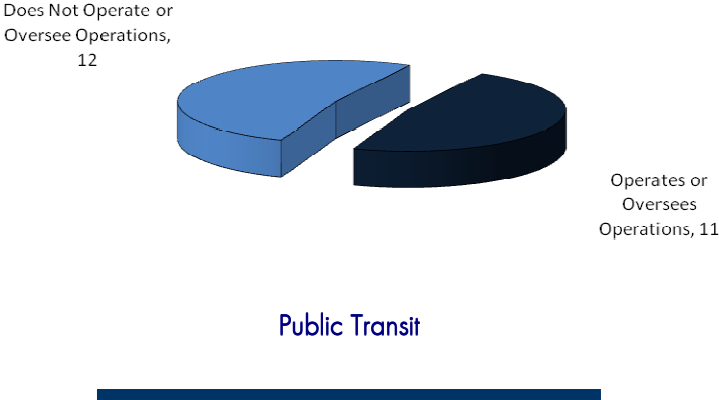
	Contract/Consolidation Public safety Services	Other Contract or consolidation	Notes
Local Gov. J	Yes	Yes	Contact for armed security in 12 city facilities. Consolidated emergency communications center. Within the city, planning and housing merged with community development. City and county services that are consolidated: animal control, elections, tax collection and library. The city's parks and recreation department manages two county parks.
Local Gov. K	Yes	Yes	Police and sheriff share a law enforcement building, records, forensics and jail, but once-shared training and dispatch by the two law enforcement agencies was separated. The city also contracts with a fire district to continue to provide firefighting and inspections for annexed properties in the district. Other contracted services: tax collection, traffic signal maintenance, sewer line maintenance, swimming pools. The city and county are jointly developing a recreation complex. The city and county contribute an equal amount to operate a transit authority. A joint planning department was recently separated. IT services that have been outsourced have been brought in-house.
Local Gov. L	Yes	Yes	The city has merged services with volunteer fire districts during annexations. Joint law enforcement training center, joint finger printing, single animal shelter, tax collection and sewer service.
Local Gov. M	Yes	No	Law enforcement is contracted to the sheriff's department. Beach patrol, lifeguards and first aid are contracted to a private company.
Local Gov. N	Yes	Yes	There is a contract with fire districts to cover some areas. Single service for animal shelter, storm water enforcement, building inspections.
Local Gov. O	Yes	Yes	Police and fire services are contracted to service districts. Automatic aid for fire service with another district. County collects certain revenues for city. IT services that have been outsourced have been brought in-house.
Local Gov. P	Yes	No	There is a contract to provide fire protection in an unincorporated district. The city's drug enforcement officers have been assigned to a two-county enforcement team.
Local Gov. Q	Yes	Yes	Emergency communications is being consolidated with the county in FY2010/11. There is a fire protection contract to provide service in a district outside the corporate limits. The county collects taxes and certain fees on behalf of the city and administers CDBG funds.
Local Gov. R	Yes	Yes	The county pays the city for fire hazmat response and for school resource officers. The county collects taxes and certain fees on behalf of the city.
Local Gov. S	No	No	
Local Gov. T	Yes	Yes	There is a consolidated city-county police department. Private security is used at three municipal buildings. There is a city-county planning commission that includes zoning, but building permits and code enforcement are handled separately.
Local Gov. U	Yes	No	Mutual-aid fire agreements.
Local Gov. V	Yes	Yes	Consolidated emergency management and prisoner processing. Consolidated city-county planning, inspections, purchasing, and water and sewer.

## Public Transit

Of the 23 jurisdictions, 18 provide some level of funding for public transportation. This ranges from \$10,000 to help support a system to \$120 million to operate a system. The five entities that do not provide funding, including Columbia, are served by a regional system funded through their counties. Eleven of the jurisdictions are responsible for the operation of a system and of those, four are directly engaged in the operations while seven have some form of contract for the operations. The following charts and table further describe the findings.



### Operates or Oversees Public Transit Operations



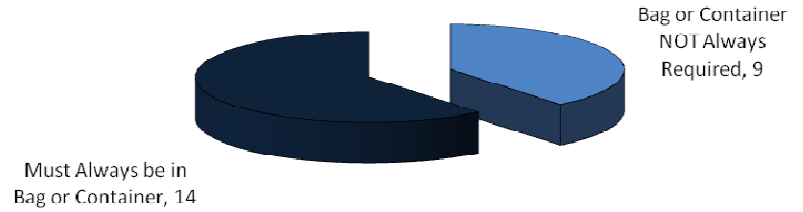
	Provides Funding	Oversees Operations	Contracts for Service	Notes
Columbia	No	No	N/A	Fixed-route and paratransit operated by a regional transit authority.
Local Gov. A	Yes	No	N/A	The jurisdiction provides \$15,000 to support a regional bus system.
Local Gov. B	Yes	Yes	Yes	The jurisdiction funds a full-service bus and paratransit system. Three employees oversee the contract.
Local Gov. C	Yes	Yes	No	Operates a county-wide fixed route and paratransit system.
Local Gov. D	No	No	N/A	There is a regional transit authority that provides fixed route and paratransit. Funding is through the county with a 1/2-cent sales tax, a part of which is used for bus service.
Local Gov. E	Yes	Yes	Yes	The jurisdiction's transit commission contracts for management of operations providing bus, rail and paratransit. Drivers and mechanics are union employees. The funding level is \$120 million.
Local Gov. F	Yes	Yes	Yes	Recently completed a \$12 million bus station for local and Greyhound service. Provides fixed route and paratransit.
Local Gov. G	Yes	Yes	No	The city operates a fixed route and paratransit system.
Local Gov. H	Yes	No	N/A	\$35,000 provided annually to regional bus system.
Local Gov. I	No	No	N/A	There is a regional transit authority that provides fixed route and paratransit. Funding is through the county with a 1/2-cent sales tax, a part of which is used for bus service.
Local Gov. J	Yes	Yes	Yes	The transit system provides fixed routes and paratransit and has a budget of \$20,000,000 funded by property taxes, state and federal grants, a motor license fee, a utility franchise fee and fares.
Local Gov. K	Yes	Yes	No	The city operates a city-county bus system under the direction of a transit authority board of directors who are appointed by the city, county and legislative delegation.
Local Gov. L	Yes	Yes	No	The city operates the bus and paratransit system. Drivers are city employees.
Local Gov. M	Yes	No	N/A	Jurisdiction provides \$175,000 grant to bus system.
Local Gov. N	Yes	No	N/A	\$10,000 is being paid temporarily for a regional bus and paratransit system until a permanent solution can be developed. There is an effort to coordinate elderly and disabled transit service among churches and non-profits.
Local Gov. O	No	No	N/A	There is a regional transit authority that provides fixed route and paratransit. Funding is through the county with a 1/2-cent sales tax, a part of which is used for bus service.
Local Gov. P	Yes	No	N/A	The jurisdiction provides \$200,000 to support a regional system.
Local Gov. Q	No	No	N/A	There is a regional transit authority that provides fixed route and paratransit. Funding is through the county with a 1/2-cent sales tax, a part of which is used for bus service.
Local Gov. R	Yes	Yes	Yes	A division of the public works department administers the contract for a fixed route and paratransit system.
Local Gov. S	Yes	No	N/A	The jurisdiction participates in funding a system that is operated by a larger neighboring city
Local Gov. T	Yes	No	N/A	The city provides funding for the transit system, which is overseen by the county and contracted to a private provider.
Local Gov. U	Yes	Yes	Yes	Funds and contracts for a fixed route and paratransit system
Local Gov. V	Yes	Yes	Yes	Funds and contracts for a fixed route and paratransit system

## Collection of Leaves and Yard Debris

Fourteen of the jurisdictions require leaves to be bagged or placed in containers at the curbside. The other nine, including Columbia, will collect loose leaves, although three limit the times that this collections occur. Four of the local governments have automated collection systems for yard debris, for which there is an additional charge. Three have a \$50 or \$60 fee for the rollcart, and two bill annually for the service, one \$55 and the other \$60.

Two jurisdictions require yard debris to be in clear plastic bags. Two make biodegradable bags optional and another is considering a switch to biodegradable bags. Six have limits on the size and weight of yard debris containers or piles, or on the size and weight of tree limbs.

### Requirement for Leaves to be in Bags or Containers



### Yard Debris and Leaves

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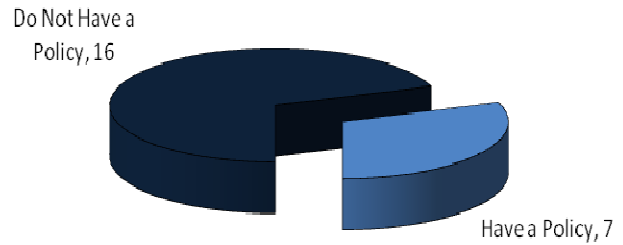
	Leaves Must be Bagged	Notes
Columbia	No	Loose leaves and other yard debris are collected.
Local Gov. A	No	Loose leaves and other yard debris are collected.
Local Gov. B	Yes	Leaves must be in containers. Large limbs do not have to be in a container, but may not exceed 50 lbs.
Local Gov. C	Yes	Yard waste must be bagged or placed in a 32-gallon can that is provided by the customer.
Local Gov. D	Yes	Vegetative materials must be in clear plastic bags. Bags must not weigh more than 40 lbs.
Local Gov. E	Yes	Leaves, grass clippings and other yard debris must be bagged or in a container limited to 75 lbs. Tree limbs must not exceed 5 feet or 4 inches in diameter.
Local Gov. F	Yes	For \$60 per year customers can enroll in a yard waste collection program. The jurisdiction provides a rollcart for this purpose.
Local Gov. G	No	Collection of loose leaves occurs twice per year in the fall and spring. There is a recommendation to limit this to one scheduled collection per year.
Local Gov. H	Yes	Leaves must be bagged or placed in some type of container.
Local Gov. I	Yes	Leaves must be bagged or placed in a brown rollcart designated for yard debris. The carts are sold to citizens by the jurisdiction at \$50 each.
Local Gov. J	No	
Local Gov. K	No	The solid waste division will pick up grass clippings, leaves and small tree limbs. Separate piles of loose yard debris are preferred. The division does not empty dumpsters, but rollcarts at commercial locations are still permissible.
Local Gov. L	No	Loose leaves are collected in the fall. Other yard debris must be in a container.
Local Gov. M	No	Solid waste services are contracted.
Local Gov. N	Yes	Leaves must be bagged to be picked up. Biodegradable bags are being considered. Pick-up of yard debris is limited to a 4x4-foot area.
Local Gov. O	Yes	Leaves must be bagged. Other yard debris must be placed in bundles and separated by the type of debris. The locations for pickup of yard trash are noted using GPS during garbage collection.
Local Gov. P	Yes	Yard waste must be in containers, except for tree limbs which must be bundled.
Local Gov. Q	Yes	All yard debris, including leaves, must be placed in clear plastic bags.
Local Gov. R	No	Loose leaves are collected twice a year. At other times bagged leaves are picked up during regular trash collection. Other yard debris must be in containers or tied in bundles.
Local Gov. S	Yes	All yard debris must be placed in a yard cart and put on the curb for mechanical pickup. The cart is provided at a charge of \$50.
Local Gov. T	Yes	Yard waste must either be placed in a container of up to 32 gallons, stacked in bundles no more than 4 feet long, 12 inches in diameter, and weighing no more than 40 pounds, or placed in biodegradable bags. No more than 15 bags are allowed for each collection.
Local Gov. U	No	Loose leaves are collected. Tree limbs must be less than six feet long and less than six inches in diameter.
Local Gov. V	Yes	Loose yard debris must be placed in 96-gallon roll carts available for a fee of \$60.00, plus an optional \$5 delivery fee, and there is a \$55 annual fee for collection of the yard waste.

## Information Technology Policies and Training

To determine what local governments in the survey do to ensure proper use of computer systems and to seek information on how they may be working to maximize employees' productivity through technology, a series of questions were asked about policies and training. Out of the 23 locations polled, 22 including Columbia have a policy on the use of computers, which generally includes email and Internet. However, when it comes to the quickly emerging array of social media, many governments like Columbia now use Facebook and Twitter to provide information to citizens, but only seven in the survey indicated that they have a policy to address the use of this technology by employees. Four others stated that a policy on social media is forthcoming.

None of the jurisdictions in the survey requires training on standard applications such as email, word processing or spreadsheet software, although one is considering this for all new employees. Including Columbia, eight require training in the use of certain applications before access is granted, most often on a finance system and on applications that are specific to departments' operations, such as records management. Although many require testing of computer skills by applicants for certain positions, only one has a training program for all new employees who will use computers. This covers the city's IT policies for logging into the network and for using email and the Internet. Another city has a briefing on IT policies during employee orientation.

### Policy on Use of Social Media by Employees



### Information Technology Policies and Training

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	Policy on Computer Use	Policy on Social Media	Required Training for Standard Applications	Testing Prior to Using Standard Software	Notes
Columbia	Yes	No	No	No	Training varies and is only required citywide for core services such as the finance system. In addition, individual departments require training on their records systems and software that is specific to their operations. All Internet activity is monitored and is blocked for social media sites and sites that are unlikely to be work-related. Applicants for some positions are tested on their computer skills before access is permitted. A wide spectrum of training is being offered to employees, for which the curriculums are determined by needs and types of service requests to the city's IT helpdesk. Major upgrades have associated training, with Windows 7 training being part of the next workstation rollout. Basic and advanced training is being offered to employees for Outlook, Word, Excel and other software.
Local Gov. A	Yes	No	No	No	Employees must sign a policy stating that they will use the computer systems appropriately. There is a daily 100-minute limit on accessing sites outside the government's network. Training occurs on a case-by-case basis from the IT staff. Facebook accounts have been established for all council members for protection from imposters.
Local Gov. B	Yes	Yes	No	No	There is a policy on computer and social media use that it must used for professional purposes, with limited personal use that does not include solicitation, for-profit activities, violence, obscenities or in other ways compromise the government's integrity. Training is offered for special systems and testing occurs for certain software prior to using. Training on computer basics is outsourced.

	Policy on Computer Use	Policy on Social Media	Required Training for Standard Applications	Testing Prior to Using Standard Software	Notes
Local Gov. C	Yes	Yes	No	No	There is a standard training program, as well as a briefing for all new hires during employee orientation. Training is available for different levels of users. It is only mandatory at the discretion of department directors. Testing is offered by IT on request of the department.
Local Gov. D	Yes	Yes	No	No	The current policy does not permit the use of social media. There are limited exemptions for specific business-related needs including police investigations and for promoting city events.
Local Gov. E	Yes	Yes	No	No	There no prescribed standard for technology training to avoid improper use of computers or to maximize efficiency. However, training is offered to employees to enhance their skills and knowledge of various computer applications. Each business unit also provides job-related computer training. The design, needs and skill assessment is conducted by the department or division and that process is not standard across the city. Each unit may have staff members designated as super-users who receive additional training and generally perform the more advanced computer work.
Local Gov. F	Yes	Yes	No	No	There is required training on the finance and inventory system, but not on standard desktop applications. The hiring process for some positions includes a skills test. The HR department has an IT trainer.
Local Gov. G	Yes	No	No	No	A policy on the use of social media is being developed between the IT department and the PIO. The hiring process for some positions includes a skills test.
Local Gov. H	Yes	No	No	No	Individual departments determine the standards for computer users.

	Policy on Computer Use	Policy on Social Media	Required Training for Standard Applications	Testing Prior to Using Standard Software	Notes
Local Gov. I	Yes	No	No	No	The IT department provides supplemental training as needed. The jurisdiction is considering the use of Facebook and Twitter for citizen advisories.
Local Gov. J	Yes	Yes	No	No	A computer training class is required for all new employees. It includes a general overview of email, logging in, and Internet use policies. Advanced training in Word, Excel, Access, PowerPoint and GIS is also available for all employees.
Local Gov. K	Yes	No	No	No	A policy on social media is being developed with a revised policy on computer use. Until recently, IT was outsourced. There is an informal standard for technology training that is expected to be set in policy. Applicants for some positions are tested in their computer skills.
Local Gov. L	Yes	No	No	No	A policy on social media is being developed. Individual departments have standards for operating specific applications that include testing and training requirements.
Local Gov. M	Yes	Yes	No	No	Social media is referenced in the IT policies, but will be addressed more thoroughly in an upcoming revision. Employees are expected to be proficient in job-specific software. Training is provided as needed. Job applicants are tested for certain computer skills needed to perform the duties.
Local Gov. N	Yes	No	No	No	There is no expectation of privacy on the government's system. Software monitors users' Internet use. Only law enforcement uses Facebook and Twitter. Certain departments train and test on applications that are specific to their operations. There is also testing of applicants for jobs requiring computer skills. Computer training is being considered for all new employees.

	Policy on Computer Use	Policy on Social Media	Required Training for Standard Applications	Testing Prior to Using Standard Software	Notes
Local Gov. O	Yes	No	No	No	Training is required before certain software may be used. Until recently, IT was outsourced and currently there are limited policies.
Local Gov. P	Yes	No	No	No	Employees are offered training in keyboarding and software applications. There is training when new upgrades occur to the network.
Local Gov. Q	Yes	No	No	No	New employees must sign to acknowledge receipt of the computer systems, Internet and email policy.
Local Gov. R	Yes	No	No	No	Training is required on the use of certain applications and the role of the respective users before access is provided.
Local Gov. S	Yes	No	No	No	There is pre-employment testing of skills for certain jobs. An upcoming department head retreat will be devoted to technology. Management is recommending that a policy be written for minimum requirements so that all employees understand the standards and what training, if any, they may need to take to meet these standards. A standard for training and a policy on the use of social media will likely be developed.
Local Gov. T	Yes	No	No	No	There is testing of computer skills for some positions.
Local Gov. U	No	No	No	No	No special policies or standards for training.
Local Gov. V	Yes	No	No	No	There is limited use of Blackberries, but push-to-talk is used extensively on cell phones. Kiosks are in workplaces for employees who do not have assigned computers to send and receive email.

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