Performance Measurement

SHELF

TENNESSEE MUNICIPAL BENCHMARKING PROJECT

2003 ANNUAL REPORT

PREPARED BY:

ALAN MAJOR FINANCE & ACCOUNTING CONSULTANT



Performance Measurement

Municipal Technnical Advisory Service In cooperation with the Tennessee Municipal League

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EXECUTIVE SUMMARY

This is the 2003 Annual Report of the Tennessee Municipal Benchmarking Project. The data is based on the actual results for the year ended June 30, 2003.

There are twelve cities in this report. They are presented in ascending order of population. The populations of the cities range from 23,120 to 173,890. Those cities are Maryville, Brentwood, Oak Ridge, Collierville, Cleveland, Germantown, Bartlett, Kingsport, Jackson, Clarksville, Chattanooga, and Knoxville.

There are three services measured and benchmarked: residential solid waste, police services, and fire services. Each section begins with a service description, next the actual data and measures, and then each city's graphs. The cost data includes all direct costs plus significant overhead items such as depreciation.

Residential solid waste is the collection of household refuses from residential premises and other locations. The service excludes waste from commercial dumpsters, yard waste and leaves, collection of recyclable material and any other special or non-routine service.

Police services consist of traditional law enforcement functions, including patrol, investigations, and police administration. These functions encompass preventive patrols, traffic enforcement, responding to calls for service, and investigation of crimes.

Specifically excluded from the service definition are: animal control and emergency communications (dispatch). The service definition does include all support personnel and services, except those relating to animal control and emergency communications.

Fire services consist of the entire range of services provided by the city's Fire Department, which may include fire suppression, fire prevention, fire code inspections, fire safety education, arson investigation, rescue, and/or Emergency Medical Services. Each city is compared against the average of all the cities. Because of the population differences, there is three grouping of cities for three averages and graphs. Every city is compared against an All city average. This sheet of graphs is presented first. There is another graph sheet using an average of cities over 100,000 and another comparison with cities over 100,000. This format is used with all the services being measured.

TENNESSEE MUNICIPAL BENCHMARKING PROJECT

TENNESSEE MUNICIPAL BENCHMARKING PROJECT COMMITTEE MEMBERS

STEERING COMMITTEE:

NAME Mark Brown Kirk Bednar Brian Smart Wilbur Berry Janice Casteel David Smoak John Dluhos Russel Truell Katherine Latvala Jim Griffin,Jr John Tate Amy Fitzgerald

CITY Bartlett Brentwood Chattanooga Clarksville Cleveland Collierville Germantown Jackson Knoxville Kingsport Maryville Oak Ridge TITLE Finance Director Asst. City Manager Accounting Manager Finance Director Director of F & A Asst. to City Manager Finance Director Accounting Manager City Manager Finance Director Asst. City Manager

FINANCE COMMITTEE:

NAME

TITLE

Mark Brown Carson Swinford Brian Smart Wilbur Berry Janice Casteel David Smoak John Dluhos Russel Truell Katherine Latvala Warren Searby John Tate Janice McGinnis Bartlett Brentwood Chattanooga Clarksville Cleveland Collierville Germantown Jackson Knoxville Kingsport Maryville Oak Ridge Finance Director Finance Director Accounting Manager Finance Director Director of F & A Asst. to City Manager Finance Director Finance Director Accounting Manager Accounting Manager Finance Director Finance Director

TENNESSEE MUNICIPAL BENCHMARKING PROJECT COMMITTEE MEMBERS

POLICE COMMITTEE:

NAME

TITLE

Mark Hopper Jeff Hughes Lon Eilders Mark Smith Lee Reese Jim Wilson J Bruce Richard Staples Cindy G. Davis David Quillin Tony Crisp David Beams

Bartlett Brentwood Chattanooga Clarksville Cleveland Collierville Germantown Jackson Knoxville Kingsport Maryville Oak Ridge Asst. Chief Lieutenant Accreditation Mgr. Deputy Chief Chief Accreditation Mgr. Chief Lieutenant Deputy Chief Chief Chief Chief Chief

FIRE COMMITTEE:

NAME		TITLE
Gary Graves	Bartlett	Asst. Chief
Kenny Lane	Brentwood	Chief
Kelvin L. Flint	Chattanooga	Asst. Chief
Mike Roberts	Clarksville	Chief
Bob Gaylor	Cleveland	Chief
Richard Arwood	Collierville	Asst. Chief
Dennis Wolf	Germantown	Chief
Don Friddle	Jackson	Fire Marshall
Roger D. Byrd	Knoxville	Fire Marshall
Charles A. White	Kingsport	Chief
Ed Mitchell	Maryville	Chief
Mac Bailey	Oak Ridge	Chief

TENNESSEE MUNICIPAL BENCHMARKING PROJECT COMMITTEE MEMBERS

SOLID WASTE COMMITTEE:

NAME

TITLE

Bill Yearwood
Not Applicable
Beverly Pasley
Not Applicable
Don Bowker
Dynette Wisher
Sam Beach
Brent Lewis
Bob Whetsel
Betsy Dale
Rick Whaley
Amy Fitzgerald

Bartlett Brentwood Chattanooga Clarksville Cleveland Collierville Germantown Jackson Knoxville Kingsport Maryville Oak Ridge Public Works Mgr. Not Applicable Dep.Adm.Public Works Not Applicable Public Works Director Dir. Environmental Services

Solid Waste Mgr Solid Waste Mgr Sanitation Mgr. Public Works Mgr. Asst. City Manager

RESIDENTIAL SOLID WASTE COLLECTION SERVICE

Residential Solid Waste Collection – Service Definition and Terms

Service Definition

Routinely scheduled collection of household refuse or garbage from residential premises and other locations, including small businesses, using containers small enough that residents and/or workers can move or lift them manually. This service may include small bulky items. The service excludes waste from commercial dumpsters, yard waste and leaves, collection of recyclable material and any other special or non-routine service. Transportation of refuse to the disposal site (landfill or transfer station) is included, but disposal costs (tipping fees) are excluded.

This service is provided by 9 of the 12 cities participating in the project. Brentwood, Clarksville, and Jackson do not provide residential solid waste collection as a city service.

Definitions of Terms Used

- **Residential Refuse Collected** This figure includes only household refuse collected on a regularly-scheduled basis, and includes those small businesses who use residential-sized containers that are collected on the same schedule as residences.
- Residential Collection Points A collection point is a single home, or an apartment or duplex unit or small business that has residential-sized containers that do not exceed the number of containers and/or capacity limit for residential service. It does not include commercial-sized containers that service multiple housing units, apartments or businesses.
- Service Requests This is a written or oral request that is recorded and requires an action. It excludes general information requests. Examples would include missed pickups, spillage, missing containers or lids, traffic problems involving collection vehicles, etc.
- Tons of Refuse Collected Per FTE Employee This measure is applied only to those cities that collect residential refuse with city employees and equipment (Chattanooga, Kingsport and Maryville) rather than through a contractor. It is a measure of the efficiency of the city refuse work crews, and is not available from contractors. An FTE is defined as 2,080 hours per year, which is one year at 40 hours per week.

Tennessee Municipal Benchmarking Program Residential Solid Waste Performance Data 7/1/2002 - 6/30/2003

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Population City Area (sq. miles) City Road Miles Residential Refuse Collected (Tons) Residential Collection Points Number of Full Time Equivalents Service Requests Collection Location: Curbside Back Door Curbside Back Door Collection Frequency: Once a Week Twice a Week Total Cost

CALCULATED BENCHMARKS

WORKLOAD

Tons/1,000 Population Tons/1,000 Collection Points

321 872

EFFICIENCY

Cost/Ton Collected Cost/Ton Collected - Curbside Cost/Ton Collected - Back Door Cost/Collection Point - Curbside Cost/Collection Point - Back Door Tons Collected/FTE (2,080 hrs.)

EFFECTIVENESS Requests Per 1 000 Colle

Requests Per 1,000 Collect. Points

101	150	45	10	20	26	50	60	13
173,89	155,554 173,890	44,905	42,347	40,203	37,192	37,044	26,788	23,120
Knoxville	Kingsport Chattanooga	Kingsport	Bartlett	Cleveland Germantown	Cleveland	Collierville	Maryville Oak Ridge Collierville	Maryville
						opulation	Cities By Increasing Population	Cities By I

\$4 367 278	\$3.159.809	\$1.509.139	\$3.130.902	\$3.504.531	\$731.986	\$2,052,737	\$951,797	\$543,348
. ×	×	×	×	×	×	×	×	×
Limited		Limited	Limited	×			×	
×	×	×	X		×	×		×
2,135	11,499	524	3,236	1,041	260	397	not available)	701
23	32.0	16.5	12.0	0	0	3.7	0	6.1
56,535	61,000	16,137	10,074	11,931	12,542	11,487	11,645	8,525
47,237	48,750	15,576	22,800	13,916	10,276	13,087	11,056	7,430
1,250	1,100	418	261	192	268	257	210	163
100	150	45	19	20	26	29	92	13
173,890	155,554	44,905	42,347	40,203	37,192	37,044	26,788	23,120

413	353	276	346	538	347	313
949	1,139	819	1,166	2,263	965	799

272 836

2,017	1,523	944	1,900	(not available)	3,499 (not available)	3,499(1,218 not available)
\$77	\$52			\$294		\$0	\$82
		\$94	\$311		\$58	\$179	_
\$77	\$52	\$94	\$311	\$294	\$58	\$179	\$82
				\$252	1.0	\$0	\$86
\$92	\$65	\$97	\$137		\$71	\$157	-
\$92	\$65	\$97	\$137	\$252	\$71	\$157	\$86

38

189

32

321

87

21

35

82 not available)

Tennessee Municipal Benchmarking Program Residential Solid Waste Benchmarks 7/1/2002 - 6/30/2003

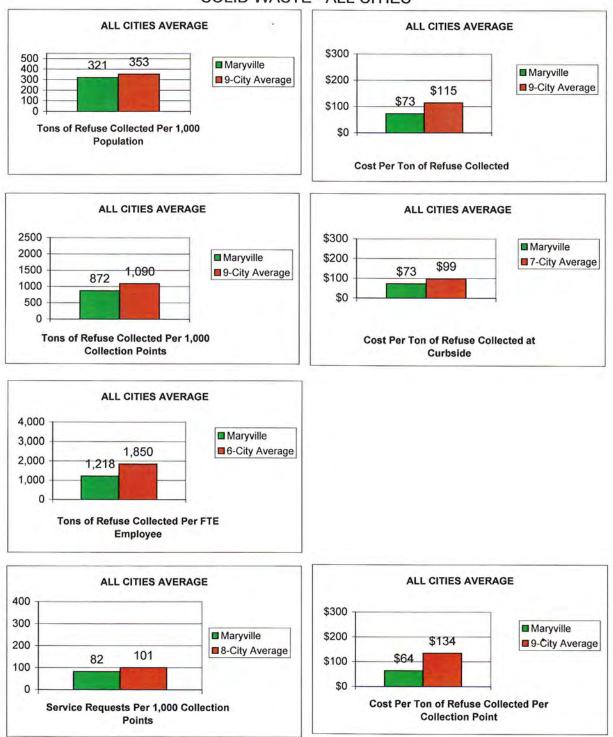
	7	2	9
	Under	Over	All
CALCULATED BENCHMARKS	100,000 P	opulation	Cities
	Cit	ies	Average
WORKLOAD	1		
Tons/1,000 Population	371	293	353
Tons/1,000 Collection Points	1,168	817	1,090
EFFICIENCY	1.5		
Cost/Ton Collected	\$125	\$79	\$115
Cost/Ton Collected - Curbside	\$107	\$79	\$99
Cost/Ton Collected - Back Door	\$169	\$0	\$169
Cost/Collection Point	\$154	\$65	\$134
Cost/Collection Point - Curbside	\$132	\$0	\$141
Cost/Collection Point - Back Door	\$125	\$65	\$126
Tons Collected/FTE (2,080 hrs.)	1,890	1,770	1,850
EFFECTIVENESS			
Svc. Requests Per 1,000 Collect. Points	134	113	101

Maryville

Residential Refuse Collection

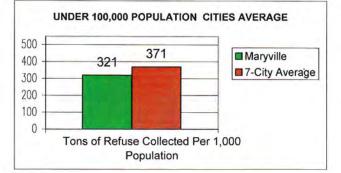
City Profile	Explanatory Information
Population: 23,120	Service Level and Delivery
Residential Refuse	Maryville collects residential refuse in standard 80 and 96-gallon carts once a week at curbside. The City provides back door pickup for handicapped and disabled residents.
Collected (tons): 7,430	
Residential	
Collection Points: 8,525	The City uses rear loading refuse trucks with three men crews on three routes. The trucks average one trip per day to the landfill.
Service Requests: 701	The average distance to the landfill is five miles. There is no fee for residential service.
FTE Positions: 6.1	
	Conditions Affecting Service, Performance, and Cost
	Nene

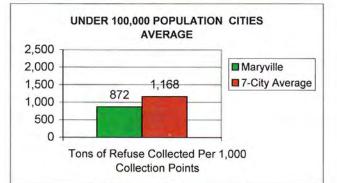
None

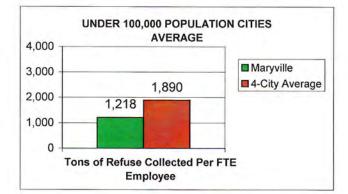


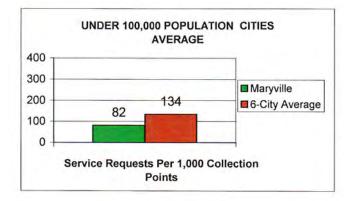
SOLID WASTE - ALL CITIES

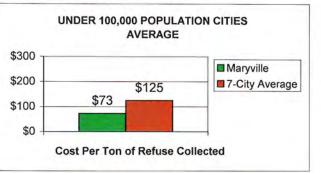
SOLID WASTE - UNDER 100,000 POPULATION CITIES

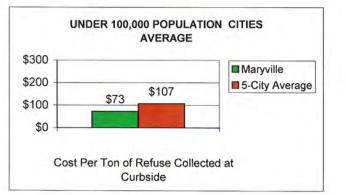


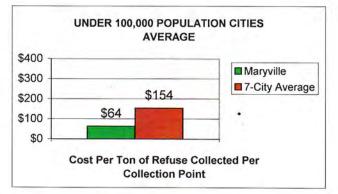












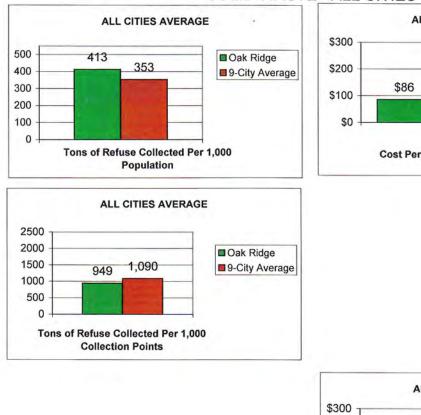
Oak Ridge

Residential Refuse Collection

City Profile	Explanatory Information
Population: 26,788	Service Level and Delivery
Residential Refuse	The City of Oak Ridge contracts with Waste Connections of TN, Inc. for once a week residential backdoor refuse collection.
Collected (tons): 11,056	Customers provide containers.
	The city charges a monthly fee of \$5.00/household. The fee includes collection and disposal for household refuse, curbside recycling, a Spring household trash and brush pickup and a Fall leaf pickup. All these pickup services are contracted to Waste Connections of TN, Inc.
Residential	
Collection Points: 11,645	Collection services are funded by fees and the city's general fund.
Service Requests: N/A	
FTE Positions: 0 (contract)	
	Conditions Affecting Service, Performance, and Cost
	The city's contractor, Waste Connections of TN, Inc., collects recyclables at curbside weekly. Via contract with the city, Waste Connections of TN, Inc. also

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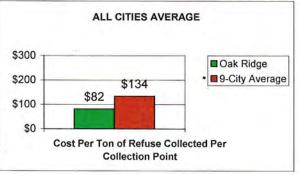
operates a convenience center in the city.



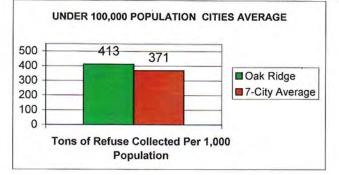
SOLID WASTE - ALL CITIES

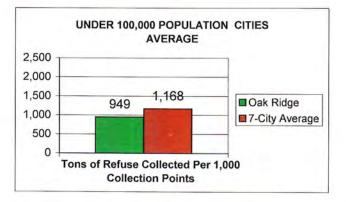


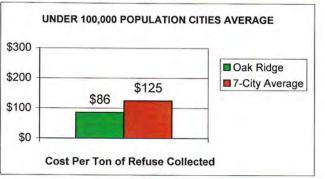


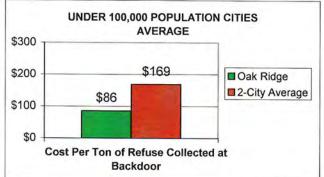


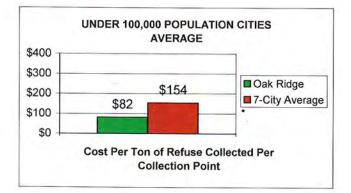
SOLID WASTE - UNDER 100,000 POPULATION CITIES







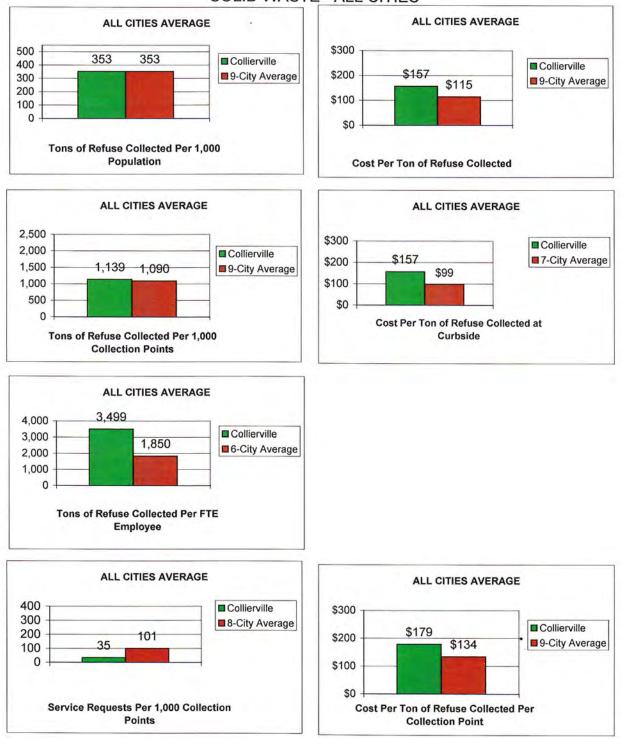




Collierville

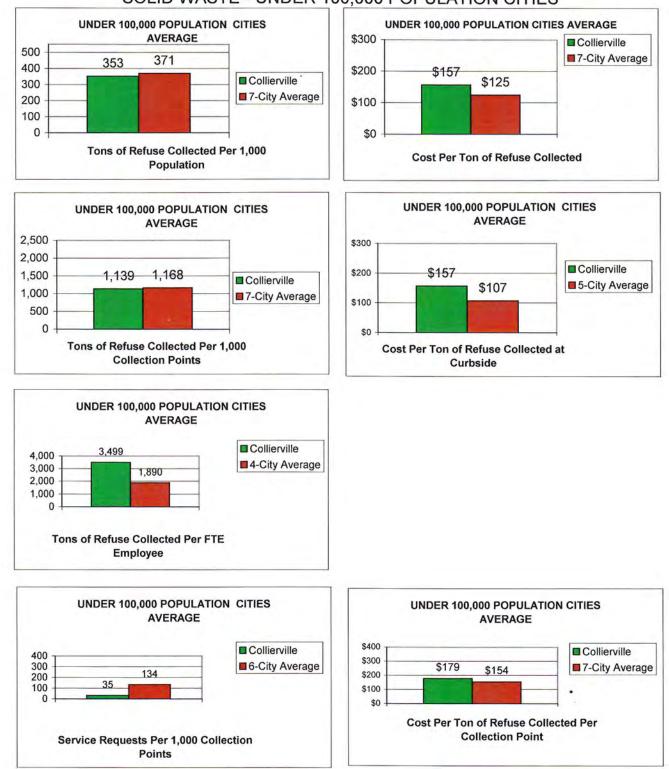
Residential Refuse Collection

City Profile	Explanatory Information
Population: 37,044	Service Level and Delivery
Residential Refuse	The City of Collierville uses city crews, standard 96-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside.
Collected (tons): 13,087	A fee of \$15/month funds refuse collection and disposal as well as collection of brush and bulky items.
Residential	
Collection Points: 11,487	Refuse is disposed at a city-owned transfer station. Then refuse is transported by the city approximately 46 one-way miles to a landfill owned by Waste Connections, Inc., Walnut, Mississippi.
Service Requests: 397	
FTE Positions: 3.7	Conditions Affecting Service, Performance, and Cost
	None



SOLID WASTE - ALL CITIES

SOLID WASTE - UNDER 100,000 POPULATION CITIES

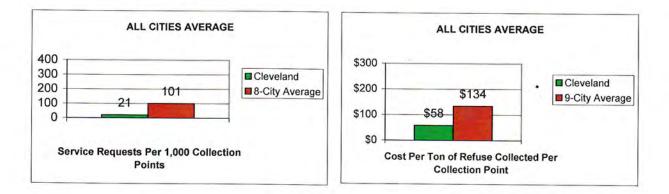


Cleveland

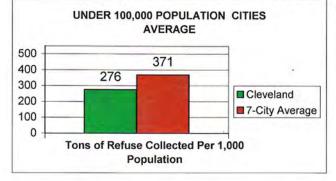
Residential Refuse Collection

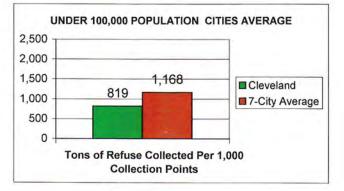
Explanatory Information
Service Level and Delivery
The City of Cleveland contracts with Waste Connection of TN, Inc. for once per week curbside collection of residential refuse. Backdoor service is provided for handicapped and disabled residents.
Customers provide containers. A fee of \$6/month funds refuse collection and disposal.
Waste Connections of TN, Inc. transports refuse to a landfill 14 miles away.
Conditions Affecting Service, Performance, and Cost
The city closely monitors contractor performance and promptly handles complaints. The city also contracts with Water Connections of TN, Inc. to provide refuse collection for commercial customers.

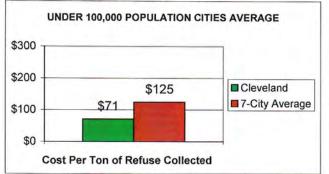


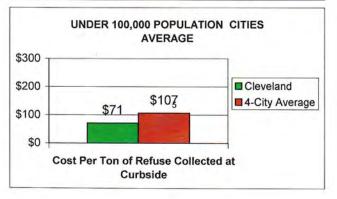


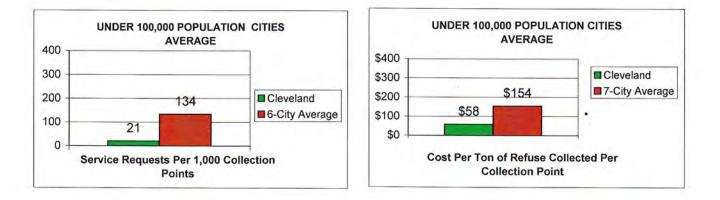
SOLID WASTE - UNDER 100,000 POPULATION CITIES









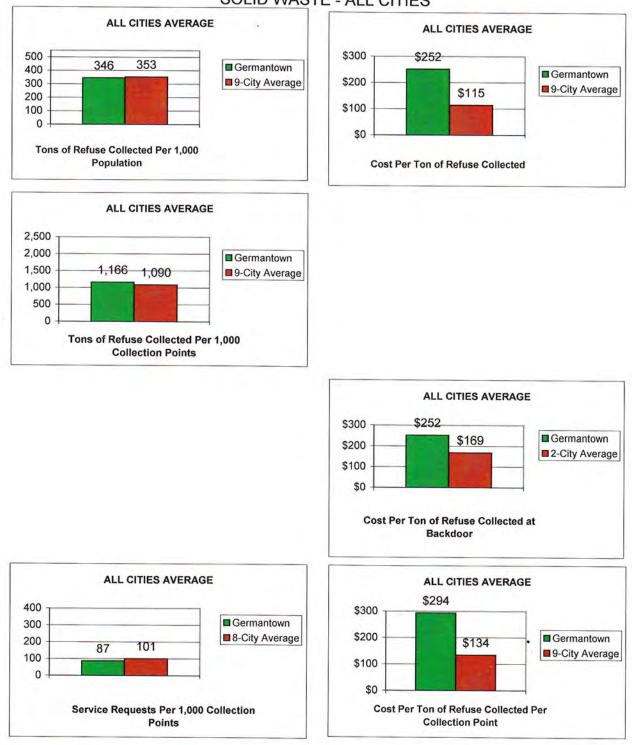


Germantown

Residential Refuse Collection

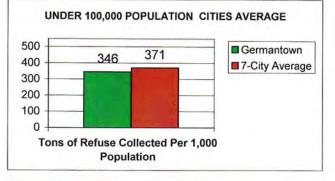
City Profile	Explanatory Information
Population: 40,203	Service Level and Delivery
Residential Refuse	The City of Germantown contracts with Browning Ferris Industries, Inc. (BFI) for once per week backdoor collection of residential refuse. Customers provide containers.
Collected (tons): 13,916	A fee of \$23.50/month funds weekly backdoor refuse, collection and weekly curbside collection of bulky items, recyclables and brush. BFI provides all these services.
Residential Collection Points: 11,931 Service Requests: 1,041	Refuse is transported by BFI approximately 25 one-way miles to a landfill owned by BFI.
FTE Positions: 0 (contract)	Conditions Affecting Service, Performance, and Cost
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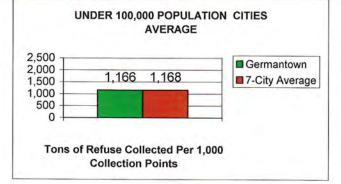
The city closely monitors contractor performance and promptly handles complaints.

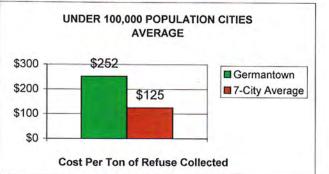


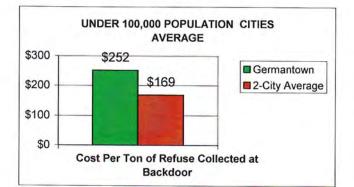
SOLID WASTE - ALL CITIES

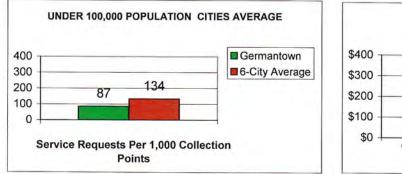
SOLID WASTE - UNDER 100,000 POPULATION CITIES











UNDER 100,000 POPULATION CITIES AVERAGE \$400 \$300 \$200 \$200 \$100 \$0 Cost Per Ton of Refuse Collected Per Collection Point

Bartlett

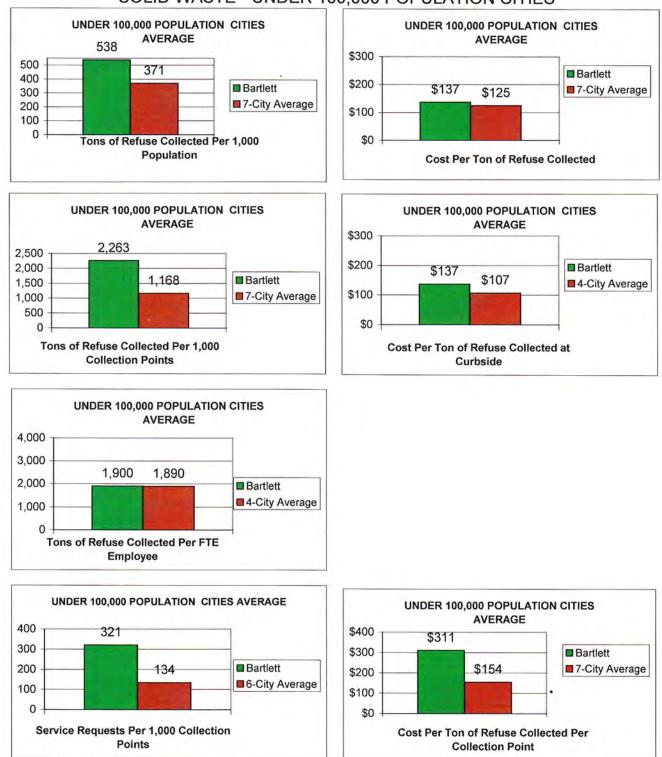
Residential Refuse Collection

City Profile	Explanatory Information
Population: 42,347	Service Level and Delivery
Residential Refuse	The City of Bartlett uses city crews, standard 96- gallon carts and fully automated side loaders to collect residential refuse weekly at curbside. Backdoor service is provided for handicapped and disabled residents.
Collected (tons): 22,800	A fee of \$17/month funds refuse collection and disposal as well as collection/disposal of brush and bulky items.
Residential	
Collection Points:10,074	Refuse is disposed at a city-owned transfer station. Then refuse is transported by the city approximately 25 one-way miles to a landfill owned by Browning Ferris Industries, Inc. (BFI).
Service Requests: 3,236	
FTE Positions: 12	
	Conditions Affecting Service, Performance, and Cost
	The number of new residential customers is increasing at about 30/month.





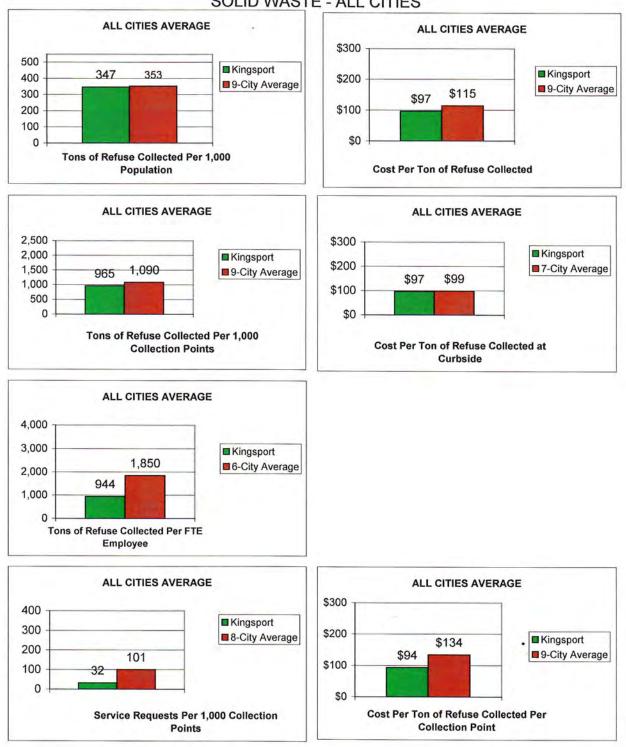
SOLID WASTE - UNDER 100,000 POPULATION CITIES



Kingsport

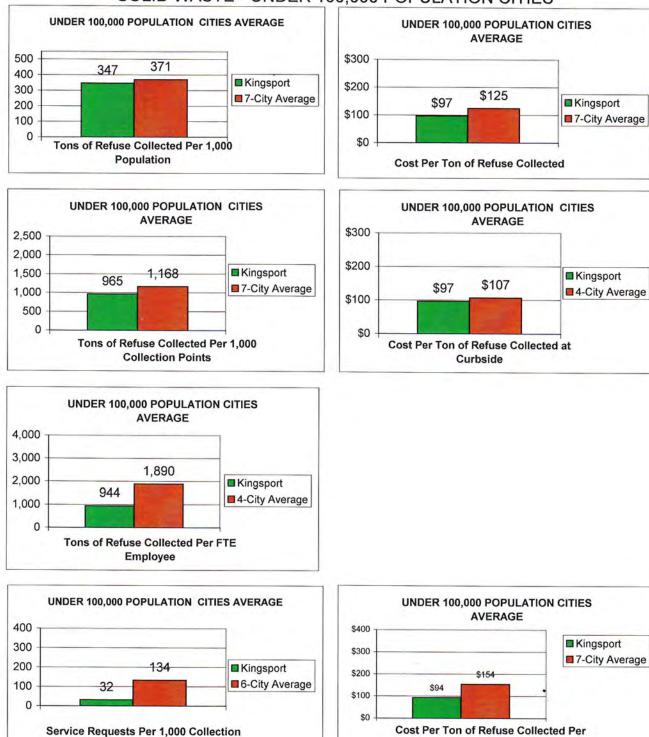
Residential Refuse Collection

City Profile		Explanatory Information
Population: 44,905		Service Level and Delivery
Residential Refuse		The City of Kingsport uses two-men city crews and side loading and rear loading trucks to collect residential refuse weekly at curbside. Backdoor service is available for a fee.
Collected (tons): 15,576		There is no fee for curbside refuse collection and disposal. Customers provide containers.
Residential		
Collection Points: 16,	137	Refuse is disposed at a county-owned transfer station. The one-way haul distance is approximately 5 miles.
Service Requests:	524	
FTE Positions:	16.5	
		Conditions Affecting Service, Performance, and Cost
		Re-designed collection routes resulted in the reduction of alley collections.



SOLID WASTE - ALL CITIES

SOLID WASTE - UNDER 100,000 POPULATION CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2003 ANNUAL REPORT

Points

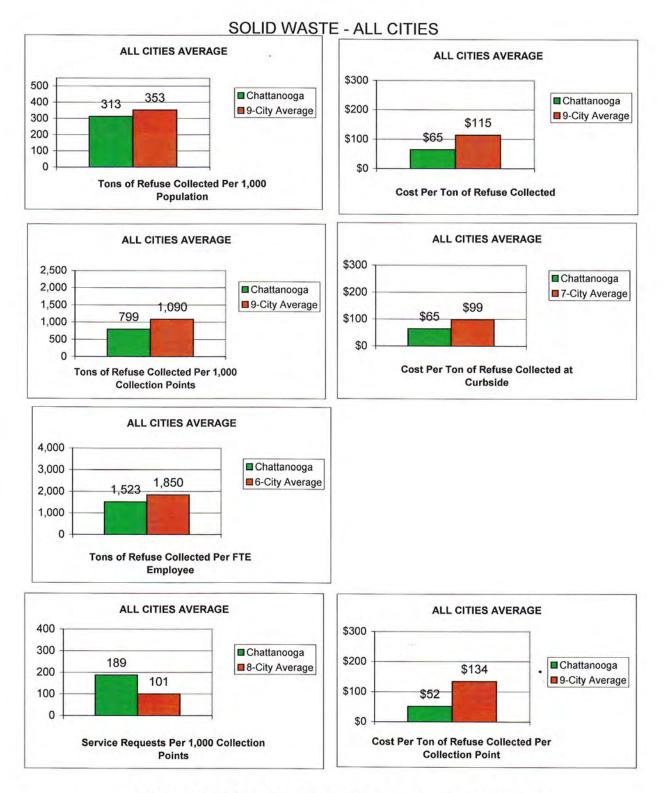
Collection Point

Chattanooga

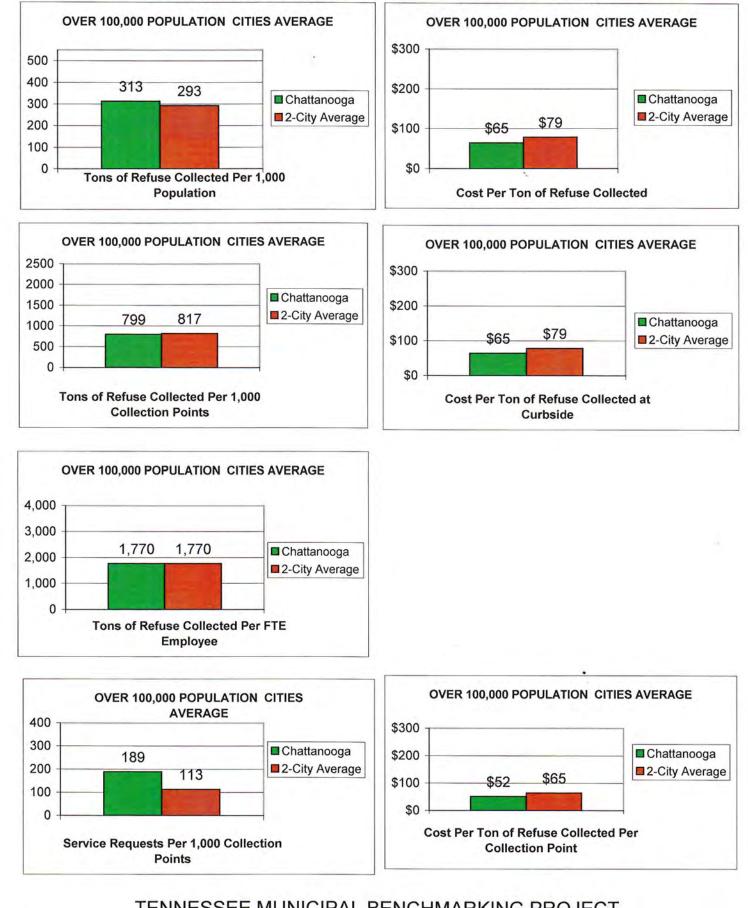
Residential Refuse Collection

City Profile	Explanatory Information
Population: 155,554	Service Level and Delivery
Residential Refuse	The City of Chattanooga collects residential refuse once per week at the curb. Backdoor pickup is provided for handicapped and disabled residents. 96-gallon containers are provided where there is automated service.
Collected (tons): 48,750	The City primarily uses fully automated refuse trucks with a one-man crew. It also uses one semi-automated refuse truck with a two-man crew and one conventional rear-loader truck with a three-man crew.
Residential	
Collection Points: 61,000	There are thirteen routes and trucks make two trips per day to the landfill which is approximately fifteen miles from the city.
Service Requests:11,499	There is no fee for refuse collection service.
FTE Positions: 32	
	Conditions Affecting Service, Performance, and Cost
	Hilly terrain in many parts of the city necessitates the use of two and three-men crew vehicles

the use of two and three-men crew vehicles. These crews are more expensive to operate than one-man crew fully automated vehicles.



SOLID WASTE-CITIES OVER 100,000 POPULATION



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2003 ANNUAL REPORT

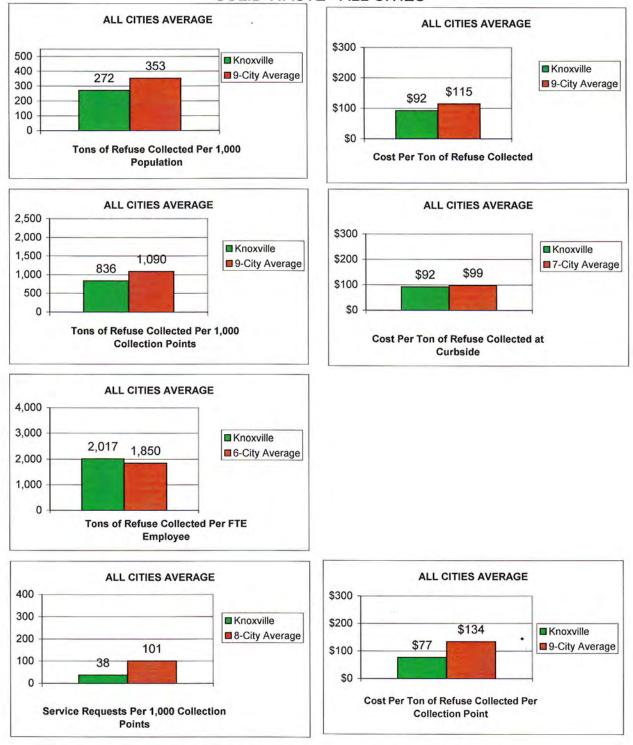
Page 28

Knoxville

Residential Refuse Collection

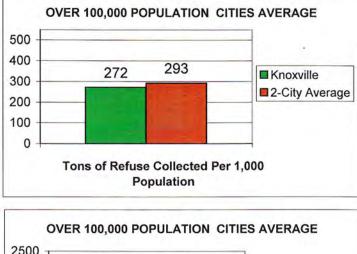
City Profile	Explanatory Information
Population: 173,890	Service Level and Delivery
Residential Refuse	The city contracts for residential refuse once per week at the backdoor. The contractor uses rear- loaders with three-man crews and some satellite pickups with one-man crews. Customers provide containers.
Collected (tons): 47,237	
	There are fifteen residential routes and the trucks make one to two trips per day to the landfill which is a distance of 35 miles one-way.
Residential	그는 것이 같은 것이 같은 것이 같은 것이 같이 같이 했다.
Collection Points: 56,535	There is no fee for residential service.
Service Requests: 2,135	
FTE Positions: 0 (contract)	
	Conditions Affecting Service, Performance, and Cost

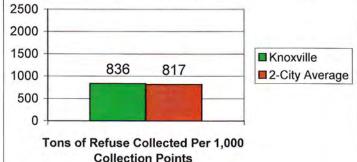
The travel distance to the landfill.

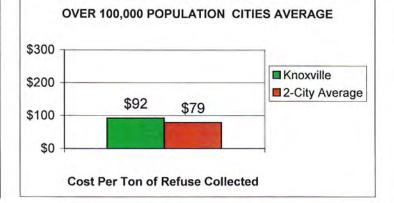


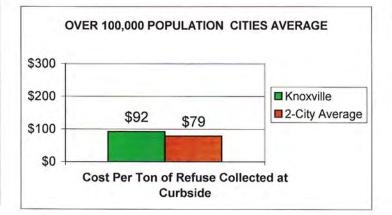
SOLID WASTE - ALL CITIES

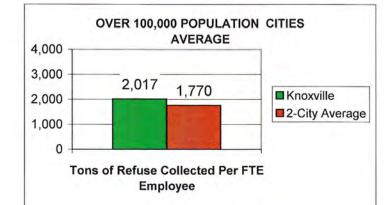
SOLID WASTE-CITIES OVER 100,000 POPULATION

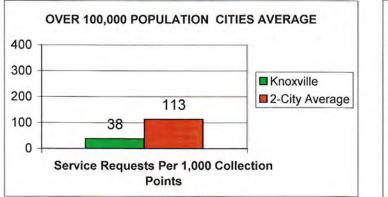


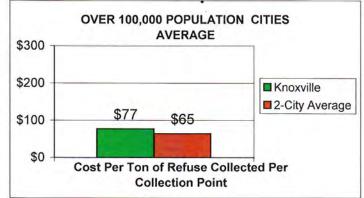












TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2003 ANNUAL REPORT

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POLICE SERVICES

Police – Terms Used

Definitions of Terms Used

- TIBRS A & B Crimes The Tennessee Incident-Based Reporting System is now the standard statewide system for reporting crimes in Tennessee. Part A Crimes consist of 22 specific serious crimes, including arson, assault, burglary, homicide, kidnapping, larceny/theft, fraud, drug crimes and sex crimes. Part B Crimes include 11 less serious categories of crimes such as bad checks, loitering and vagrancy, DUI, disorderly conduct, non-violent family offenses, liquor law violations, and trespassing.
- **Dispatched Calls** Calls that result in a response from a Police Patrol unit. Some cities may have a "teleserve" program, where low priority requests for service are handled via telephone, with no officer dispatched, which may be a factor in reducing the number of Dispatched Calls. Also includes officer-initiated calls.
- FTE Positions Number of hours worked in Police Patrol converted to "Full Time Equivalent" positions at 2,080 hours per year, where those figures were available. Since a standard work year is used, this figure may not correspond to the number of positions budgeted in the Patrol function. For some cities, the number of FTE's may be a budgeted figure, rather than actual hours worked, which could result in either understating or overstating the actual hours worked.

	Maryville	Brentwood	Oak Ridge	Collierville	Cleveland	Germantown	Bartlett	Kingsport	Jackson
Population	23,120	26,743	26,788	37,044	37,192	40,203	42,347	44,905	59,643
City Area (sq. miles)	13	41	92	29	316	20	19,485	45	51
City Road Miles	163	423	210	257	268	192	261	418	425
Calls For Service	54,218	24,200	32,411	34,441	69,610	49,076	42,454	41,600	85,558
Calls Actually Dispatched	54,218	24,200	32,411	34,441	69,610	49,076	42,454	41,600	85,558
TIBRS Group A Crimes	1,424	1,006	3,020	1,621	3,991	1,558	2,448	7,641	10,547
TIBRS Group B Crimes	249	92	475	830	1,503		240	4,428	1,357
Number of Full Time Equivalents	43	53	54	81	91	60	84	100	192
Number of Support Personnel	4	3	12	10	11	5	9	40	52
Traffic Accidents	1,137	206	1,695	899	2,725	885	1,186	3,323	4,096
Traffic Accidents w/Injury	171	143	223	148	316		249	959	481
Police Vehicles	53	61	31	59	117	69	80	135	136
Maintenance Costs	\$83,827	\$76,575	\$283,205	\$32,423	\$355,658	\$135,332	\$139,517	\$333,931	\$405,036
Training Costs	22,921	57,488	22,146	45,414	34,615	33,357	37,311	37,000	101,660
Alarm Calls	804	3,884		3,564	3,514	Ľ	4,662	3,588	10,373
Total Cost	\$3,278,362	\$4,305,193	\$3,970,435	\$5,462,612	\$6,127,067	\$7,213,177	\$7,050,439	\$6,373,683	\$11,650,637
CALCULATED BENCHMARKS	RKS								
WORKLOAD									
Cost/1,000 pop.	\$141,798	\$160,984	\$148,217	\$147,463	\$164,742	\$179,419	\$166,492	\$141,937	\$195,340
Group A & B Crimes/1,000 pop.	72.4	41.1	130.5	66.2	147.7	68.0	63.5	268.8	199.6
FTE's/1,000 pop.	1.86	1.98	2.02	2.19	2.45	1.49	1.98	2.23	3.22
FTE's/road mile	0.26	0.13	0.26	0.32	0.34	0.31	0.32	0.24	0.45
FTE's/square mile	3.21	1.30	0.59	2.79	0.29	3.03	0.00	2.22	3.74
EFFICIENCY									
Cost/FTE's	\$76,241	\$81,230	\$73,527	\$67,440	\$67,330	\$120,220	\$83,934	\$63,737	\$60,680
Cost/dispatched call	\$60	\$178	\$123	\$159	\$88	S	\$166	\$153	\$136
Incoming Calls/FTE's	1261	457	600	425	765	818	505	416	446
Dienstched Calle/FTF'e	1261	457	600	425	765	818	505	416	446

Tennessee Municipal Benchmarking Program

Traffic Injury to Accidents Ratio Accidents/Road Mile

0.16 0.15

0.12 9.64

0.29

0.21

0.12 4.61

0.12 10.17

0.16

0.13 8.07

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Tennessee Municipal Benchmarking Program Police Performance Data 7/1/2002 - 6/30/2003

Number of Full Time Equivalents Number of Support Personnel Calls Actually Dispatched **Fraffic Accidents w/Injury TIBRS Group A Crimes TIBRS Group B Crimes** City Area (sq. miles) Maintenance Costs Calls For Service **Traffic Accidents** City Road Miles Police Vehicles **Fraining Costs** Alarm Calls Population **Total Cost**

CALCULATED BENCHMARKS

WORKLOAD

Cost/1,000 pop. Group A & B Crimes/1,000 pop. FTE's/1,000 pop. FTE's/road mile FTE's/square mile

EFFICIENCY

Cost/FTE's Cost/dispatched call Incoming Calls/FTE's Dispatched Calls/FTE's

EFFECTIVENESS

Traffic Injury to Accidents Ratio Accidents/Road Mile

																	Large	City	Average	3	\$189,736	149	2.56	0.38	
																	Small	City	Average	6	\$160,710	117.5	2.16	0.29	
Knoxville	173,890	100	1,250	290,131	290,131	21,748	3,824	403	101	14,463	2,778	585	\$1,295,773	501,449	24,878	\$37,755,703					\$217,124	147.1	2.32	0.32	
Chattanooga	155,554	150	1,100	177,994	177,994	25,263	1,027	472	199	14,796	(not available)	496	\$751,894	802,734	23,494	\$34,113,722					\$219,305	169.0	3.03	0.43	1. 0
Clarksville	103,455	100	638	147,147	147,147	11,968	1,690	240	28	3,564	929	282	\$342,607	115,561	322	\$13,736,800					\$132,780	132.0	2.32	0.38	

					No. of the local division of the local divis
			Small	Large	AII
			City	City	City
			Average	Average	Average
			6	3	12
\$132,780	\$219,305	\$217,124	\$160,710	\$189,736	\$167,967
132.0	169.0	147.1	117.5	149	125
2.32	3.03	2.32	2.16	2.56	2.26
0.38	0.43	0.32	0.29	0.38	0.31
2.40	3.15	4.03	1.91	3.19	2.23
\$57,237	\$72,275	\$93,687	\$77,149	\$74,399	\$76,461
\$93	\$192	\$130	\$134	\$138	\$135
613	377	720	633	570	617
613	377	720	633	570	617
0.26	(not available)	0.19	0.16	0.23	0.17
5.58	13.45	11.57	6.40	10.20	7.35

MARYVILLE

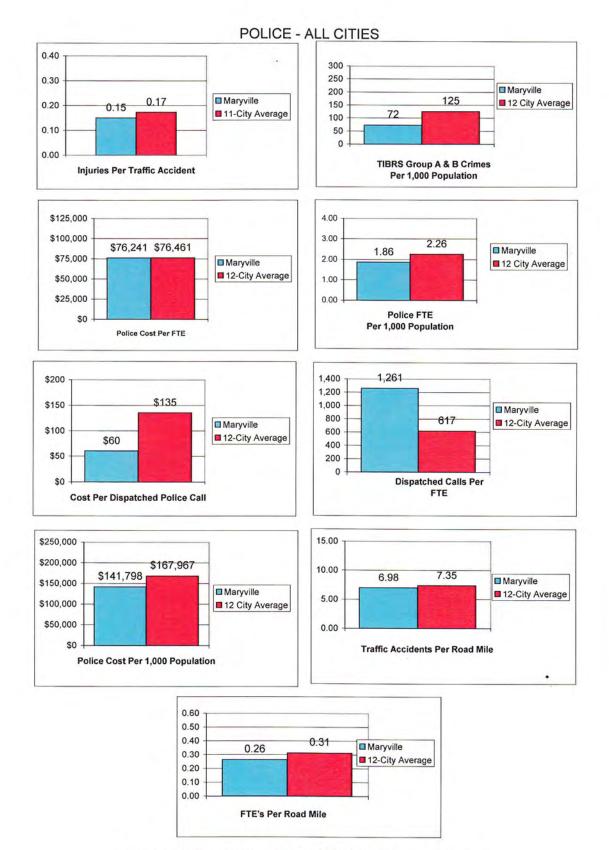
Service level and Delivery

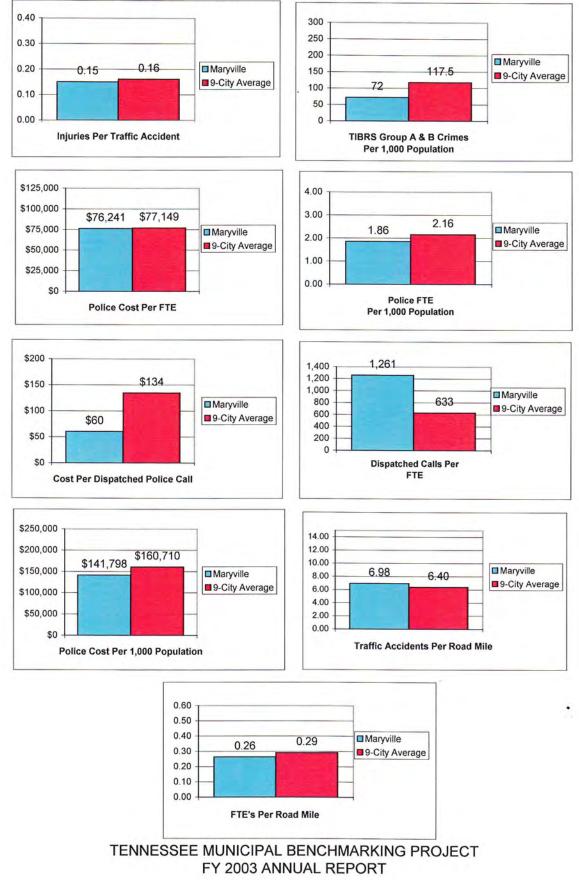
Maryville operates a full-service police department, including school resource officers and community precinct officers. The department currently operates out of the Blount County Sheriff's Department complex, due to ongoing renovation of the police headquarters and city hall. The department maintains a "home fleet," where officers are allowed to drive their police cars home.

Officers normally work five, eight-hour shifts per week. The department has utilized a schedule of four, ten-hour shifts in the past and may return to that schedule.

Conditions Affecting Service, Performance, and Cost

Maryville is approximately 15 miles from Knoxville, a city of 173,000 people. It also shares a boundary with the City of Alcoa, with a population of 7,000.





BRENTWOOD

Service Level And Delivery

Brentwood operates a full-service police department including community service programs.

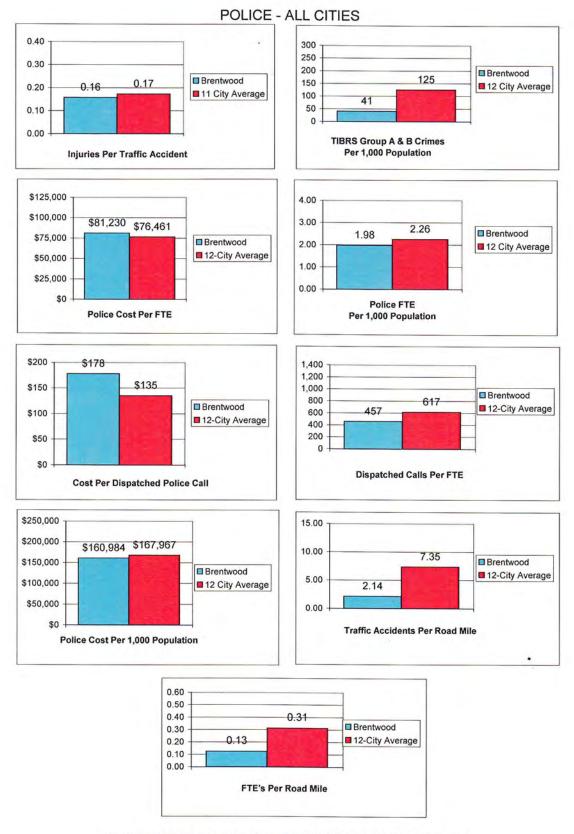
For the purposes of this report, the police department includes administration, patrol and criminal investigations. The department has an in-house dispatch operation, but that unit is not included in this report. The police department headquarters is part of the city's municipal building.

Officers work eight hour shifts and are generally scheduled to work 40 hours per week. The department does not have a "take-home" car program.

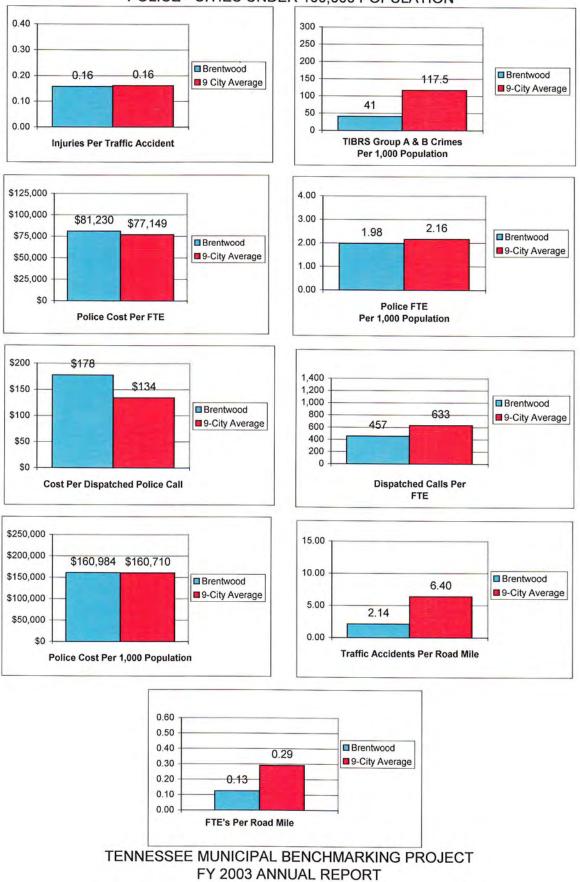
The number of calls for service reported by the City does not include officer initiated calls for patrol officers while working special assignment on the Directed Enforcement Team.

Conditions Affecting Service, Performance, And Cost

Brentwood is part of the Nashville/Davidson County metropolitan area and is served by an interstate highway.







OAK RIDGE

Service Level and Delivery

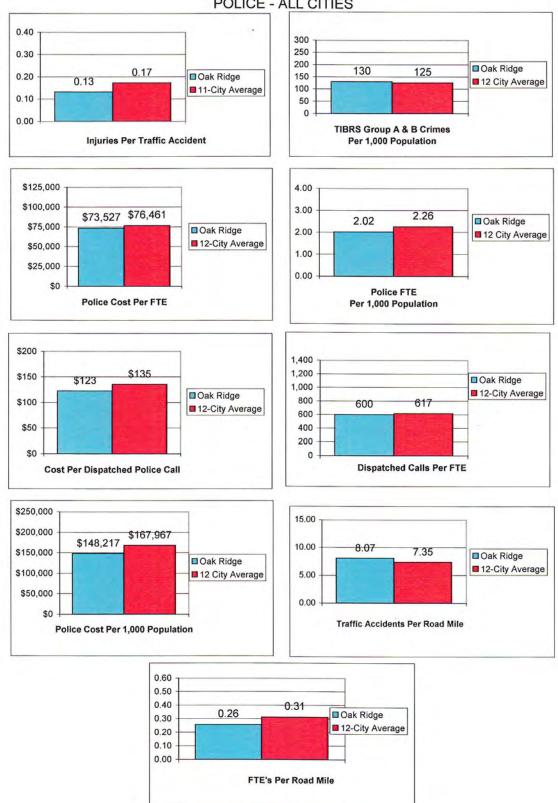
Oak Ridge operates a full-service police department, including School Resource Officers and canine officers, The department also utilizes bicycle and motorcycle patrols. For the purposes of this study, the dispatch function will not be addressed in this report.

The department headquarters is located in City Hall, and the department has substations that officers use for report writing and meeting members of the public.

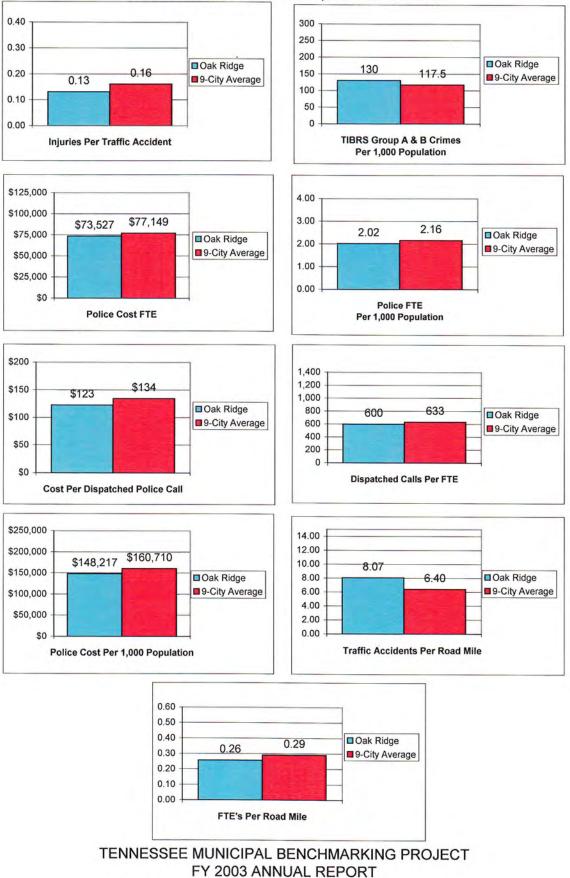
Officers generally work 12-hour shifts, and the department uses a 28 day, 160 hour work schedule, but the department requires each officer to work two "short" days each work period to balance the schedule.

Conditions Affecting Service, Performance, and Cost

The city limits include all of the Department of Energy federal reservation, and frequent protests there require the city to contribute manpower for security and arrests.



POLICE - ALL CITIES



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COLLIERVILLE

POLICE SERVICES

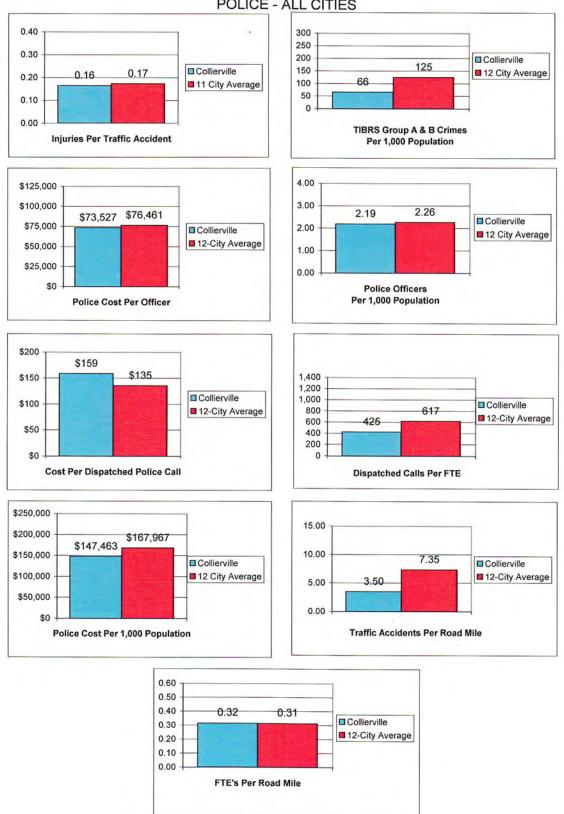
Service Level and Delivery

Collierville operates a full-service police department, including DARE, traffic officers and community relations officers.

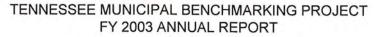
The police department maintains a headquarters in the city hall building and operates a municipal jail. For the purposes of this study, the dispatch center and the jail unit are not included in this report. The city also operates a General Sessions Court.

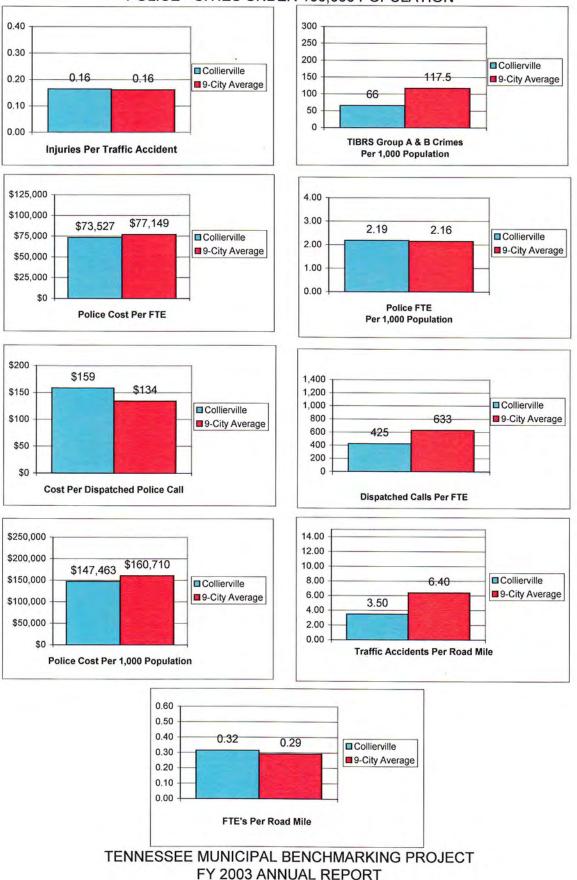
Conditions Affecting Service, Performance, and Cost

Collierville is part of the Memphis metropolitan area and is immediately adjacent to the City of Memphis, a city of 650,000 people.



POLICE - ALL CITIES





CLEVELAND

Service Level and Delivery

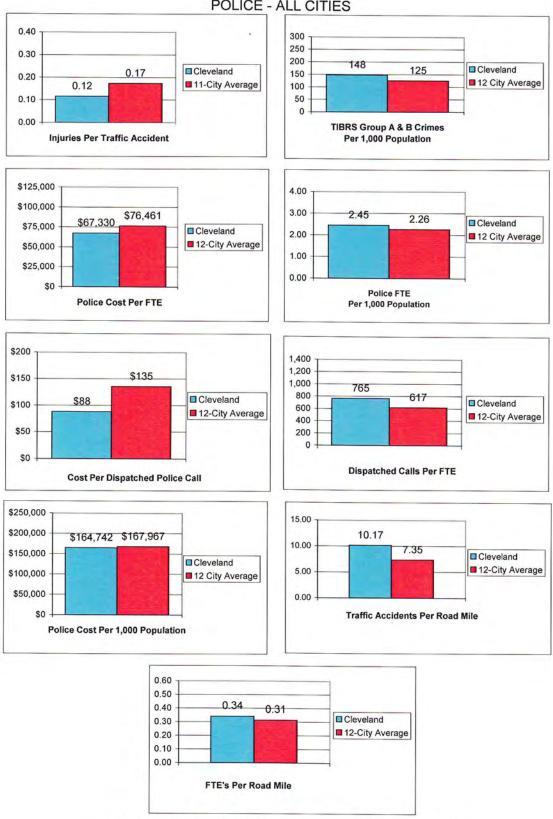
Cleveland operates a full-service police department, including a part-time telephone response unit. The telephone response unit, staffed sporadically by officers on "light duty" due to illness or injury, relieves the department of physically responding to some calls for service, such as minor theft complaints, by taking the report via telephone. The department also provides DARE and School Resource officers for the local school system.

The department operates a police headquarters separate from the city municipal building. The department also operates several "substations" around the city that are not manned 24 hours per day. The department provides take-home vehicles for all but a few police officers.

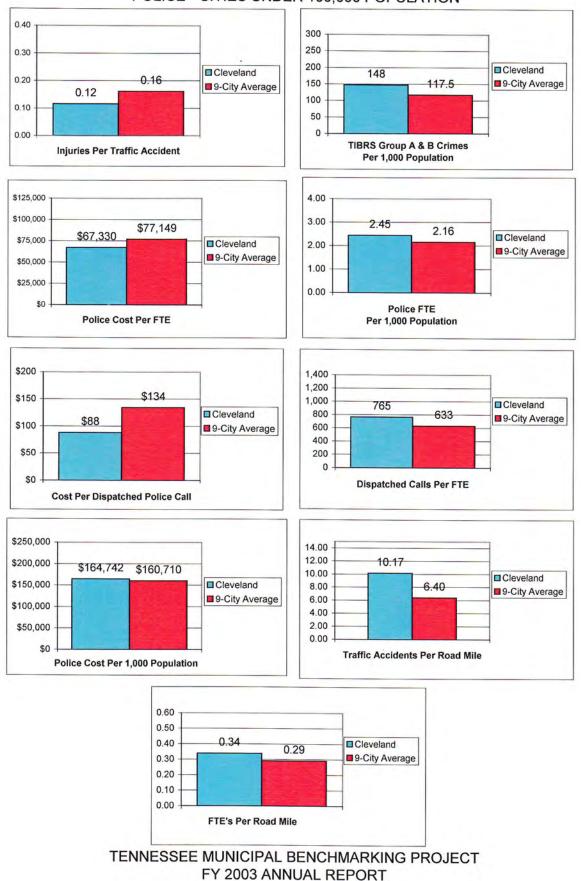
Officers generally work four, 10-hour days per week. The 10-hour shifts allow significant overlapping of personnel during certain times of the day and certain days of the week.

Conditions Affecting Service, Performance, and Cost

Cleveland is located less than 20 miles from Chattanooga, a city with a population in excess of 155,000, and is located on an interstate highway.



POLICE - ALL CITIES



GERMANTOWN

Service Level and Delivery

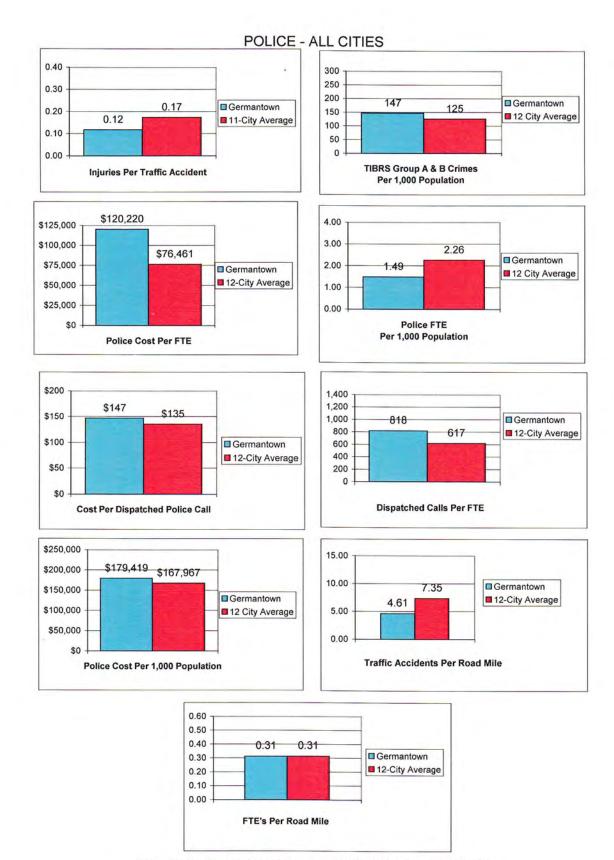
Germantown operates a full-service police department, including DARE, traffic officers and community relation's officers.

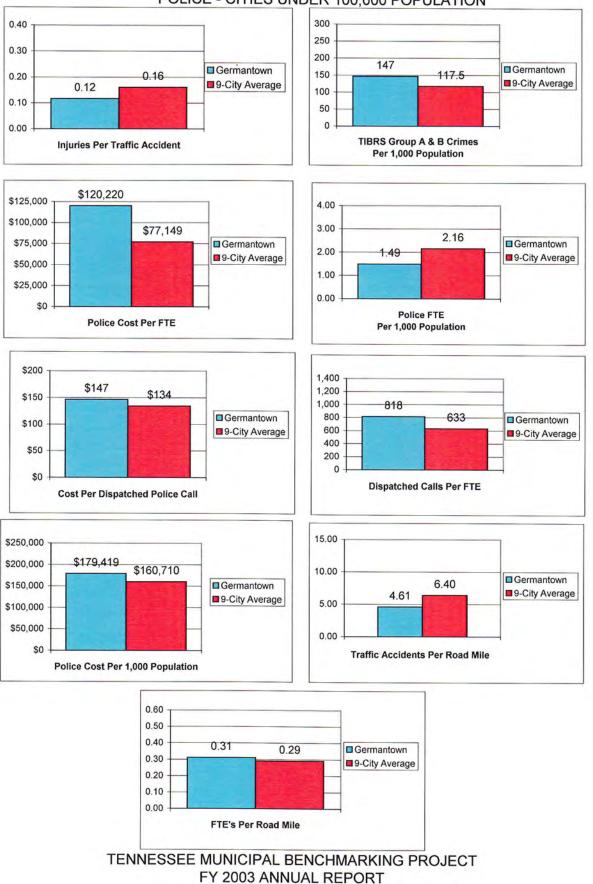
The police department maintains a headquarters in the city hall building and operates a municipal jail. For the purposes of this study, the dispatch center and the jail unit are not included in this report. The city also operates a General Sessions Court.

The department does not have a "home fleet."

Conditions Affecting Service, Performance, and Cost

Germantown is part of the Memphis metropolitan area and is immediately adjacent to the City of Memphis, a city of 650,000 people.





BARTLETT

POLICE SERVICES

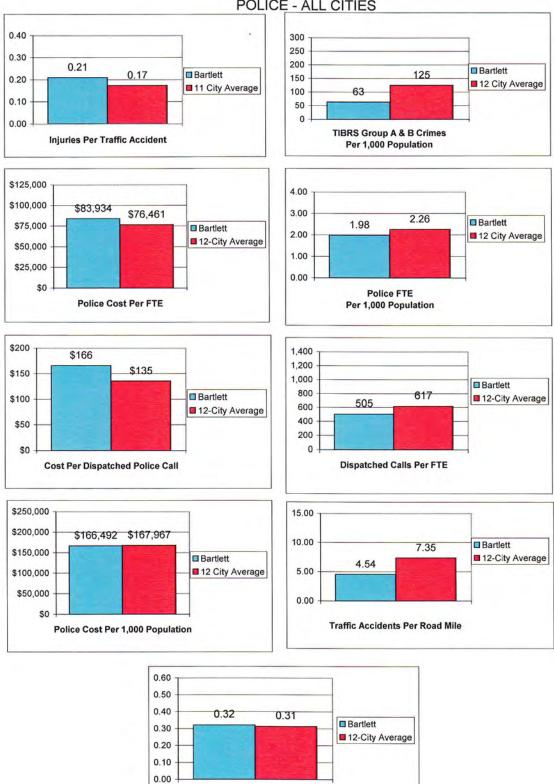
Service Level and Delivery

Bartlett operates a full-service police department, including DARE, traffic officers and community relations officers.

The police department maintains a headquarters in the city hall building and operates a municipal jail. For the purposes of this study, the dispatch center and the jail unit are not included in this report. The city also operates a General Sessions Court.

Conditions Affecting Service, Performance, and Cost

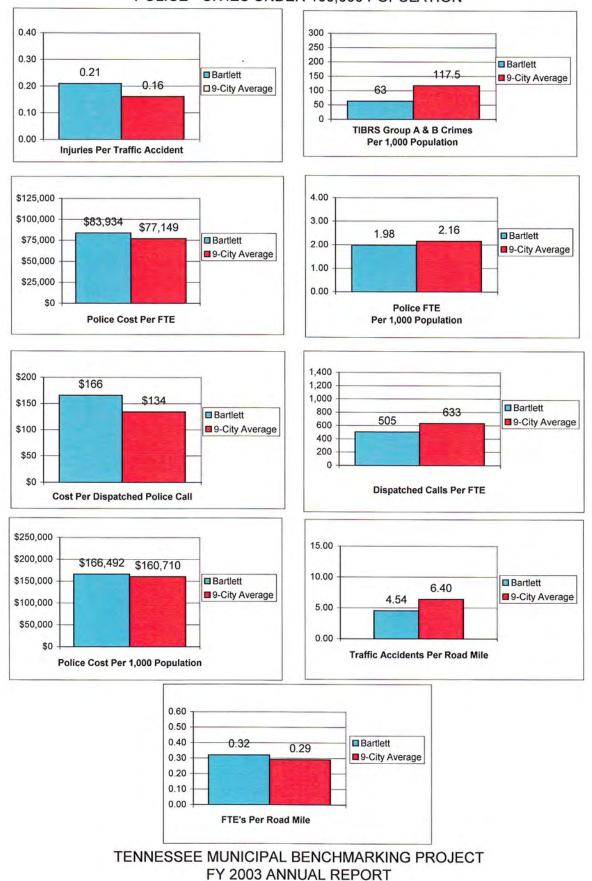
Bartlett is part of the Memphis metropolitan area and is immediately adjacent to the City of Memphis, a city of 650,000 people. The city has significant commercial and retails development and multiple interstate exits.



POLICE - ALL CITIES

TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2003 ANNUAL REPORT

FTE's Per Road Mile



KINGSPORT

Service Level and Delivery

Kingsport operates a full-service police department, including DARE and School resource Officers.

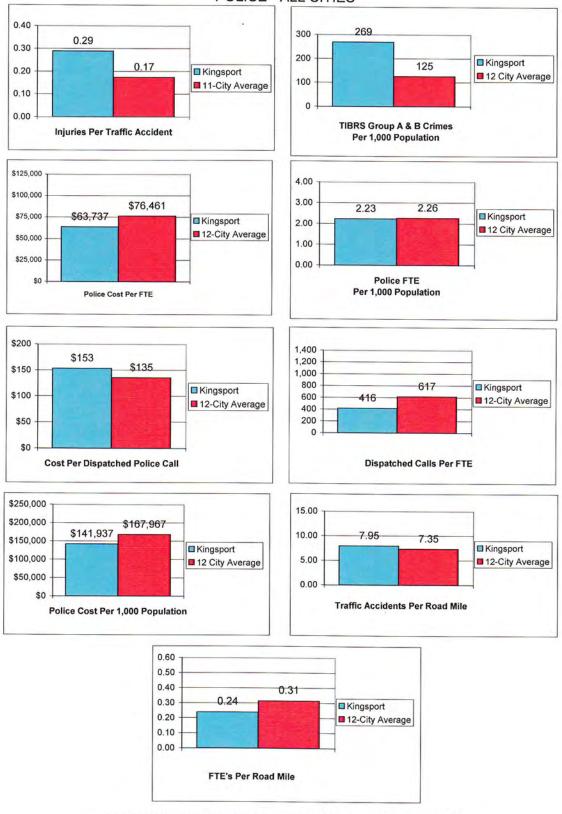
The department shares space with the county in a two-story justice center adjacent to city hall. The department also has substations or offices outside of the police department headquarters. For the purposes of this study, dispatch and jail functions will not be addressed in this report.

Officers work 12-hour shifts, and the shift schedule results in an 80-hour work schedule every two-week work period.

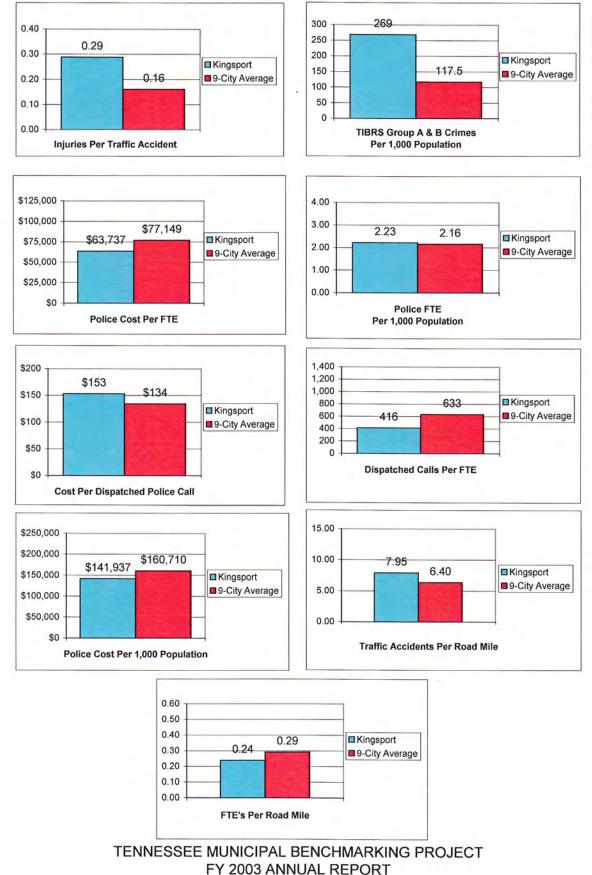
The department has a "home fleet" where all officers are assigned a specific vehicle, and most officers drive the vehicles home.

Conditions Affecting Service, Performance, and Cost

The city has annexed multiple exits along the interstate, resulting in long "fingers," well away from the city proper, that officers must patrol and answer calls for service.



POLICE - ALL CITIES



JACKSON

Service Level and Delivery

Jackson operates a full-service police department, with School Resource Officers, community service programs and an aviation unit. For the purposes of this study the dispatch functions and the municipal jail functions are not included in this report.

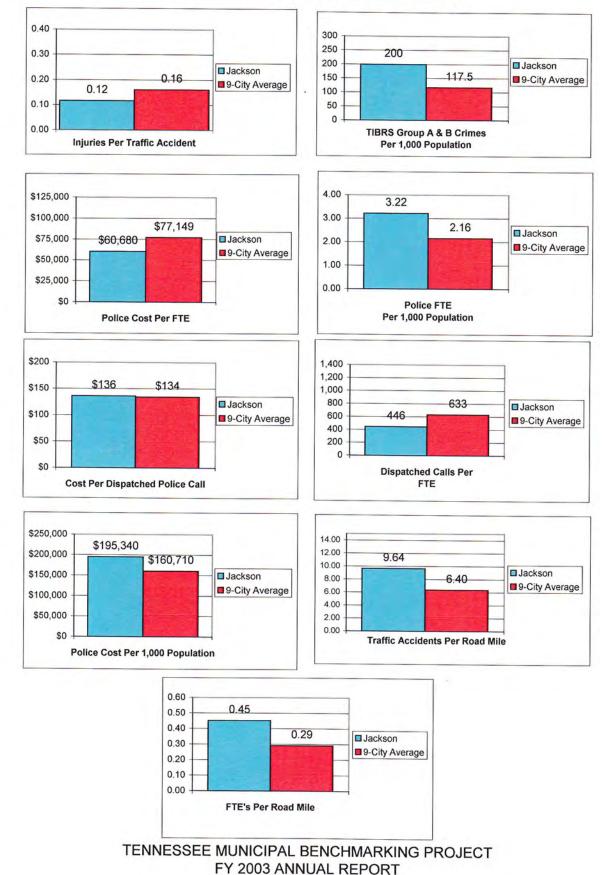
Jackson is served by Interstate 40 and is a commercial and retail center for several surrounding counties. Officers generally work eight-hour shifts and are scheduled to work 40 hours per week.

Conditions Affecting Service, Performance, and Cost

None



POLICE - ALL CITIES



CLARKSVILLE

Service Level and Delivery

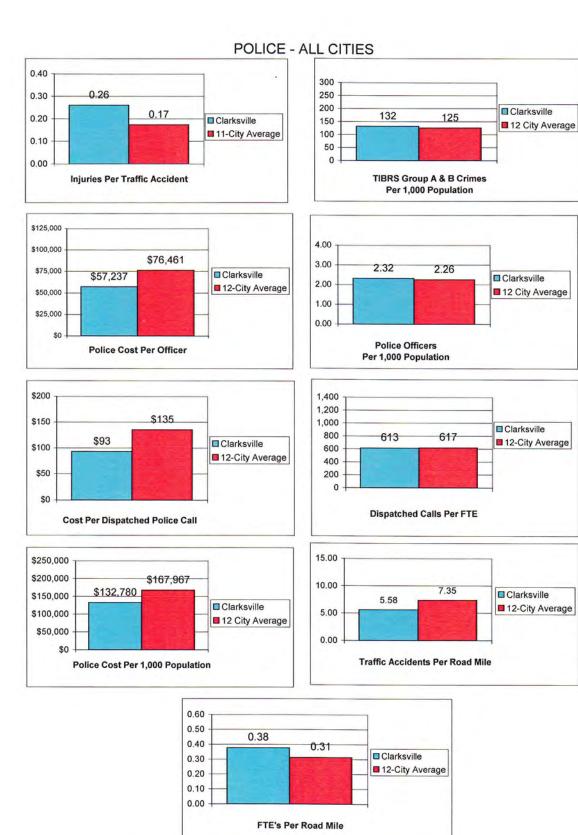
Clarksville operates a full-service police department, including DARE officers. The department has three distinct districts, each operated almost as an independent police department. Each district has traffic, criminal investigation and patrol responsibilities.

The department has a headquarters building, and two districts have their own office space in other buildings. The department maintains a "home fleet" with officers allowed to drive the police vehicles home.

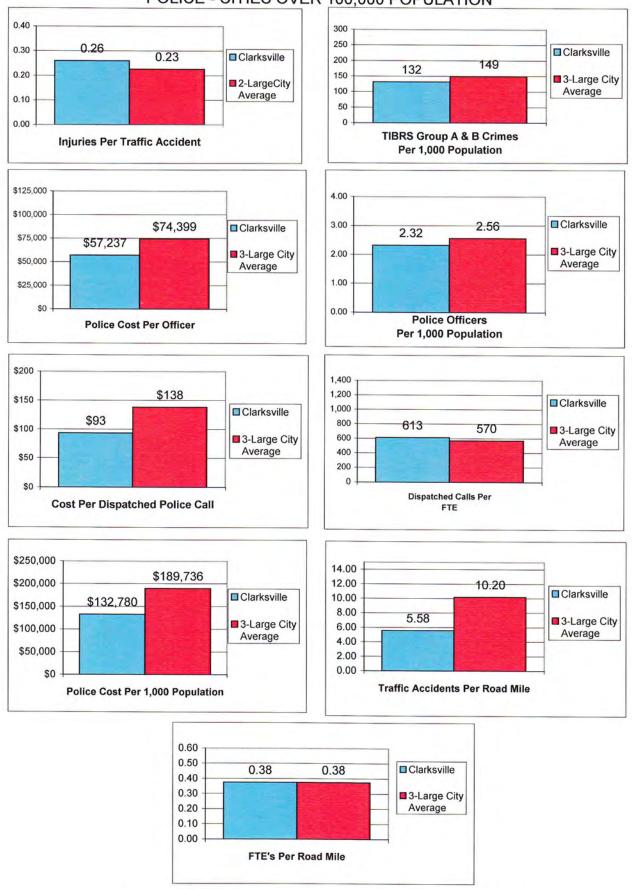
The department works 12-hour shifts, and officers are scheduled to work some "short" shifts to reduce the number of scheduled work hours below the overtime threshold.

Conditions Affecting Service, Performance, and Cost

A portion of the U. S. Army's Fort Campbell is inside the city, and the city is significantly impacted by commercial and residential development associated with the presence of the military base. The city is served by Interstate 24 and serves as a gateway for traffic going into and out of Kentucky.



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TENNESSEE MUNICIPAL BENCHMARKING PROJECT

CHATTANOOGA

Service Level and Delivery

The Chattanooga Police Department is a full-service police department, including DARE and School Resource Officers. The city is divided into distinct geographical areas, with Patrol Commanders having authority over all aspects of patrol activity in their area. The department has opened "precinct" offices in the city. The department operates a "tele-serve" unit, which handles complaints by telephone when the complainant does not need to speak to an officer in person.

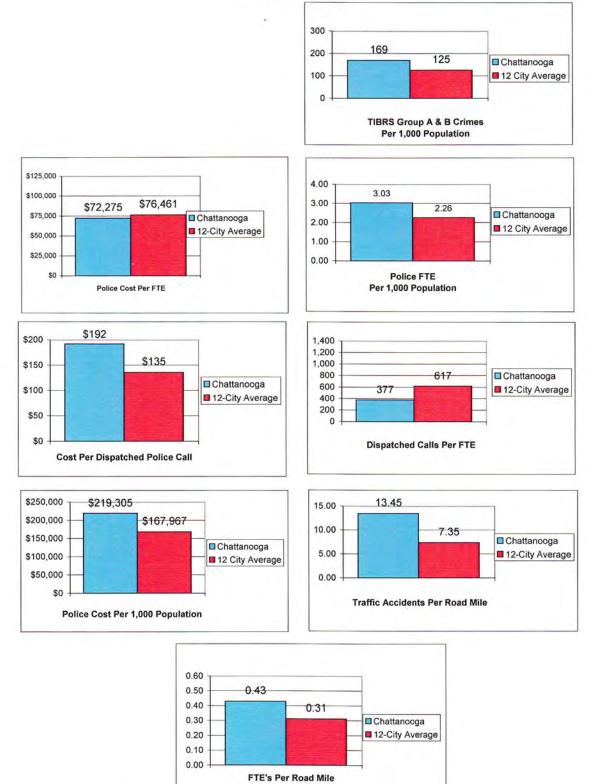
The officers generally work eight hour shifts. The department has a partial "home fleet," with some officers allowed to drive the police vehicles home.

For the purposes of this study, the dispatch and animal control functions of the department are not included in this report.

Conditions Affecting Service, performance, and Cost

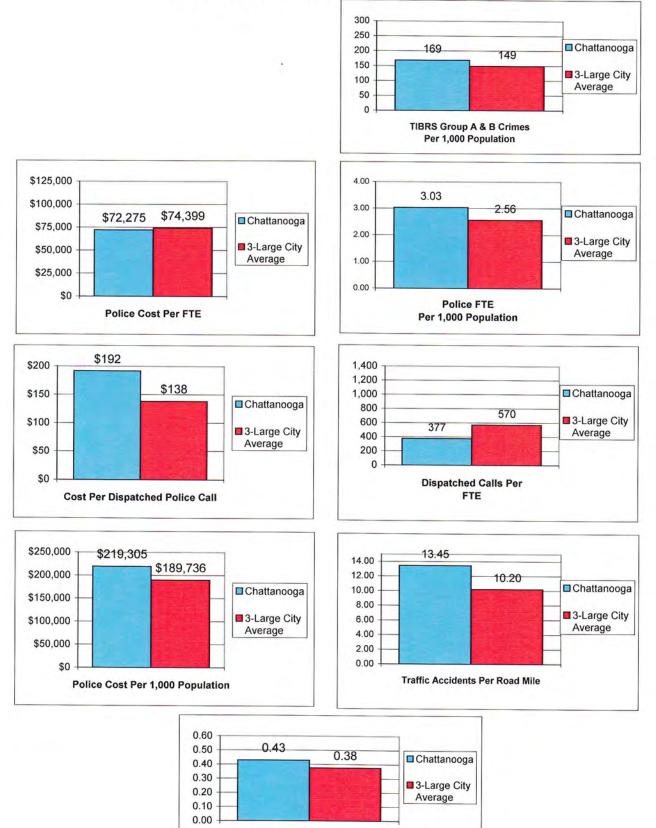
Two major interstates intersect in Chattanooga, producing a high traffic volume. The city is at the center of a metropolitan area and serves as a major shopping hub for a multi-county area, including counties in North Georgia. Chattanooga is a tourist destination and hosts conferences and conventions.

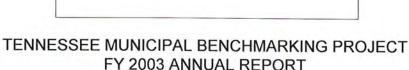
POLICE - ALL CITIES





POLICE - CITIES OVER 100,000 POPULATION





FTE's Per Road Mile

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KNOXVILLE

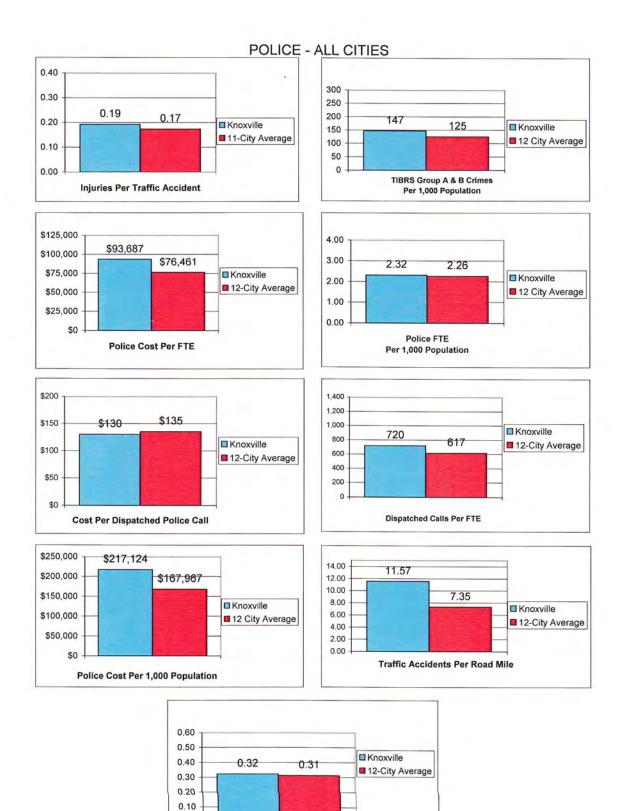
Service Level and Delivery

The Knoxville Police Department is a full-service police department, including DARE and School Resource Officers. The city is divided into distinct geographical areas, with Patrol Commanders having authority over all aspects of patrol activity in their area. The department has opened "precinct" offices in the city. The department operates a "tele-serve" unit, which handles complaints by telephone when the complainant does not need to speak to an officer in person.

The department has a partial "home fleet," with some officers allowed to drive the police vehicles home.

Conditions Affecting Service, performance, and Cost

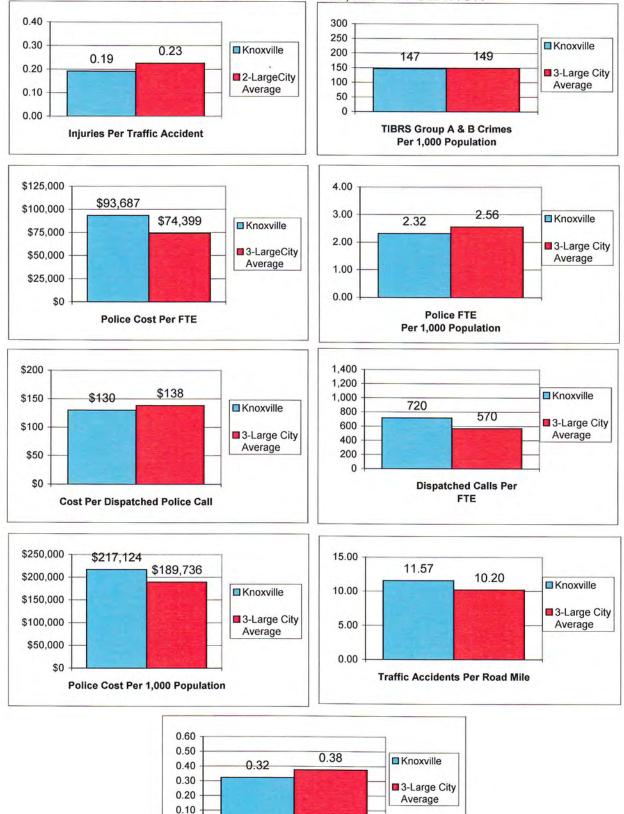
Two major interstates run through Knoxville, producing a high traffic volume. The city is at the center of a metropolitan area and serves as a major shopping hub for a multi-county area. Knoxville is a tourist destination, gateway to the Great Smokey Mountains National Park, and hosts conferences and conventions.



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2003 ANNUAL REPORT

FTE's Per Road Mile

0.00



POLICE - CITIES OVER 100,000 POPULATION

TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2003 ANNUAL REPORT Page 71

FTE's Per Road Mile

0.00

FIRE SERVICES

Fire Service – Service Definition and Terms Used

Service Definition

Fire Service consists of the entire range of services provided by the city's Fire Department, which may include fire suppression, fire prevention, fire code inspections, fire safety education, arson investigation, rescue, and/or Emergency Medical Services.

Definitions of Terms Used

- **Calls For Service** Includes all response categories for both emergency and non-emergency service that require use of Fire Department personnel and equipment.
- Fire Calls The total of all reported fires of all types, including structure fires. The reporting standard for all fire data is TFIRS, the Tennessee Fire Incident Reporting System, which complies with the standards of NFIRS, the National Fire Incident Reporting System operated by the U.S. Fire Administration, part of the Federal Emergency Management Agency (FEMA).
- Fire Inspections Includes inspections performed by both certified fire inspectors and by the staff of the city's engine companies.
- **FTE Positions** Number of hours worked in the Fire Department converted to "Full Time Equivalent" positions at 2,760 hours per year. Since a standard work year is used, this figure may not correspond to the number of positions budgeted in the Fire Department.

For some cities, the number of FTE's may be a budgeted figure, rather than actual hours worked, which could result in either understating or overstating the actual hours worked.

Response Time – The beginning time at which the fire department (not the 911 or dispatch center) first becomes aware of the call and the ending time of when the first arriving FD unit is on the scene of the incident. The difference between these two times is Response Time.

sq. miles) 23,120 26,743 26,788 37,192 40,203 42,347 4 Wiles 13 41 92 29 26 20 19 1 Gency Calls for Service 163 423 210 257 268 192 261 20 19 y Calls for Service 1,678 1,685 1,960 1,443 331 2,110 2,773 0 y Calls for Service 1,678 1,685 1,960 1,443 331 2,110 2,773 0 y Calls for Service 1,678 1,685 1,960 1,443 331 2,110 2,773 siby Fire Inspectors 1,441 1,37 459 66 1,666 141 violations violations 1,741 1,137 459 361 4,666 366 73 Yolations Sclaeved 26 1,006 1,193 552 364 5,746 5 Yolations 3 Min: 31	Target Service 23,120 26,743 26,788 37,044 37,192 40,203 42,347 44,905 59, 16 to Service 163 423 210 257 286 192 261 418 16 to Service 1678 1,432 613 362 1,443 361 1,403 1,413 173 1,960 1,443 331 2,110 2,173 4,078 1,133 16 13 444 64 60 45 260 1 960 953 1,137 4,59 65 1,161 2,173 4,078 1 -% Cleared 737 130 933 1,1350 342 156 2,816 2,865 260 1 1 1 1 1 1 1 1 1 1 1 1 1 2 1 1 1 1 1 1 1 1 1 1 1 1 1 </th <th>pulation :y Area (sq. miles) :y Road Miles :merrency Calls for Service</th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th>	pulation :y Area (sq. miles) :y Road Miles :merrency Calls for Service									
13 41 92 29 26 20 19 163 423 210 257 268 192 261 Service 1,678 1,685 1,960 1,443 331 2,110 2,773 Service 163 356 1,432 613 362 28 0 165 165 13 444 64 60 45 32 17 737 130 939 1,350 342 151 2,816 1,470 217 1,137 459 65 1,066 141 960 953 535 1,193 561 552 353 -% Cleared 266 95 100% 75% 141 141 261uivalents 21,741 51,133 456 552 353 1 3 (Millions) 3 1,370 5 1,00% 563 73 1 6 85% 100% <td>13 41 92 29 26 20 19 45 16 for Service 163 423 210 257 268 192 261 418 Service 1678 1,678 1,432 613 362 2,110 2,773 4,103 1,403 Service 166 13 4,4 64 60 45 32 60 1,1403 737 1,30 939 1,350 342 151 2,816 10 1,403 737 1,470 2,17 4,193 561 1,066 1,411 2,856 12,012 0 1,113 -% Cleared 85% 973 4,46 66 865 1,066 1,111 0 1,111 0 1,111 0 1,111 0 1,112 1,111 0 1,111 0 1,111 0 1,111 0 1,111 0 1,111 0 1,111 0 1,111 1,111<!--</td--><td>iy Area (sq. miles) iy Road Miles m-Emercency Calls for Service</td><td>23,120</td><td>26,743</td><td>26,788</td><td>37,044</td><td>37,192</td><td>40,203</td><td>42,347</td><td>44,905</td><td>59,643</td></td>	13 41 92 29 26 20 19 45 16 for Service 163 423 210 257 268 192 261 418 Service 1678 1,678 1,432 613 362 2,110 2,773 4,103 1,403 Service 166 13 4,4 64 60 45 32 60 1,1403 737 1,30 939 1,350 342 151 2,816 10 1,403 737 1,470 2,17 4,193 561 1,066 1,411 2,856 12,012 0 1,113 -% Cleared 85% 973 4,46 66 865 1,066 1,111 0 1,111 0 1,111 0 1,111 0 1,112 1,111 0 1,111 0 1,111 0 1,111 0 1,111 0 1,111 0 1,111 0 1,111 1,111 </td <td>iy Area (sq. miles) iy Road Miles m-Emercency Calls for Service</td> <td>23,120</td> <td>26,743</td> <td>26,788</td> <td>37,044</td> <td>37,192</td> <td>40,203</td> <td>42,347</td> <td>44,905</td> <td>59,643</td>	iy Area (sq. miles) iy Road Miles m-Emercency Calls for Service	23,120	26,743	26,788	37,044	37,192	40,203	42,347	44,905	59,643
Is for Service 163 423 210 257 268 192 261 Service 1,678 1,685 1,960 1,443 362 28 0 Service 105 95 1,050 1,443 331 2,110 2,773 Inspectors 737 130 939 1,350 342 151 2,816 737 130 933 1,137 459 66 141 2,816 737 130 953 1,193 561 552 353 1 -% Cleared 85% 100% 75% 100% 75% 141 2,171 2,113 449 64 60 45 353 1 -% Cleared 85% 100% 75% 100% 75% 141 2 2,1741 8 1,713 459 65 1,066 141 2 % Cleared 25 561 561 552 3	Is for Service 163 423 210 257 268 192 261 418 Service 1,678 1,685 1,432 613 362 283 0 1,403 1 Service 1,678 1,685 1,432 613 362 281 0 1,403 210 1,403 211 2,110 2,773 4,078 1 0 1 1 0 <td< td=""><td>ly Road Miles</td><td>13</td><td>41</td><td>92</td><td>29</td><td>26</td><td>20</td><td>19</td><td>45</td><td>51</td></td<>	ly Road Miles	13	41	92	29	26	20	19	45	51
Is for Service 83 356 1,432 613 362 28 0 Service 1,678 1,685 1,960 1,443 331 2,110 2,773 Service 165 13 44 64 60 45 32 Inspectors 737 130 939 1,350 342 151 2,816 737 130 939 1,350 342 151 2,816 737 130 939 1,350 342 151 2,816 960 953 535 1,193 561 552 353 1 -% Cleared 26 58 49 64 80 68 73 -% Cleared 26 53 1,193 561 552 353 1 * Equivalents 3 1,741 \$ 1,600 \$ 2,993 \$ 73 * Millions) 3 3 4100% \$ 8	Is for Service 83 356 1,432 613 362 28 0 1,403 1 Service 1,678 1,685 1,960 1,413 331 2,110 2,773 4,078 1 1,03 1 1,03 1 1,03 260 1 1,403 1 1 2,110 2,773 4,078 1	n-Emergency Calle for Service	163	423	210	257	268	192	261	418	425
Service 1,678 1,685 1,960 1,443 331 2,110 2,773 16 13 44 64 60 45 32 16 13 44 64 60 45 32 737 130 939 1,350 342 151 2,816 7 1470 217 1,193 561 552 353 1 -% Cleared 85% 97% 88% 100% 75% 100% 95% 73 -% Cleared 26 561 552 353 1 450 65 100% 55% % Millions) 3 Min: 31 4 Min: 55 3 Min: 34 4 Min: 65 3 Min: 34 4 Min: 65 3 Min: 34 4 Min: 65 3 Min: 50 4 Min a (Millions) 3 Min: 31 4 Min: 55 3 Min: 34 4 Min: 65 3 Min: 50 4 Min a (Millions) 3 Min: 31 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 50 4 Min	Service 1,678 1,685 1,960 1,443 331 2,110 2,773 4,078 1 105 95 105 126 271 96 85 260 7 115 217 1,137 4,078 1,135 4,078 7 96 85 260 7 96 7 96 7 96 7 96 7 96 7 1 1 7 0 7 96 7 7 96 <td< td=""><td>MI FILLIO ACIAN CALLS IN COLVICE</td><td>83</td><td>356</td><td>1,432</td><td>613</td><td>362</td><td>28</td><td>0</td><td>1,403</td><td></td></td<>	MI FILLIO ACIAN CALLS IN COLVICE	83	356	1,432	613	362	28	0	1,403	
105 95 105 126 271 96 85 16 13 44 64 60 45 32 737 130 939 1,350 342 151 2,816 737 130 939 1,350 342 151 2,816 737 217 1,137 459 65 1,066 141 960 953 535 1,193 561 552 353 1 % Cleared 85% 100% 75% 100% 75% 100% 95% 353 1 * quivalents 2 1,741 \$ 1,370 \$ 1,600 \$ 2,993 \$ 1,926 \$ 2,746 <	105 95 105 126 271 96 85 260 16 13 44 64 60 45 32 60 1 16 13 44 64 60 45 32 60 1 -% Cleared 1470 217 1137 459 65 1,066 141 0 1 -% Cleared 85% 97% 963 533 1,193 561 552 353 12,012 1 -% Cleared 26 58 49 64 68 73 96 99% 1 * (Millons) 3 Min: 31 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 55 4 Min: 12 5 Min: 10 96 174% 5 3,499 5 3,39 * (Millons) 3 Min: 31 4 Min: 55 3 Min: 34 4 Min: 55 4 Min: 55 4 Min: 56 4 Min: 12 5 Min: 12	nergency Calls for Service	1,678	1,685	1,960	1,443	331	2,110	2,773		1,911
16 13 44 64 60 45 32 737 130 939 1,350 342 151 2,816 737 130 939 1,350 342 151 2,816 960 953 535 1,193 561 552 353 1 % Cleared 85% 97% 88% 100% 75% 100% 95% 73 a (Milions) 3 Min: 31 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 56 4 Min: 75 4 Min: 50 4 Mir a (Milions) 3 Min: 31 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 55 4 Min: 755 4 Min: 56 3 Min: 34 4 Min: 755 4 Min: 56 4 Min: 50 4 Min: 70 5 4 4 13,500 5 4 4 13,71,425	Tispectors 16 13 44 64 60 45 32 60 1 737 130 939 1,350 342 151 2,816 2,855 1 1 0 1 -% Cleared 956 973 1,137 459 651 552 353 12,012 1 0 1 -% Cleared 85% 97% 88% 100% 75% 100% 95% 99% 1 0 1 1 0 1 1 0 1 1 0 0 0 0	e Calls	105	95	105	126	271	96	85	260	
Inspectors 737 130 939 1,350 342 151 2,816 737 217 1,137 459 65 1,066 141 7,470 217 1,137 459 65 1,066 141 -% Cleared 85% 973 561 552 353 1 -% Cleared 26 58 49 64 80 68 73 -% Cleared 26 5 1,00% 75% 100% 95% 73 -% Cleared 26 5 3 4 80 68 73 -% Cleared 26 5 3 4 80 73 4 -% Cleared 2 7 4 80 68 73 5 - 3 1 3 4 4 8 7 5 4 4 7 - 8 1 1 4 4 4 6 <td>Inspectors 737 130 939 1,350 342 151 2,816 2,855 -% Cleared 960 953 535 1,193 561 552 353 12,012 0 1 -% Cleared 85% 97% 88% 100% 75% 95% 99% . 0 0 0 0 0 1 0 1 0 1 0</td> <td>ucture Fires</td> <td>16</td> <td>13</td> <td>44</td> <td>64</td> <td>60</td> <td>45</td> <td>32</td> <td>60</td> <td>153</td>	Inspectors 737 130 939 1,350 342 151 2,816 2,855 -% Cleared 960 953 535 1,193 561 552 353 12,012 0 1 -% Cleared 85% 97% 88% 100% 75% 95% 99% . 0 0 0 0 0 1 0 1 0 1 0	ucture Fires	16	13	44	64	60	45	32	60	153
Companies 1,470 217 1,137 459 65 1,066 141 960 953 535 1,193 561 552 353 1 -% Cleared 85% 97% 88% 100% 75% 100% 95% 73 -% Cleared 85% 97% 88% 100% 75% 100% 95% 73 * quivalents 26 58 49 64 80 68 73 353 1 * 1,741 1,370 \$ 1,600 \$ 2,993 \$ 1,926 \$ 3,364 \$ 2,746 \$ 2,766 \$ 2,133,003 \$ 1,471,425 \$ 806,845 \$ 4 Mir: 560 \$ 4 Mir \$ 2,746 \$ 2,766 \$ 2,746 \$ 2,766 \$ 2,746	Companies 1,470 217 1,137 459 65 1,066 141 0 1 -% Cleared 960 953 535 1,193 561 552 353 12,012 96 97% 99% - - 96 95% 99% - - 96 73 96 99% - - 96 73 96 73 96 - - 96 73 96 74 74% 74% 74% 74% 74% 74% 74% 74% 74% 74% 74% 74% 74% 74%	spections by Fire Inspectors	737	130	939	1,350	342	151	2,816	2,855	341
960 953 535 1,193 561 552 353 -% Cleared 85% 97% 88% 100% 75% 100% 95% * Cleared 85% 97% 88% 100% 75% 100% 95% * Cleared 26 58 49 64 80 68 73 * (Millions) \$ 1,741 \$ 1,370 \$ 1,600 \$ 2,993 \$ 1,926 \$ 3,964 \$ 2,746 \$ * Min: 31 4 Min: 53 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 50 4 Mi * Millions) 3 Min: 31 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 50 4 Min * Mid \$ 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 55 4 Min: 50 4 Min * No \$ 542,155 \$ 1,133,003 \$ 1,471,425 \$ 806,845 \$ 418,500 8 1,471,425 \$ 418,500 8 1,471,425 \$ 418,500 8 1,471,425 \$ 506,845 \$ 418,500 8 1,471,425 \$ 506,845 \$ 418,500	-% Cleared 960 953 535 1,193 561 552 353 12,012 * Equivalents 26 97% 88% 100% 75% 100% 95% 99% - * Equivalents 26 58 91 64 80 68 73 96 - * Fquivalents 3 1,741 \$ 1,370 \$ 1,600 \$ 2,993 \$ 1,926 \$ 3,964 \$ 3,489 \$ 3,7 a (Millions) 3 Min: 31 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 56 4 Min: 12 5 Min	spections by Fire Companies	1,470	217	1,137	459	65	1,066	141	0	1,268
-% Cleared 85% 97% 88% 100% 75% 100% 95% 95% Equivalents 26 58 49 64 80 68 73 73 73 73 8 1,741 \$ 1,370 \$ 1,600 \$ 2,993 \$ 1,926 \$ 3,964 \$ 2,746 \$ 73 8 1,010% 95% 75% 97% 97% 98% 92% 88% 75% 75% 98% 92% 88% 75% 75% 100% \$ \$ 100% 97% 98% 92% 88% 75% 75% 15 15 15 15 15 15 11,1425 \$ 1,133,003 \$ 1,471,425 \$ 806,845 \$ 418,500 \$ 8 15 15 11,047 \$ 900 1,819 1,317 NONE 1,097 0 1 1,097 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 1,017 \$ 0,017 0 1 0 1 1,017 \$ 0,017 0 1 0 1 1,017 \$ 0,017 0 1 0 1 1,017 \$ 0,017 0 1 0 1 1,017 \$ 0,017 0 1 0 1 1,017 \$ 0,017 0 1 0 1 1,017 \$ 0,017 0 1 0 1 1,017 \$ 0,017 0 1 0 1 1,017 \$ 0,017 0 1 0 1 1,017 \$ 0,017 0 1 0 1 1,017 \$ 0,017 0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 1	-% Cleared 85% 97% 88% 100% 75% 100% 95% 99% . Fquivalents 26 58 49 64 80 68 73 96 3 a (Milions) 3 Min: 31 4 Min: 53 3 Min: 34 4 Min: 8 4 Min: 55 4 Min: 12 5 Min: 12	e Code Violations	960	953	535	1,193	561	552	353	12,012	673
Equivalents 26 58 49 64 80 68 73 a (Millions) \$ 1,741 \$ 1,370 \$ 1,600 \$ 2,993 \$ 1,926 \$ 3,964 \$ 2,746 \$ 3 a (Millions) 3 Min: 31 4 Min: 53 4 Min: 55 3 Min: 34 4 Min: 55 4 Min: 50 4 Mir. add 85% 100% 97% 98% 92% 88% 75% add \$ 542,155 \$ 1,133,003 \$ 1,471,425 \$ 806,845 \$ 418,500 \$ 81 add \$ 542,155 \$ 1,133,003 \$ 1,471,425 \$ 806,845 \$ 418,500 \$ 81 add \$ 542,155 \$ 1,133,003 \$ 1,471,425 \$ 806,845 \$ 418,500 \$ 81 add \$ 31,471,425 \$ 806,845 \$ 418,500 \$ 81 \$ 1<	Equivalents 26 58 49 64 80 68 73 96 a (Millions) \$ 1,741 \$ 1,370 \$ 1,600 \$ 2,993 \$ 1,926 \$ 3,964 \$ 2,746 \$ 3,489 \$ 3, a Min: 31 4 Min: 53 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 50 4 Min: 12 5 Min: a Min: 31 4 Min: 53 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 50 4 Min: 12 5 Min: a Min: 31 4 Min: 53 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 50 4 Min: 12 5 Min: a Min: 31 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 55 4 Min: 12 5 Min: a Min: 31 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 50 74% 54,900 a Min: 107 \$ 2,644,840 \$ 542,155 \$ 1,133,003 \$ 1,471,425 \$ 806,845 \$ 418,500 \$ 810,49 \$ 5,900 14 Resp. 15 Resp. 1,317 NONE 1,097 0 3,943 \$ 3,33 <	e Code Violations-% Cleared	85%	97%	88%	100%	75%	100%	95%		%06 .
a (Millions) \$ 1,741 \$ 1,370 \$ 1,600 \$ 2,993 \$ 1,926 \$ 3,964 \$ 2,746 \$ 3 a Min: 31 4 Min: 53 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 55 4 Min: 50 4 Mir a Min: 31 4 Min: 53 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 55 4 Min: 50 4 Mir a 85% 100% 97% 98% 92% 88% 75% a 419,470 \$2,644,840 \$542,155 \$1,133,003 \$1,471,425 \$806,845 \$418,500 \$81 1st Resp. 1st Resp. ALS ALS NONE ALS 1st Resp. AL 1,047 900 1,819 1,317 NONE 1,097 0 0 a 550,371 67,375 67,305 67,305 67,4050 5 3 </td <td>© (Millions) \$\$ 1,741 \$\$ 1,370 \$\$ 1,600 \$\$ 2,993 \$\$ 1,926 \$\$ 3,964 \$\$ 2,746 \$\$ 3,489 \$\$ 3, red 3 Min: 31 4 Min: 53 4 Min: 55 3 Min: 34 4 Min: 55 4 Min: 50 4 Min: 12 5 Min: 12<!--</td--><td>imber of Full Time Equivalents</td><td>26</td><td>58</td><td>49</td><td>64</td><td>80</td><td>68</td><td>73</td><td></td><td>156</td></td>	© (Millions) \$\$ 1,741 \$\$ 1,370 \$\$ 1,600 \$\$ 2,993 \$\$ 1,926 \$\$ 3,964 \$\$ 2,746 \$\$ 3,489 \$\$ 3, red 3 Min: 31 4 Min: 53 4 Min: 55 3 Min: 34 4 Min: 55 4 Min: 50 4 Min: 12 5 Min: 12 </td <td>imber of Full Time Equivalents</td> <td>26</td> <td>58</td> <td>49</td> <td>64</td> <td>80</td> <td>68</td> <td>73</td> <td></td> <td>156</td>	imber of Full Time Equivalents	26	58	49	64	80	68	73		156
3 Min: 31 4 Min: 53 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 55 4 Min: 50 4 Min 85% 100% 97% 98% 92% 88% 75% 4 Min 75% 100% 5413,003 51,471,425 5806,845 5418,500 581 110 110 110 75% 741 75% 741 75% 741 75% 741 75% 741 75% 741 75% 741 75% 741 75% 741	3 Min: 31 4 Min: 53 4 Min: 55 3 Min: 34 4 Min: 8 4 Min: 55 4 Min: 12 5 Min: 12 13 5 Min< 12 5 Min<	y Appraised Value (Millions)									3,0
led 85% 100% 97% 98% 92% 88% 75% \$\$419,470 \$2,644,840 \$542,155 \$1,471,425 \$806,845 \$418,500 \$81 1st Resp. 1st Resp. 1st Resp. ALS NONE ALS NONE ALS AL 1,047 900 1,819 1,317 NONE 1,097 0 0 3 4 3,7,10 4 3	Ied 85% 100% 97% 98% 75% 74% \$\$419,470 \$\$2,644,840 \$542,155 \$1,471,425 \$806,845 \$418,500 \$810,418 \$4,900 1st Resp. 1st Resp. ALS ALS ALS ALS \$306,845 \$418,500 \$810,418 \$4,900 1st Resp. 1st Resp. ALS ALS ALS ALS 1st Resp. ALS \$3,943 \$4,900 3 4 3,7,10 1,317 NONE 1,097 0 3,943 \$3,593 \$2,528,271 \$4,215,130 \$3,501,435 \$4,984,243 \$5,540,568 \$5,449,367 \$5,909,498 \$8,894	sponse Time	3 Min: 31	4 Min: 53	4 Min: 55	3 Min: 34		4 Min: 55	4 Min: 50	4 Min: 12	5 Min: 08
\$419,470 \$2,644,840 \$542,155 \$1,133,003 \$1,471,425 \$806,845 \$418,500 \$81 1st Resp. 1st Resp. ALS ALS Ist Resp. AL 1,047 900 1,819 1,317 NONE ALS 1,097 0 3 4 3,7,10 4 3 3 3 3 3 3 3	\$419,470 \$2,644,840 \$542,155 \$1,133,003 \$1,471,425 \$806,845 \$418,500 \$810,418 \$4,900. 1st Resp. 1st Resp. ALS ALS ALS NONE ALS 1st Resp. ALS ist Resp. ist Resp. ALS	e Cause Determined	85%	100%	97%	98%	92%	88%	75%	74%	74%
1st Resp. 1st Resp. ALS ALS NONE ALS 1st Resp. AL 1,047 900 1,819 1,317 NONE 1,097 0 3 4 3, 7, 10 4 3 3 3 	1st Resp. 1st Resp. ALS ALS NONE ALS 1st Resp. ALS ist Resp. 1,047 900 1,819 1,317 NONE 1,097 0 3,943 3 3 3,7,10 1,317 NONE 1,097 0 3,943 \$\$5,558,271 \$4,215,130 \$3,501,435 \$4,984,243 \$5,308,507 \$5,540,568 \$5,449,367 \$5,909,498 \$8,894, Maryville Brentwood Oak Ridge Collierville Cleveland Germantown Bartlett Kingsport Jackson	e Loss	\$419,470	\$2,644,840	\$542,155	\$1,133,003	\$1,471,425	\$806,845	\$418,500	\$810,418	\$4,900,225
1,047 900 1,819 1,317 NONE 1,097 0 3 4 3,7,10 4 3<	1,047 900 1,819 1,317 NONE 1,097 0 3,943 3 4 3,7,10 4 3	1S Service Levels	1st Resp.	1st Resp.	ALS	ALS	NONE	ALS	1st Resp.	ALS	st Resp./AE
3 4 3, 7, 10 4 3<	3 4 3, 7, 10 4 3 5<	1S Calls	1,047	006	1,819	1,317	NONE	1,097		3,943	155
C) C	\$2,528,271 \$4,215,130 \$3,501,435 \$4,984,243 \$5,308,507 \$5,540,568 \$5,449,367 \$5,909,498 Maryville Brentwood Oak Ridge Collierville Cleveland Germantown Bartlett Kingsport J	O Rating	3	4	2	4	S	3	3	3	
42,320,211 44,213,130 43,301,433 44,304,243 43,304,304 43,307 43,344,308 43,443,307	Brentwood Oak Ridge Collierville Cleveland Germantown Bartlett Kingsport	Total Cost	\$2,528,271	\$4,215,130	\$3,501,435	\$4,984,243	\$5,308,507	\$5,540,568	\$5,449,367	\$5,909,498	\$8,894,137
		e Service Cost Per 1,000 Pop.	\$109,354	\$157,616	\$130,709	\$134,549	\$142,732	\$137,815	\$128,684	\$131,600	\$149,123
. \$109,354 \$157,616 \$130,709 \$134,549 \$142,732 \$137,815 \$128,684	· \$109,354 \$157,616 \$130,709 \$134,549 \$142,732 \$137,815 \$128,684 \$131,600	lls for Service Per 1,000 Pop.	76	26	127	56	19	53	65	122	33
. \$109,354 \$157,616 \$130,709 \$134,549 \$142,732 \$137,815 \$128,684 76 76 127 56 19 53 65	· \$109,354 \$157,616 \$130,709 \$134,549 \$142,732 \$137,815 \$128,684 \$131,600 \$149, 76 76 127 56 19 53 65 12	e Inspections Per 1,000 Pop.	96	13	17	49	11	30	70	64	27
. \$109,354 \$157,616 \$130,709 \$134,549 \$142,732 \$137,815 \$128,684 76 76 127 56 19 53 65 95 13 77 49 11 30 70	. \$109,354 \$157,616 \$130,709 \$134,549 \$142,732 \$137,815 \$128,684 \$131,600 \$149, 76 76 127 56 19 53 65 122 95 13 77 49 11 30 70 64	e Code Violations-% Cleared	85.00%	%00.76	88.00%	100.00%	75.00%	100.00%	95.00%	%00.66	%00.06
pp. \$109,354 \$157,616 \$130,709 \$134,549 \$142,732 \$137,815 \$128,684 \$ p. 76 76 127 56 19 53 65 p. 95 13 77 49 11 30 70 d 85.00% 97.00% 88.00% 100.00% 75.00% 100.00% 95.00%	pp. \$109,354 \$157,616 \$130,709 \$134,549 \$142,732 \$137,815 \$128,684 \$131,600 \$ p. 76 76 127 56 19 53 65 122 p. 76 76 127 56 19 53 65 122 p. 95 13 77 49 11 30 70 64 d 85.00% 97.00% 88.00% 100.00% 75.00% 95.00% 99.00%	ucture Fires Per 1,000 Pop.	0.7	0.5	1.6	1.7	1.6	1.1	0.8	1.3	2.6
st Per 1,000 Pop. \$109,354 \$157,616 \$130,709 \$134,549 \$142,732 \$137,815 \$128,684 \$ 9 Per 1,000 Pop. 76 76 127 56 19 53 65 Per 1,000 Pop. 95 13 77 49 11 30 70 ions-% Cleared 85.00% 97.00% 88.00% 100.00% 75.00% 100.00% 95.00% Per 1,000 Pop. 0.7 0.5 1.6 1.7 1.6 1.1 0.8	p. \$109,354 \$157,616 \$130,709 \$134,549 \$142,732 \$137,815 \$128,684 \$131,600 \$149, p. 76 76 127 56 19 53 65 122 p. 95 13 77 56 19 53 65 122 o. 95 13 77 49 11 30 70 64 o. 85.00% 97.00% 88.00% 100.00% 75.00% 100.00% 95.00% 99.00% 90.0 d 0.7 0.5 1.6 1.7 1.6 1.1 0.8 1.3	sponse Time	3:31	4:53	4:55	3:34	4:08	4:55	4:50	4:12	5:08
pp. \$109,354 \$157,616 \$130,709 \$134,549 \$142,732 \$137,815 \$128,684 \$ pp. 76 76 127 56 19 53 65 65 p. 76 76 127 56 19 53 65 65 p. 95 13 77 49 11 30 70 d 85.00% 97.00% 88.00% 100.00% 75.00% 100.00% 95.00% 0.7 0.5 1.6 1.7 1.6 1.7 1.6 1.1 0.8 3:31 4:53 4:56 3:34 4:08 4:08 4:56 4:50	p.\$109,354\$157,616\$130,709\$134,549\$142,732\$137,815\$128,684\$131,600\$149,p.767612756195365122p.9513774911307064p.9513774911307064p.950.688.00%100.00%75.00%95.00%99.00%90.0d85.00%97.00%88.00%10.00%75.00%100.00%95.00%99.00%d85.3314:534:553:344:084:084:084:134:504:124	st Per Calls For Service	\$1,436	\$2.065	\$1 032	VCV C3	\$7 GED	C2 501	C1 OCE	01010	V 1 1 7
p. \$109,354 \$157,616 \$130,709 \$134,549 \$142,732 \$137,815 \$128,684 \$ p. 76 76 127 56 19 53 65 65 o. 95 13 77 49 11 30 70 d 85.00% 97.00% 88.00% 100.00% 75.00% 100.00% 95.00% 3:31 4:53 4:55 3:34 4:08 4:08 4:56 4:56 4:56 \$1,436 \$2,065 \$1,032 \$2,424 \$7,660 \$2,591 \$1,965	p.\$109,354\$157,616\$130,709\$134,549\$142,732\$137,815\$128,684\$131,600\$149,p.7676127561953651220.95137749113070640.85.00%97.00%88.00%100.00%75.00%100.00%95.00%99.00%90.010.70.51.61.71.61.71.61.31.33:314:534:553:344:084:554:504:1284,\$1,436\$2,065\$1,032\$2,424\$7,660\$2,591\$1,965\$1,078\$4,				1001-+	+>+'>+	000'10	100'20	002.10	010,14	94,414

Tennessee Municipal Benchmarking Program

Fire Performance Data

Page 74

Tennessee Municipal Benchmarking Program Fire Performance Data 7/1/2002 - 6/30/2003

Knoxville Clarksville Chattanooga

Population	103,455	155,554	_
City Area (sq. miles)	100	150	
City Road Miles	638	1,100	
Non-Emergency Calls for Service	311	257	
Emergency Calls for Service	4,866	9,342	
Fire Calls	573	5,411	
Structure Fires	100	280	
Inspections by Fire Inspectors	1,282	2,982	
Inspections by Fire Companies	0	3,512	
Fire Code Violations	652	1,473	
Fire Code Violations-% Cleared	97%	91%	
Number of Full Time Equivalents	360	431	
City Appraised Value (Millions)	\$ 3,669	\$ 9,945	S
Response Time	4 Min: 11	3 Min: 59	e
Fire Cause Determined	80%	76%	
Fire Loss	\$2,505,198	\$7,167,383	\$
EMS Service Levels	1st Resp.	1st Resp.	
EMS Calls	1,944	4,188	
ISO Rating	3	3	
Total Cost	\$10,601,601	\$10,601,601 \$23,687,249 \$23	\$2:

2,165

0 4,161

98%

333

7,786

Min: 25 34%

,803,133

ALS

11,013

3

3,789,077

6,453

437

1,250

44 29,364

100

173,890

Fire Service Cost Per 1,000 Pop.	
Calls for Service Per 1,000 Pop.	
Fire Inspections Per 1,000 Pop.	
Fire Code Violations-% Cleared	
Structure Fires Per 1,000 Pop.	
Response Time	
Cost Per Calls For Service	
Fire Cause Determined	

97.00% 1.0

\$2,048 80%

4:11

	Under 100.000 P	Under Over 100.000 Population	Cities
	Cit	Cities	Average
\$136,805	\$136,805 \$135,798 \$130,519 \$134,478	\$130,519	\$134,478
169	70	94	76
24	48	26	43
98.00%	92.11%	95.46%	92.95%
2.5	1.3	1.8	1.4
3:25	4:27	3:51	4:18
\$809	\$2,747	\$1,775	\$2
34%	87%	63%	81%

12

3

-

0

		I UU, UUU Population	opulation	
		Cities	ies	4
\$152,277	\$136,805 \$135,798 \$130,519 \$1	\$135,798	\$130,519	S
2	169	20	94	
42	24	48	26	
91.38%	98.00%	92.11%	95.46%	
1.8	2.5		1.8	
3:59	3:25		3:51	
\$2,468	\$809	\$2,747	\$1,775	
76%	34%	87%	63%	

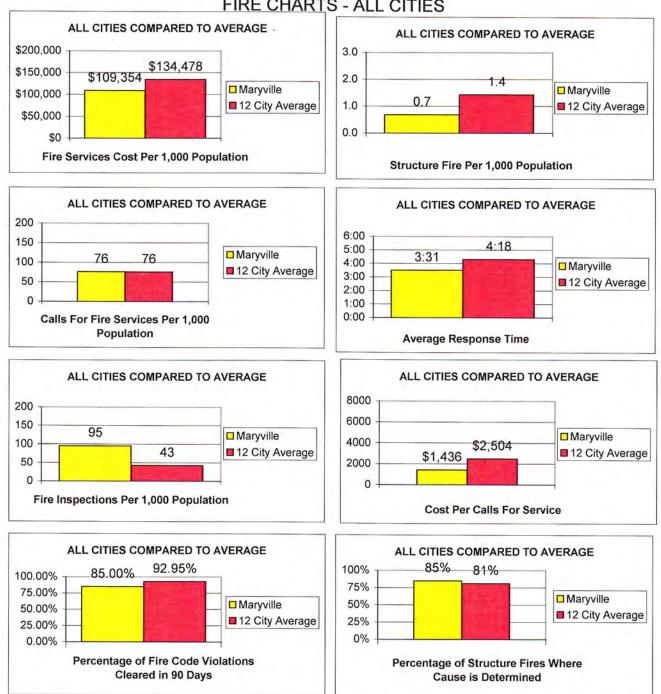
50

\$102,475

Page 75 3:59 \$2,468 76%

Maryville

City Profile	Explanatory Information
Population: 23120	Service Level and Delivery
Land Area: 13 sq. mi.	
Calls For Service: 1,805 Emergency Calls: 1,335	Maryville operates a full-service fire department, and provides almost all of the services offered in Fire department in the state. The department provides fire prevention, public fire education, and code enforcement services.
Fire Calls: 170 Structure Fires: 25	
FTE Positions: 42.3	Firefighter pay scales are related to levels of training and certification.
Fire Inspections: 2,637	
Fire Code Violations: 7,994	See the "Fire Services Provided" table at the beginning of this section for more detail.
Fire Code Violations Cleared Within 90 Days: 90%	Conditions Affecting Service, Performance, and Cost
Response Time: 3:44	None
EMS Level: 1 st Responder	
EMS Calls: 1,110	

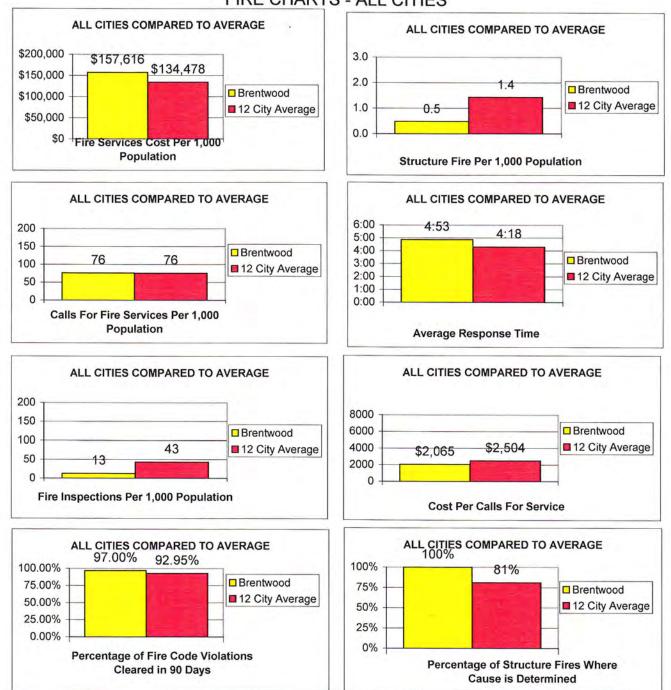




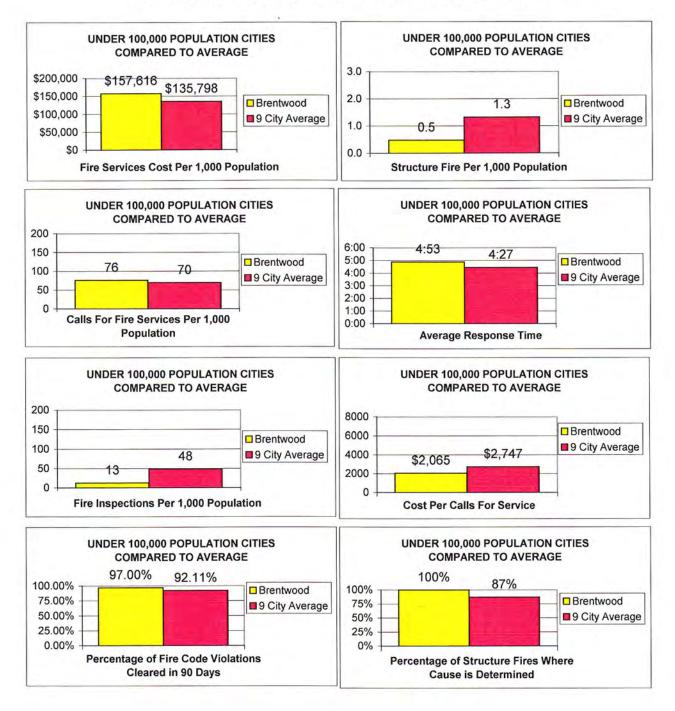


Brentwood

City Profile	Explanatory Information
Population: 26, 743	Service Level and Delivery
Land Area: 40.8 sq. mi	Brentwood operates a full-service fire department, and provides almost all of the services offered in any fire department in the state.
Calls For Service: 2,148	The department also offers a wide range of non- emergency services including fire prevention, public fire education, and code enforcement activities.
Emergency Calls: 1,738	
Fire Calls: 120	The department has a written Master Plan.
Structure Fires: 19	Firefighter pay scales are related to levels of training and certification.
FTE Positions: 37.5	See the "Fire Services Provided" table at the beginning of this section for more details.
Fire Inspections: 208	
Fire Code Violations: 504	Conditions Affecting Service, Performance and Cost
Fire Code Violations Cleared Within 90 Days: 90%	None
Response Time: 3:19	
EMS Level: 1 st Responder	
EMS Calls: 965	

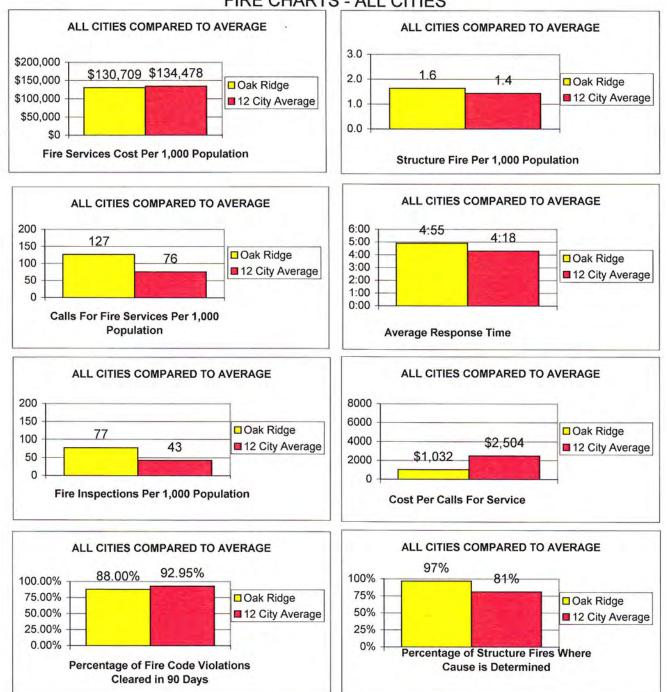


FIRE CHARTS-CITIES UNDER 100,000 POPULATION

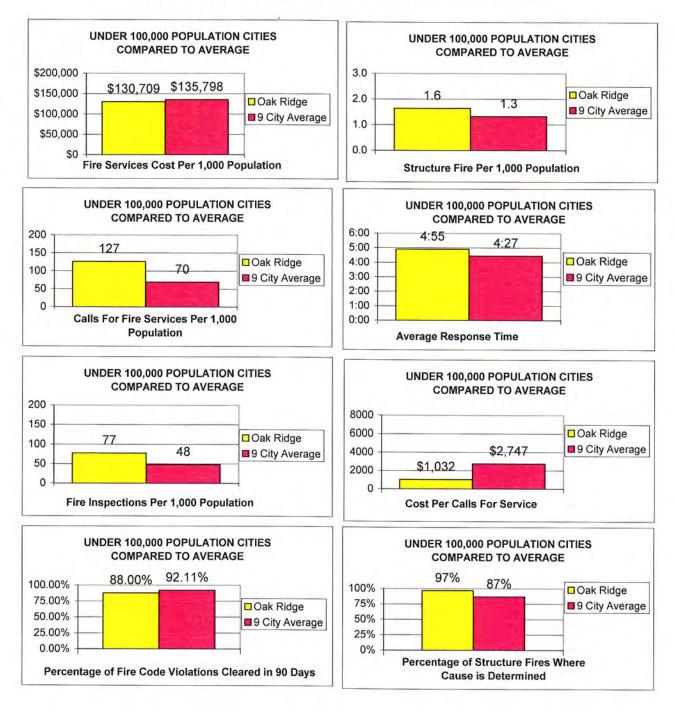


Oak Ridge

City Pro	file	Explanatory Information
Population: 26,78	8	Service Level and Delivery
Land Area: 92.0	sq. mi.	
Calls For Service	: 3,339	Oak Ridge operates a full-service fire department, and provides almost all of the services offered in any fire department in the state.
Emergency Calls:	1,161	The department provides fire prevention,
Fire Calls:	241	public fire education, and code enforcement services.
Structure Fires:	144	
FTE Positions:	40.9	Firefighter pay scales are related to levels of training and certification.
Fire Inspections: Fire Code Violation 1,441	1,861 ons:	See the "Fire Services Provided" table at the beginning of this section for more detail.
Fire Code Violatio	ons	
Cleared Wit	hin	Conditions Affecting Service, Performance, and Cost
90 Days:	79%	
		The department has first-out, emergency response vehicles that are over 21 years old, which could
Response Time: 3:20		affect performance.
EMS Level:	ALS	
EMS Calls:	1,866	

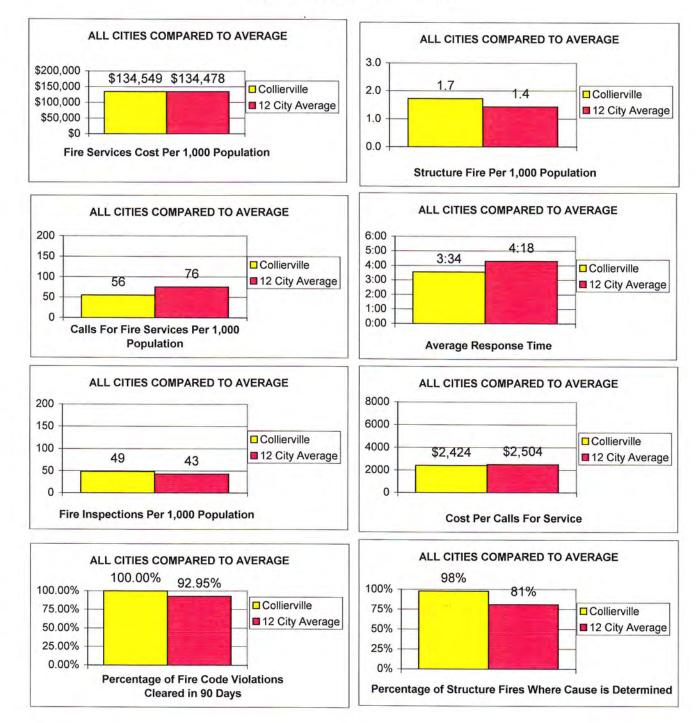


FIRE CHARTS-CITIES UNDER 100,000 POPULATION

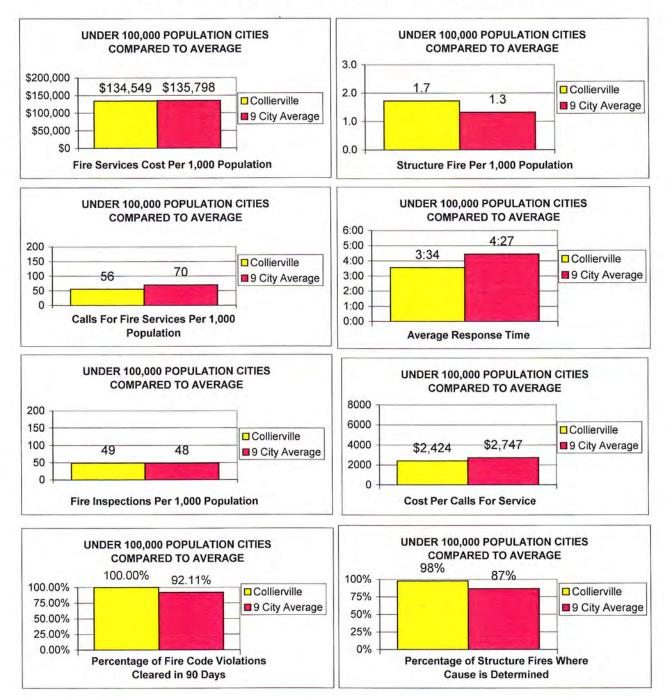


City Profile	Explanatory Information
Population: 37,044	Service Level and Delivery
Land Area: 29 sq. mi.	Collierville operates a full-service fire department, and provides almost all of the services offered in any fire department in the state.
Calls For Service: 2,056	The department also offers a wide range of non- emergency services including fire prevention, public fire education, and code enforcement activities.
Emergency Calls: 1,443	
Fire Calls: 126	
Structure Fires: 64	Firefighter pay scales are related to levels of training and certification.
FTE Positions: 64	See the "Fire Services Provided" table at the beginning of this section for more details.
Fire Inspections: 1,809	
Fire Code Violations: 1,193	Conditions Affecting Service, Performance and Cost
Fire Code Violations Cleared Within 90 Days: 100%	None
Response Time: 3:34	
EMS Level: ALS	
EMS Calls: 1,317	



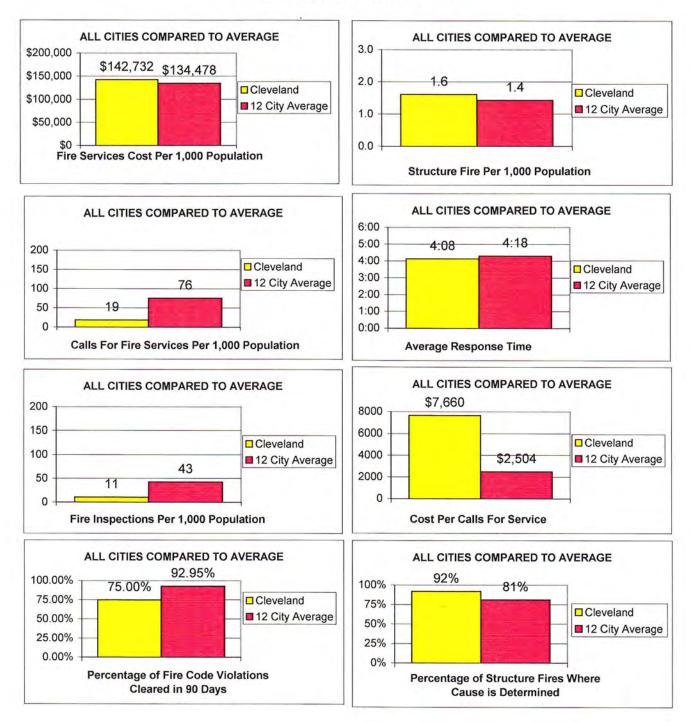




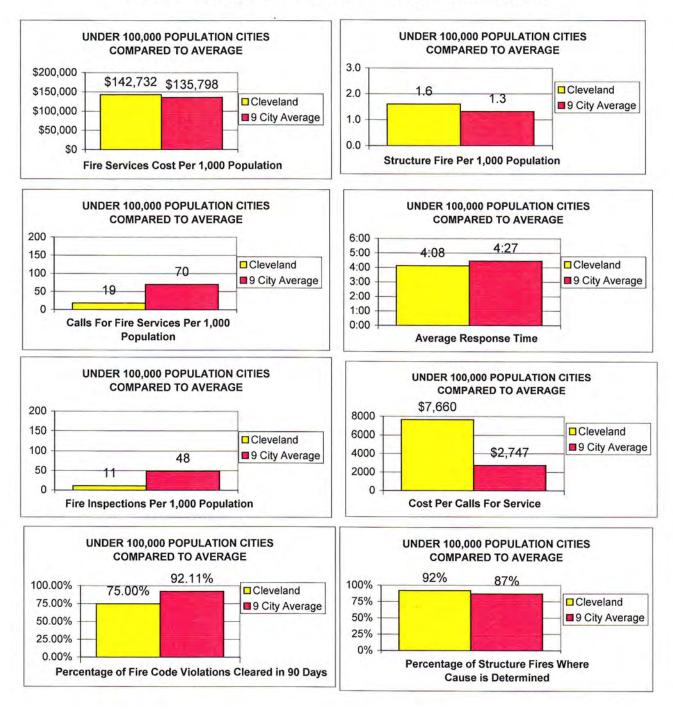


Cleveland

City Profi	le	Explanatory Information
Population: 37,19	92	Service Level and Delivery
Land Area: 26	sq. mi.	Cleveland operates a modern, up-to-date fleet of
Calls For Service	: 693	fire apparatus and provides the traditional services offered by most departments
Emergency Calls	: 331	However, they do not provide emergency medical services.
Fire Calls:	271	
Structure Fires:	60	The fire department also provides fire prevention education, and code enforcement services.
FTE Positions:	80	Cleveland also provides fire protection services for Bradley County (337 square miles). Costs and incidents outside the city limits are not
Fire Inspections: Fire Code Violatio	407 ons:	included in this data.
		See the "Fire Services Provided" table at the beginning of this section for more detail.
Fire Code Violatio	1232	
90 Days:	75%	Conditions Affecting Service, Performance, and Cost
Response Time:	4:08	None
EMS Level:	None	
EMS Calls:	None	
EMS Calls:	None	

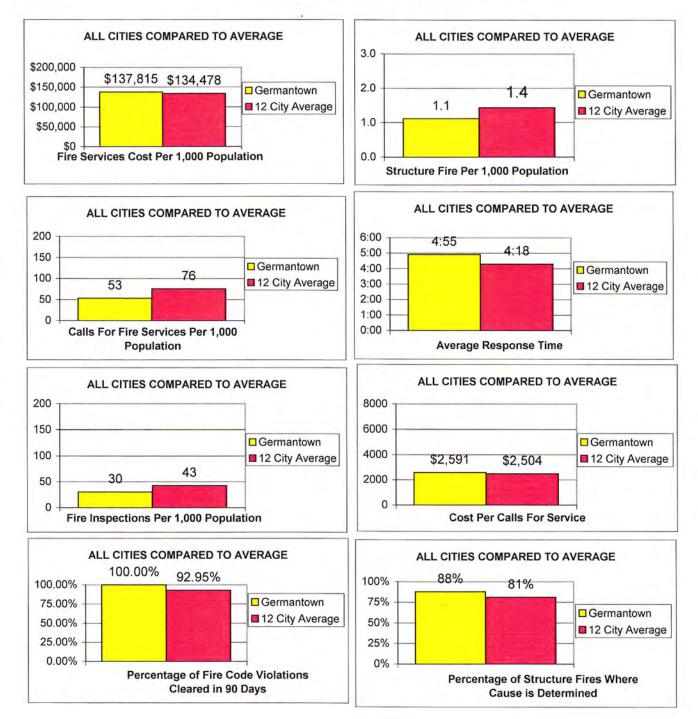


FIRE CHARTS-CITIES UNDER 100,000 POPULATION

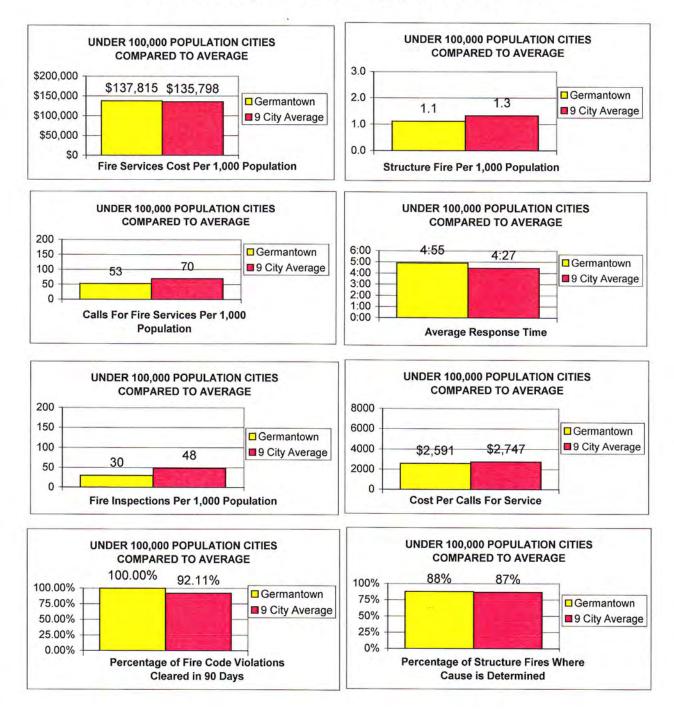


Germantown

City Profile	Explanatory Information
Population: 40,203	Service Level and Delivery
Land Area: 20 sq. mi.	Germantown operates a full-service fire department, and provides almost all of the
Calls For Service: 2,138	services offered in any fire department in the state
Emergency Calls: 2,110	The department provides fire prevention,
Fire Calls:96Structure Fires:45	public fire education, and code enforcement services.
FTE Positions: 68	The fire department has a written Master Plan.
Fire Inspections: 1,217 Fire Code Violations:	Firefighter pay scales are related to levels of training and certification.
552	
Fire Code Violations Cleared Within	See the "Fire Services Provided" table at the beginning of this section for more detail.
90 Days: 100%	
	Conditions Affecting Service, Performance, and Cost
Response Time: 4:55	None
EMS Level: ALS	
EMS Calls: 1,097	



FIRE CHARTS-CITIES UNDER 100,000 POPULATION

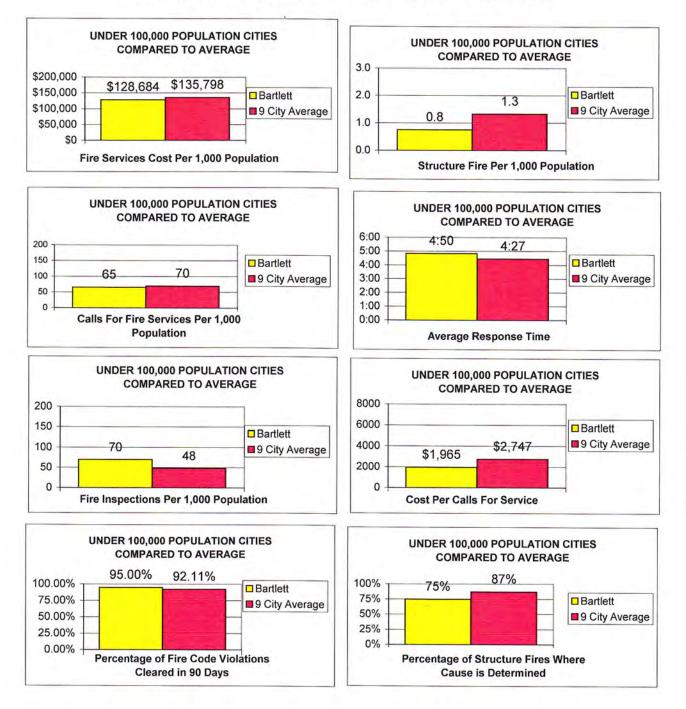


Bartlett

City Profile	Explanatory Information
Population: 42,347	Service Level and Delivery
Land Area: 19 sq. n	ni. Bartlett operates a full-service fire department, and provides almost all of the services offered in any
Calls For Service: 2,7	73 ire department in the state.
Emergency Calls: 2,77	73 The department provides fire prevention,
	5 public fire education, and code enforcement 2 services.
FTE Positions: 7	3 See the "Fire Services Provided" table at the beginning of this section for more detail.
Fire Inspections: 2,95 Fire Code Violations: 353	7
Fire Code Violations Cleared Within	
90 Days: 95%	Conditions Affecting Service, Performance,
Response Time: 4:5	and Cost 0 None
EMS Level: 1 st Responder, BLS, ALS	
EMS Calls: None	e

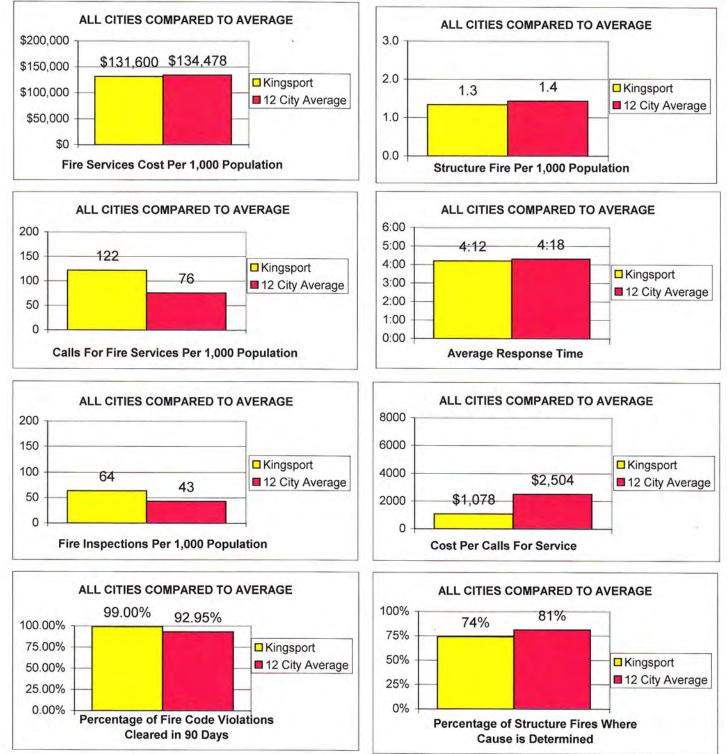


FIRE CHARTS-CITIES UNDER 100,000 POPULATION

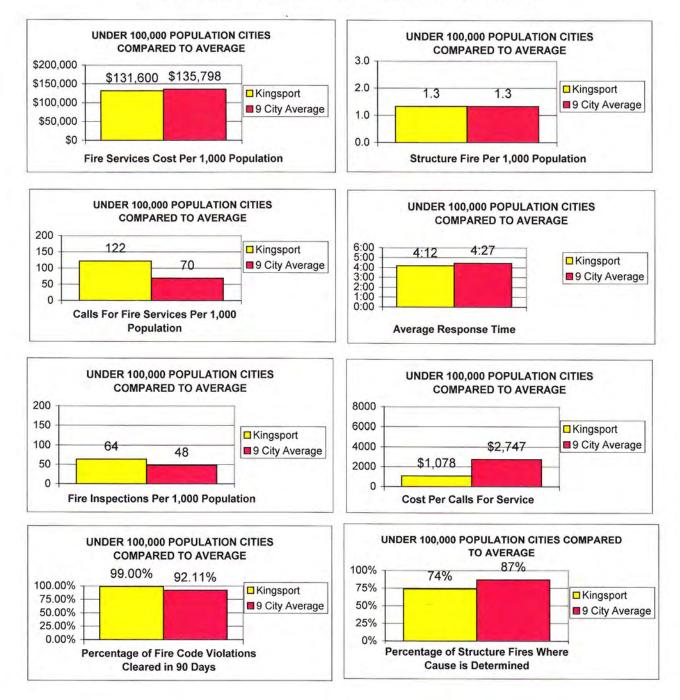


Kingsport

City Profile	Explanatory Information
Population: 44,905	Service Level and Delivery
Land Area: 45 sq. mi.	Kingsport operates a full-service fire department, and provides almost all of the services offered in
Calls For Service: 5,481	any fire department in the state.
Emergency Calls: 4,078	The department provides fire prevention, public fire education, and code enforcement services.
Fire Calls:260Structure Fires:60	
FTE Positions: 96	The fire department has a written Master Plan.
Fire Inspections: 2,855	See the "Fire Services Provided" table at the beginning of this section for more detail.
Fire Code Violations: 12,012	
Fire Code Violations Cleared Within	Conditions Affecting Service, Performance, and Cost
90 Days: 99%	Response time for the Kingsport department is affected by the city's past annexation policy, which has resulted in lengthy, irregular
Response Time: 4:12	extensions of the city limits which add to response time.
EMS Level: ALS	
EMS Calle: 3 943	

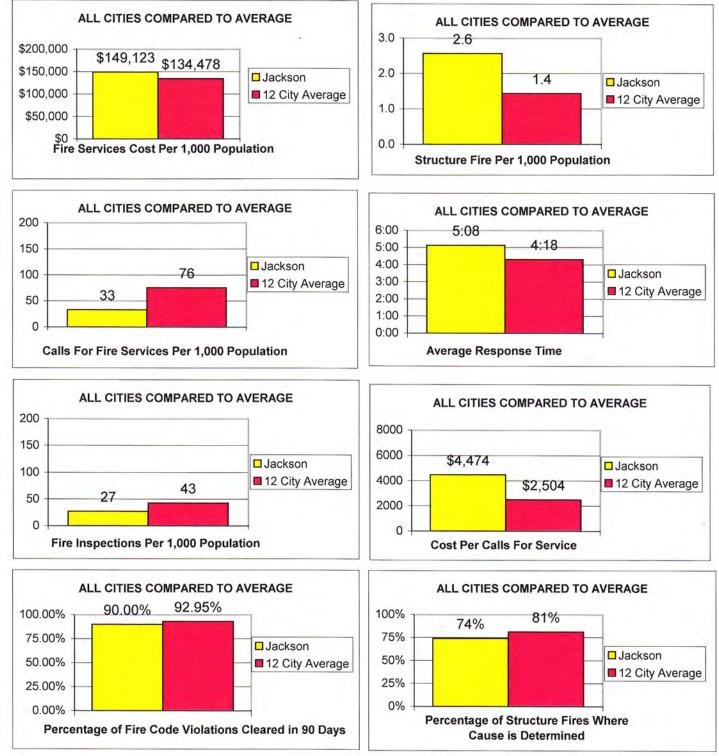


FIRE CHARTS-CITIES UNDER 100,000 POPULATION

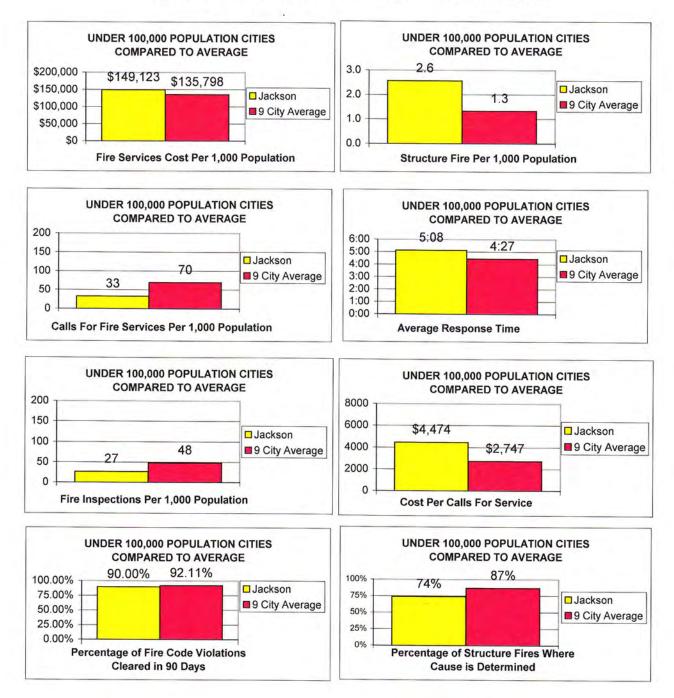


Jackson

City Profile	Explanatory Information
Population: 59,643	Service Level and Delivery
Land Area: 51 sq. mi.	Jackson operates a modern, full-service fire department, but does not provide emergency medical service. The department provides fire prevention, public fire education, and code enforcement services.
Calls For Service: 1,988	
Emergency Calls: 1,911	
Fire Calls: 534	The fire department has a written Master Plan.
Structure Fires: 153	See the "Fire Services Provided" table at the beginning of this section for more details.
FTE Positions: 156	
Fire Inspections: 1,609	
Fire Code Violations: 673	
	Conditions Affecting Service, Performance, and Cost
Fire Code Violations Cleared Within	The department has first-out, emergency response vehicles that are over 21 years
90 Days: 74%	old, which could affect performance.
Response Time: 5:08	
EMS Level: None	
EMS Calls: 155	



FIRE CHARTS-CITIES UNDER 100,000 POPULATION

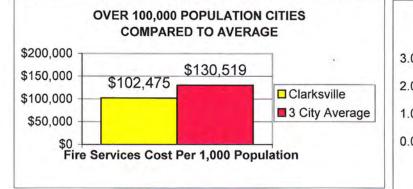


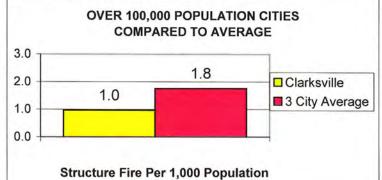
Clarksville

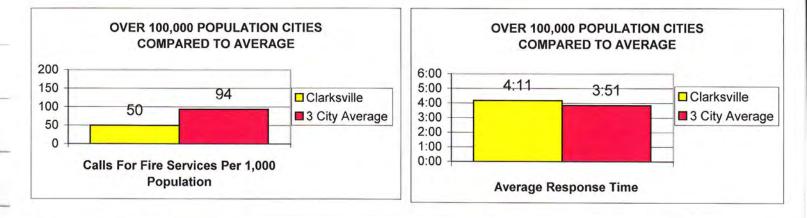
City Profile	Explanatory Information
Population: 103,455 Land Area: 100 sq. mi.	Service Level and Delivery
Calls For Service:	Clarksville operates a modern well-equipped department, and is moving aggressively to improve fire services and enhance training of
5,177	firefighters.
Emergency Calls: 4,866 Fire Calls: 573	Significant investments are being made to train firefighters to a higher overall level of competency.
Structure Fires: 100	The department provides fire prevention, public fire education, and code enforcement activities.
FTE Positions: 360	
	See the "Fire Services Provided" table at the beginning of this section for more details.
Fire Inspections: 1,282	
Fire Code Violations: 652	
	Conditions Affecting Service, Performance, and Cost
Fire Code Violations Cleared Within	The rapid growth of the city has made it difficult for
	the department to both expand service delivery
90 Days: 97%	and maintain coverage density.
Response Time: 4:11	
	The department has first-out, emergency response vehicles that are over 21 years
EMS Level: 1 st Responder	old, which could affect performance.
EMS Calls: 1,944	

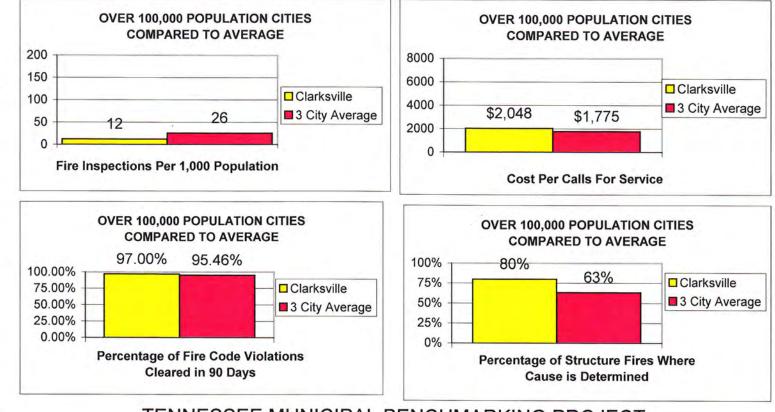


FIRE CHARTS-CITIES OVER 100,000 POPULATION



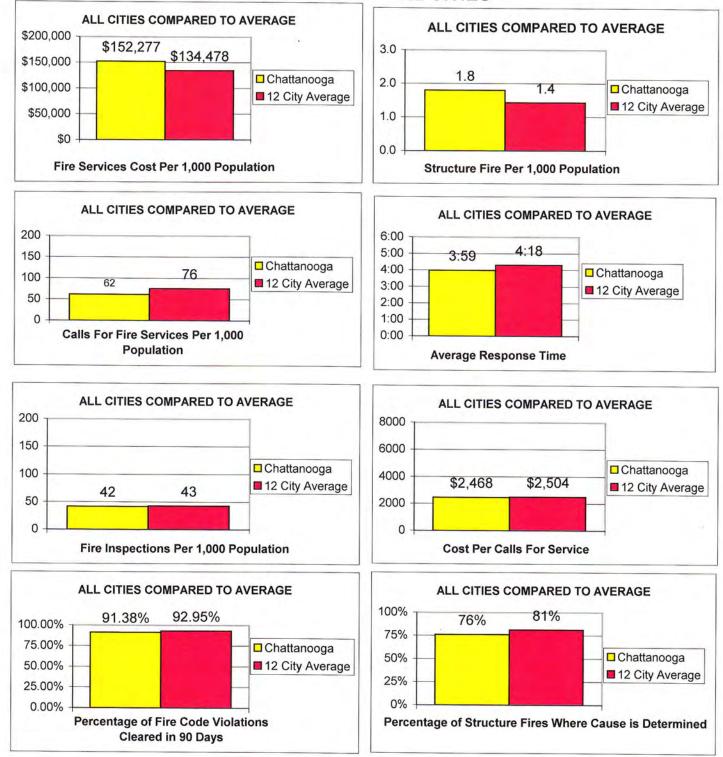




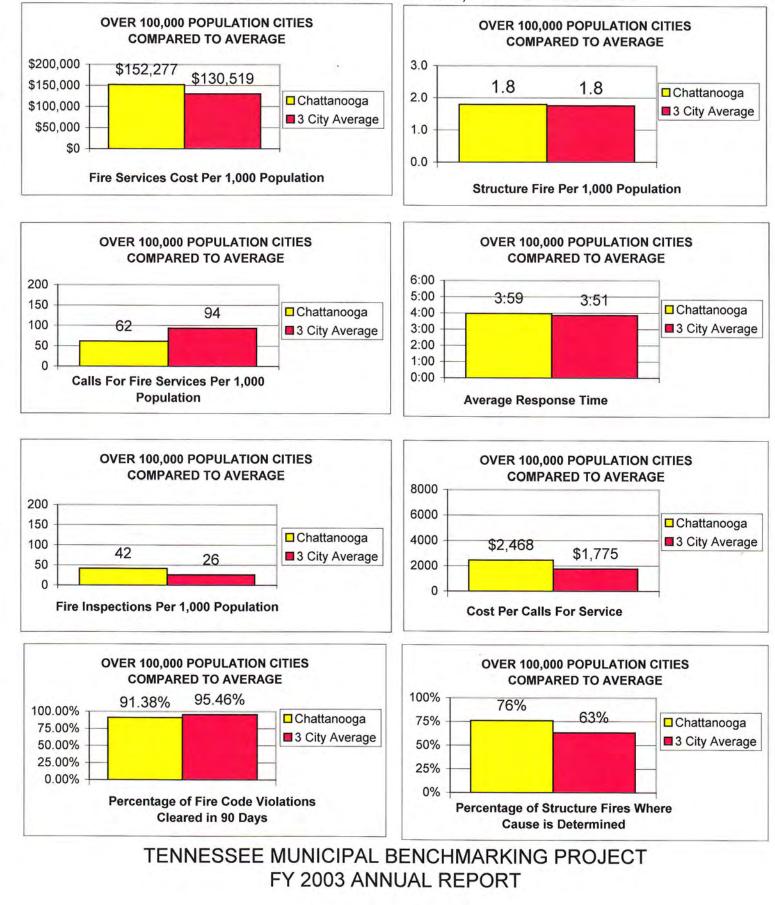


Chattanooga

City Profile	Explanatory Information
Population: 155,554	Service Level and Delivery
Land Area 150 sq. mi.	Chattanooga has made a major effort in the past few years to modernize and upgrade their fire
Calls For Service: 9,599	department.
Emergency Calls: 9,342 Fire Calls:	A significant capital investment is being made to modernize the fire department fleet.
5,411 Structure Fires: 280	The department provides fire prevention, public fire education, and code enforcement services.
FTE Positions: 431	Firefighter pay scales are related to levels of training and certification.
Fire Inspections: 6,494	
Fire Code Violations: 1,473	See the "Fire Services Provided" table at the beginning of this section for more details.
Fire Code Violations	
Cleared Within	Conditions Affecting Service, Performance, and Cost
90 Days: 91%	The department has many first-out, emergency response that are over 21 years old, which
Response Time: 3:59	could affect performance.
EMS Level: 1 st Responder	Replacement of those vehicles could affect future operational costs.
EMS Calls: 4,188	

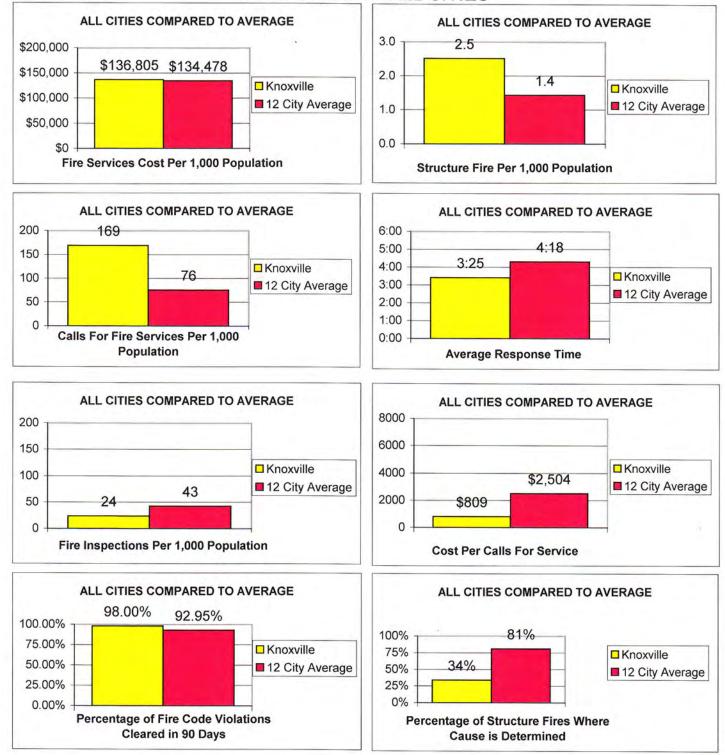


FIRE CHARTS-CITIES OVER 100,000 POPULATION



KNOXVILLE

City Profile	Explanatory Information
Population: 173,890	Service Level and Delivery
Land Area 100 sq. mi.	
	Knoxville operates a full-service fire department and provides almost all of the services offered in any fire department in the state.
Calls For Service:	
29,408	
Emergency Calls: 29,364	
Fire Calls:	
6,453	The department provides fire prevention, public
Structure Fires: 437	fire education, and code enforcement services.
FTE Positions: 333	
Fire Inspections: 4,161	
Fire Code Violations:	See the "Fire Services Provided" table at the
2,165	beginning of this section for more details.
Fire Code Violations	
Cleared Within	Conditions Affecting Service, Performance, and Cost
90 Days: 98%	
Response Time: 3:25	None
EMS Level: ALS	
EMS Calls: 11,013	



FIRE CHARTS-CITIES OVER 100,000 POPULATION

