



Tennessee Municipal Benchmarking Project

FY 2002 Annual Report

Prepared by the Cities of Brentwood,
Chattanooga, Clarksville, Cleveland,
Germantown, Jackson, Kingsport,
Maryville, and Oak Ridge

and

The Municipal Technical Advisory Service

January 2003

MTAS

**MUNICIPAL TECHNICAL
ADVISORY SERVICE**

A statewide agency of
The University of Tennessee's
Institute for Public Service
in cooperation with the
Tennessee Municipal League

ACKNOWLEDGEMENTS

The publication of this first annual report for the Tennessee Municipal Benchmarking Project marks the beginning of a new era in MTAS services to Tennessee cities and towns. To begin with, this is the first new program partially funded by proceeds from the Bingham Endowment made possible by contributions from Tennessee municipalities and organizations. The Bingham Endowment is named for Herb Bingham, the first director of TML, and is dedicated to expanding the knowledge, expertise and the services provided to Tennessee cities by MTAS, and the Benchmarking Project is exactly the type of proactive effort to improve the performance of municipal governments that the Endowment was designed to support.

The Benchmarking Project is also MTAS' first attempt to evaluate the performance of a group of Tennessee cities by comparing the efficiency and effectiveness of a set of common services, and to begin the long process of identifying and sharing the "best practices" of the participant cities with other local governments. This is only the first year of the project – we anticipate adding both participant cities and additional services in future years as this partnership between MTAS and the staff of the participating cities works to improve municipal services.

The completion of this report involved the efforts of dozens of dedicated staff from the participating cities, as well as a number of MTAS staff. MTAS Assistant Director Mike Tallent and MTAS Manager of Technical Consulting Sharon Rollins provided general management oversight of the project. The project coordinator who collected and compiled the data and drafted the report was Jim Finane, MTAS Special Projects Consultant. Substantial assistance also came from MTAS Management, Police, Fire, and Finance Consultants including Rex Barton, Ralph Cross, Ray Crouch, Ron Darden, Alan Major, and Dick Phebus. Each participating city contributed the time of at least 4 or 5 staff members from management, finance, police, fire, and solid waste operations, all of whom are listed in the introductory pages of the report. In addition to the official representatives listed, other staff from the participating cities too numerous to mention also contributed to the project as needed. MTAS Information and Technology Manager Lisa Shipley assisted with the layout and printing of the report, and Administrative Services Assistant Armintha Loveday was vital in coordinating the numerous mailings and meetings necessary to bring all of the participants together to facilitate the discussion and decision-making over the two-year period necessary to produce this report.

Robert P. Schwartz
MTAS Executive Director

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The Tennessee Municipal Benchmarking Project Background and Description

Beginning in Fall 2000, the Municipal Technical Advisory Service formulated a proposal and secured approval from the UT Institute for Public Service for a project to begin a comparative performance measurement, or benchmarking, project with a small group of Tennessee cities. The goals of the project are to compare the relative cost, efficiency and effectiveness of a set of municipal services by using a collaborative approach with the participating cities, and to set standards and identify “best practices” in municipal government for use and comparison by all Tennessee cities.

After researching similar projects nationally and in other states, MTAS staff concluded that the model that appeared to be the most adaptable to Tennessee was a project operated by the Institute of Government at the University of North Carolina - Chapel Hill. UNC developed a project beginning in 1995 involving, initially, 10 large North Carolina cities. They later replicated the project with a group of large counties, and a group of smaller cities and counties. After these trial runs, the project now includes 15 cities and 5 counties. The participating governments cooperatively select a small group of services to be measured, define the performance measures to be used, and decide standard methods of cost accounting to be used when pricing the measured services.

MTAS has designed our approach to benchmarking using the North Carolina model.

A group of eleven Tennessee cities initially agreed to participate in January 2001. The participant cities were selected based on their previously expressed interest in such a project, along with other municipalities that MTAS staff felt were either already familiar with benchmarking, or who had the strong potential to be active participants. While there are a number of Tennessee cities that could participate, the goal was to select only a few cities, balanced by both form of government and geographically, that could contribute to and make a success of the project. Three cities in the group have a Strong Mayor form of government and the balance are Council-Manager governments.

The cities that agreed to participate met with two representatives of the UNC program in a two-day conference in January 2001, in Knoxville that was underwritten by the Herb Bingham Fund, an MTAS development fund named after the long-time Executive Director of the Tennessee Municipal League. The purpose of the Bingham Fund is to finance the acquisition of additional expertise and specialized training that will benefit MTAS and Tennessee cities, and to assist with the start-up of new MTAS services and programs. At the conclusion of that conference, the participating cities selected three services to be “benchmarked” in the first year of the project:

- Police Patrol
- Fire Services
- Residential Solid Waste Collection

After the initial meeting involving eleven cities, three cities later withdrew from the program because of internal demands on their staff time and turnover among key staff, and one city was added. The project now has nine participating cities.

The nine participating cities and their latest certified populations are:

Brentwood (26,743)	Jackson (59,643)
Chattanooga (155,554)	Kingsport (44,905)
Clarksville (103,445)	Maryville (23,120)
Cleveland (37,192)	Oak Ridge (27,387)
Germantown (40,203)	

Each city designated at least one representative from each service area, along with a finance representative, to serve on “Service Area Committees,” which defined the boundaries of the service to be measured, developed benchmarks for all aspects of the service, and reported those results back to a Steering Committee of one representative from each city, which has overall responsibility for all aspects of the project. In the case of the Finance Committee, their task was to determine a common cost accounting methodology to apply to the services being benchmarked.

These committees were each staffed by at least two MTAS consultants, with a functional specialty consultant and a finance consultant working together on each committee. All three MTAS Finance Consultants staffed the Finance Committee. These committees all met and reported their recommendations back to the Steering Committee.

In the initial phase, some staff time in each department was needed to review proposed data collection forms, which are simple one or two page surveys for each service. As services are added, additional Service Area Committees will be formed, which will meet infrequently once benchmarks are established for that service.

Data collection is consciously designed to not require any additional effort beyond information that is currently collected for standard police, fire, and solid waste operations and required reporting. All data from each city is from FY 2002, July 1, 2001 through June 30, 2002.

The plan for this project is to expand it slowly over time by adding both services to be benchmarked and participant cities. Over the next year, one or two service areas may be added and there may be an additional 2 to 5 cities that choose to participate.

One of the long-term benefits to all Tennessee cities will be the development of a wealth of information on municipal costs and performance that other cities and towns can use, even if they are not direct participants. The project will also generate conferences and publications discussing “best practices” that will inevitably emerge as cities begin to compare themselves with each other in such an in-depth project. The intention is to use the information generated by this project to evaluate and improve the efficiency and effectiveness of all Tennessee cities’ services.

A Caution To Readers

This project is a first attempt at developing an unbiased comparison of the service delivery and performance of nine Tennessee municipalities in three carefully defined, limited service areas. While every effort has been made to ensure the completeness and accuracy of the data used, there may be errors and inconsistencies in the reported information that could affect the results. Where those problems are known or identified, they are pointed out in the body of the report. In addition to reporting problems, there are also factors in each city that have an impact on the apparent performance of any service. Income, education, age distribution, population density, geography, and current and historic development patterns can all have a sizable effect on the cost, delivery, and effectiveness of municipal services.

Readers are cautioned to avoid generalized conclusions regarding any particular city's performance using the limited information gathered for this report. Comparison of government performance is a very inexact science, and the primary goal of the project is to provide just a few more pieces of information to the managers and decision makers in the participating cities to assist in their management of the city. It is not the intention of this report to absolutely rank any city's performance against the other participant cities, and users of the report are urged to bear that in mind as they read it.

**Tennessee Municipal Benchmarking Project
Project Steering Committee**

Name	Position	City
Kirk Bednar, Chair	Assistant City Manager	Brentwood
Brian Smart	Manager, Financial Operations	Chattanooga
Wilbur Berry	Finance & Revenue Commissioner	Clarksville
Janice Casteel	Finance Director	Cleveland
John Dluhos	Finance Director	Germantown
Ron Pennel	Admin. Assistant to the Mayor	Jackson
Ray Griffin	City Manager	Kingsport
John Tate	Finance Director	Maryville
Amy Fitzgerald	Govt. & Public Affairs Coordinator	Oak Ridge

Police Patrol Service Area Committee

Name	Position	City
Jeff Hughes	Police Lieutenant	Brentwood
Lon Eilders	Police Lieutenant	Chattanooga
Bob Davis	Police Captain	Clarksville
Steve Weber	Police Lieutenant	Cleveland
Jim Bruce	Police Captain	Germantown
Richard Staples	Police Chief	Jackson
David Quillin	Deputy Police Chief	Kingsport
Tony Crisp	Police Chief	Maryville
David Beams	Police Chief	Oak Ridge

Fire Service Area Committee

Name	Position	City
Kenny Lane	Fire Chief	Brentwood
Seth Miller	Research & Planning	Chattanooga
Mike Roberts	Fire Chief	Clarksville
Bob Gaylor	Fire Chief	Cleveland
Dennis Wolf	Fire Chief	Germantown
Don Friddle	Fire Marshal	Jackson
Rack Cross	Fire Inspector	Kingsport
Ed Mitchell	Fire Chief	Maryville
Mack Bailey	Fire Chief	Oak Ridge

Residential Solid Waste Service Area Committee

Name	Position	City
Lee Norris	Director, Public Works Citywide Services	Chattanooga
Don Bowker	Public Works Director	Cleveland
Sam Beach	Director, Environmental Services	Germantown
Brent Lewis	Solid Waste Manager	Jackson
Betsy Dale	Manager, Grounds, Parks, Streets & Sanitation	Kingsport
Rick Whaley	Public Works Director	Maryville
Gary Cinder	Public Works Director	Oak Ridge

Finance Service Area Committee

Name	Position	City
Carson Swinford	Finance Director	Brentwood
Brian Smart	Manager, Financial Operations	Chattanooga
Wilbur Berry	Finance & Revenue Commissioner	Clarksville
Janice Casteel	Finance Director	Cleveland
John Dluhos	Finance Director	Germantown
Russ Truell	City Recorder	Jackson
Elaine Barker	Accounting Supervisor	Kingsport
John Tate	Finance Director	Maryville
Janice McGinnis	Finance Director	Oak Ridge

Participating MTAS Staff

Name	Position	Office
Mike Tallent	Assistant Director	Knoxville
Jim Finane	Special Projects Consultant	Knoxville
Ron Darden	Management Consultant	Knoxville
Rex Barton	Police Consultant	Knoxville
Ray Crouch	Fire Consultant	Nashville
Sharon Rollins	Manager, Technical Consulting	Nashville
Ralph Cross	Finance Consultant	Nashville
Alan Major	Finance Consultant	Knoxville
Dick Phebus	Finance Consultant	Martin

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Police Patrol Service

Police Patrol – Service Definition and Terms Used

Service Definition

Police Patrol consists of activities by uniformed, sworn officers who are visible to citizens and who have a primary duty of responding to calls for service. Patrol encompasses both crime prevention and crime response. It includes officers operating from patrol cars, as well as horse, bicycle and motorcycle officers. It also includes officers involved in community policing, including School Resource Officers. Patrol excludes officers assigned full-time to permanent SWAT, drug enforcement or other specialized operations, and officers assigned full-time to investigative units. Officers who serve in such units but who spend most of their time in patrol or performing patrol activities are included in the patrol function. Each city has a custom definition of which personnel are included in the patrol function.

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.

**Police Patrol Service
Summary of Basic Data by City
FY 2002**

City	Population	Land Area (sq. mi.)	Street Miles	TIBRS A&B Crimes	Dispatched Calls	FTE Positions	Traffic Accidents	Accidents w/ Injury
Brentwood	26,743	40.8	423.5	1,048	37,086	37.7	940	159
Chattanooga	155,554	144.8	1,100.0	31,426	184,952	318.0	14,353	(not avail.)
Clarksville	103,455	95.0	638.2	18,609	64,075	145.0	4,910	1,027
Cleveland	37,192	25.5	268.0	5,410	65,670	69.0	2,663	336
Germantown	40,203	19.8	192.0	2,689	46,597	64.5	929	116
Jackson	59,643	50.8	420.1	12,144	53,810	137.0	3,000	492
Kingsport	44,905	43.9	405.2	8,193	40,182	70.7	3,985	763
Maryville	23,120	17.5	163.0	1,686	46,232	41.3	1,571	194
Oak Ridge	27,387	92.0	211.0	3,379	25,866	43.8	1,584	254

City Profile

Population: 26,743
Land Area: 40.8 sq. mi.
Street Miles: 423.5

TIBRS A&B Crimes: 1,048
Dispatched Calls: 37,086

FTE Positions: 37.7

Traffic Accidents: 940
Accidents w/Injury: 159

Explanatory Information

Service Level and Delivery

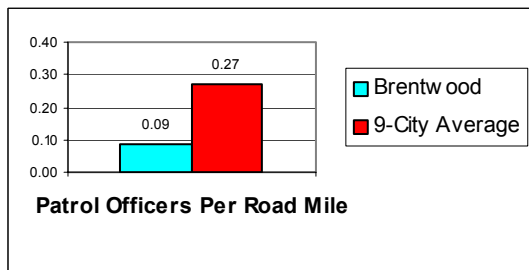
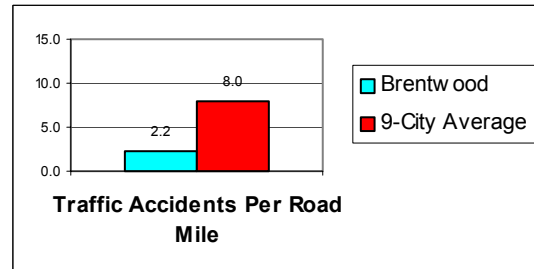
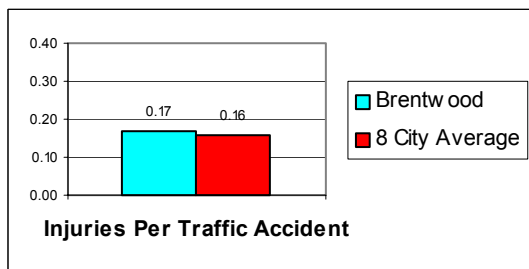
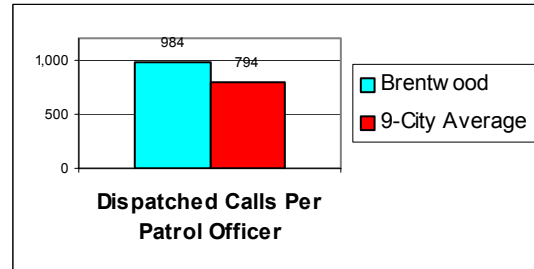
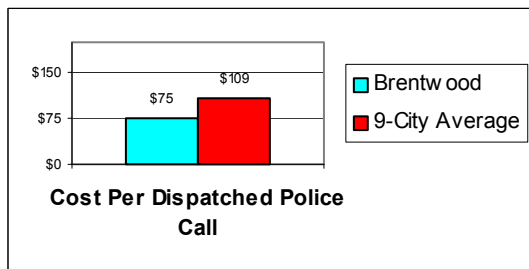
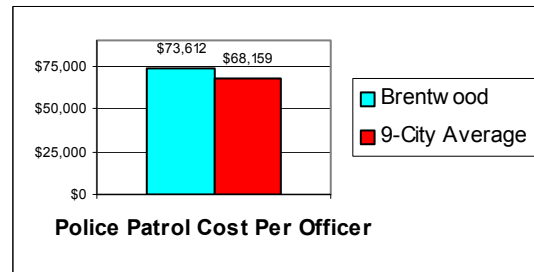
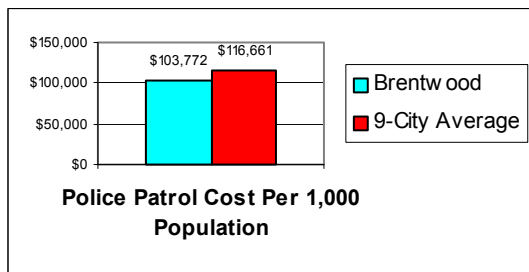
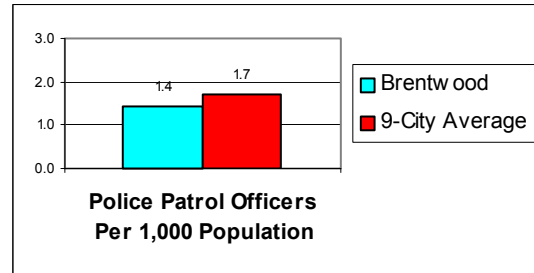
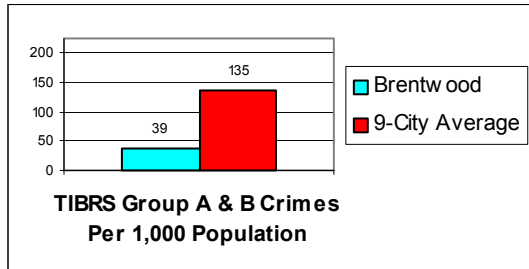
Brentwood operates a full-service police department, including community service programs.

For the purposes of this project, “patrol” includes one Lieutenant, three Sergeants and three Corporals with the balance classified as Police Officers. 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.

Conditions Affecting Service, Performance, and Cost

Brentwood is part of the Nashville/Davidson County metropolitan area and is served by an interstate highway. Brentwood is an almost 100% residential community, with limited commercial and industrial development.



City Profile

Population:	155,554
Land Area:	144.8 sq. mi.
Street Miles:	1,100.0
TIBRS A&B Crimes:	31,426
Dispatched Calls:	184,952
FTE Positions:	318.0
Traffic Accidents:	14,353
Accidents w/Injury:	N.A.

Explanatory Information

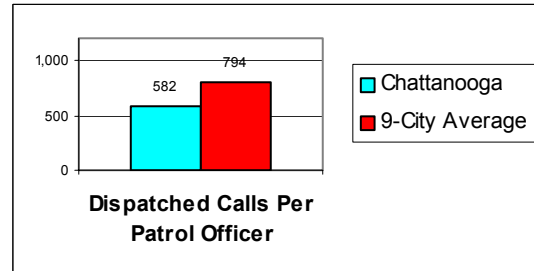
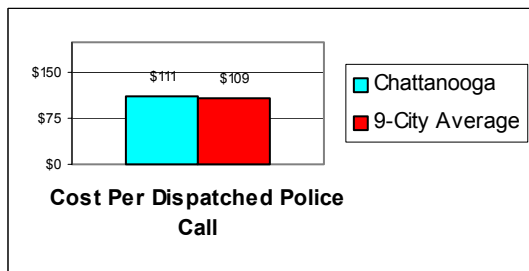
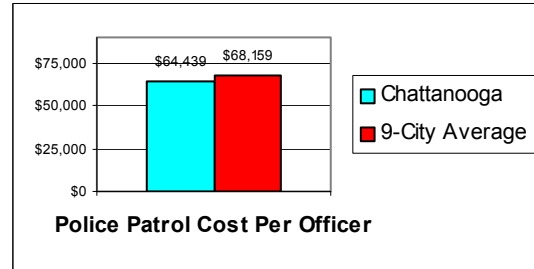
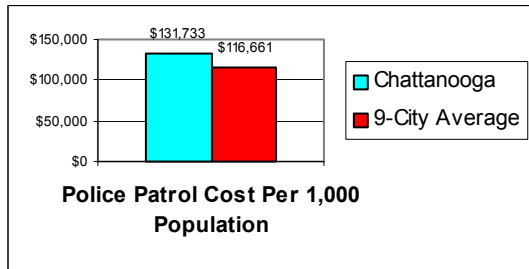
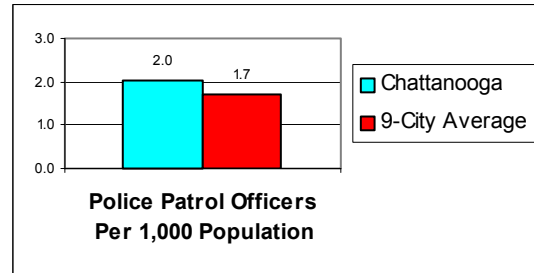
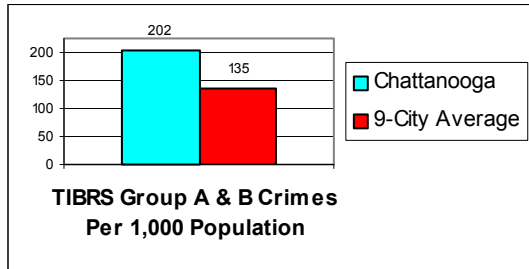
Service Level and Delivery

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. Some of the geographical units operate out of precinct headquarters, and the department plans to open more precinct offices. The patrol division includes a dedicated traffic unit. The Department has a “tele-serve” unit, which handles many complaints by telephone when the complainant does not need to speak to an officer in person.

The officers generally work eight hours shifts. The department has a partial “home fleet,” with many officers allowed to drive the police vehicles home.

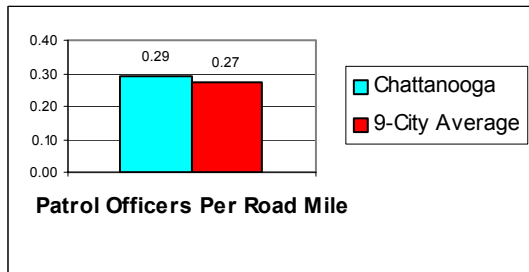
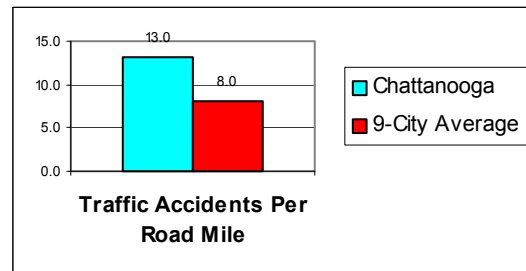
Conditions Affecting Service, Performance, and Cost

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



(Data Not Available)

Injuries Per Traffic Accident



City Profile

Population: 103,455
 Land Area: 95.0 sq. mi.
 Street Miles: 638.2

 TIBRS A&B Crimes: 18,609
 Dispatched Calls: 64,076*

 FTE Positions: 145

 Traffic Accidents: 4,910
 Accidents w/Injury: 1,027

Explanatory Information

Service Level and Delivery

Clarksville operates a full-service police department, including D.A.R.E. officers. The department has three distinct districts, each operated almost as an independent police department. Each district has bicycle, tactical, and traffic capabilities.

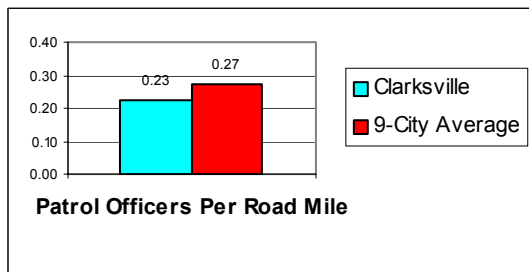
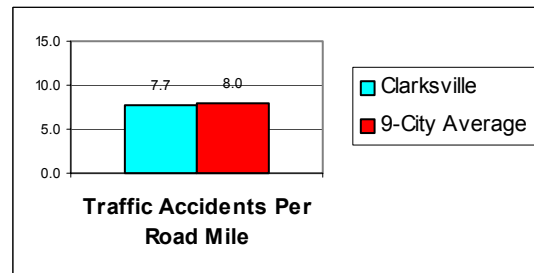
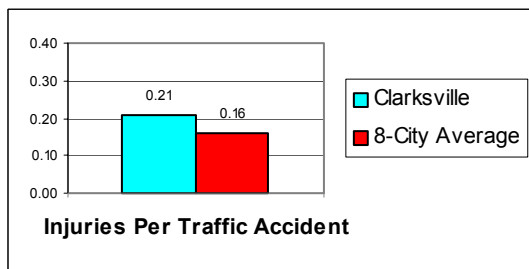
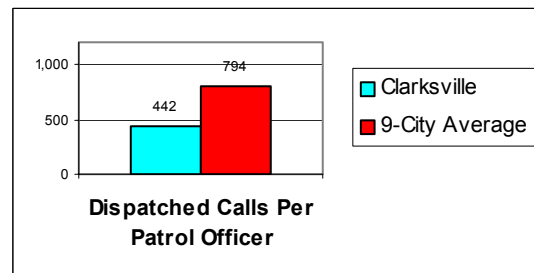
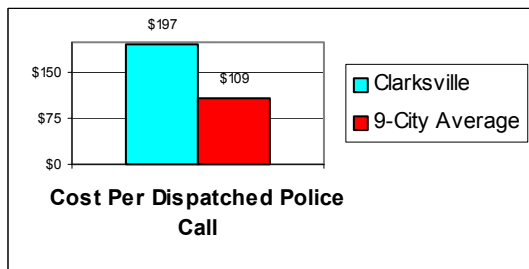
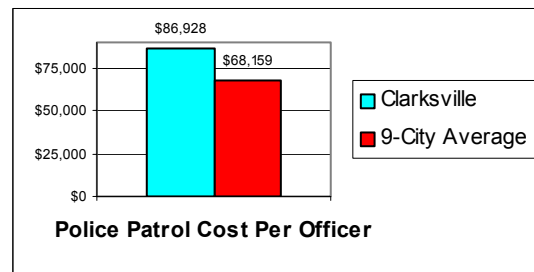
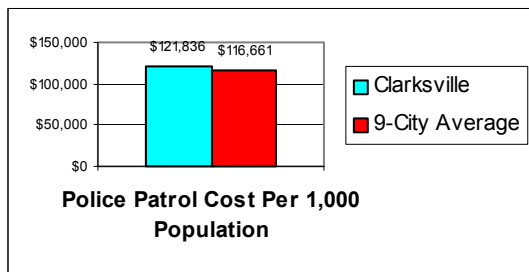
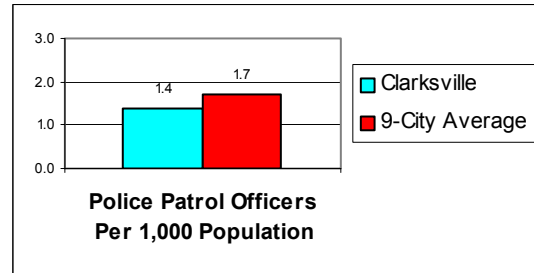
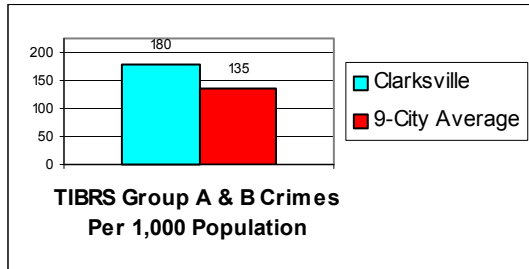
The district commanders, one district investigations unit and the department administration work out of a facility separate from city hall. Two districts have separate office facilities, utilized primarily by detectives. The department maintains a “home fleet,” with officers allowed to drive the police vehicles home.

The department works 12-hour shifts, and officers are scheduled to work some “short” shifts during the work period to reduce the regular work hours below the overtime threshold. Officers do accrue overtime as a result of working beyond their normal work hours, extra duty, and court time.

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 64,076 dispatched calls figure is greatly understated. Clarksville is in the process of converting to an in-house dispatch system. Dispatch information previously provided by the county system was incomplete and not usable. The number stated accounts only for calls logged by the city.



City Profile

Population:	37,192
Land Area:	25.5 sq. mi.
Street Miles:	268.0
TIBRS A&B Crimes:	5,410
Dispatched Calls:	65,670
FTE Positions:	69.0
Traffic Accidents:	2,663
Accidents w/Injury:	336

Explanatory Information

Service Level and Delivery

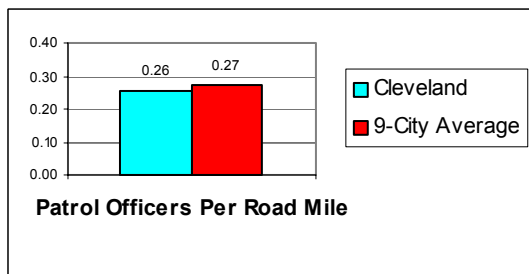
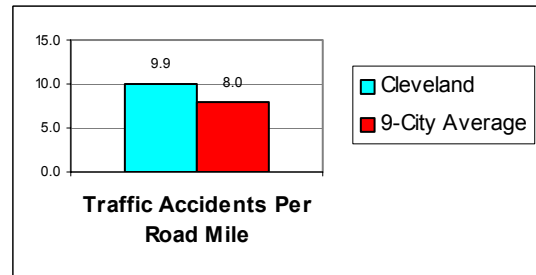
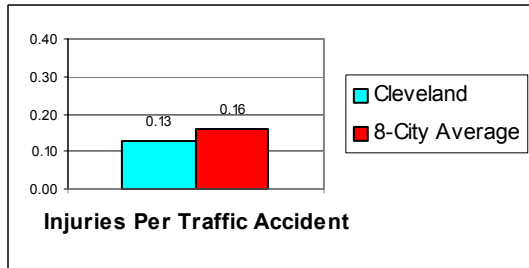
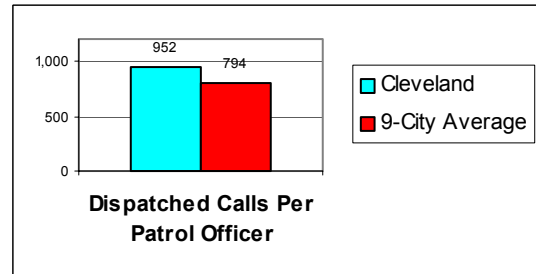
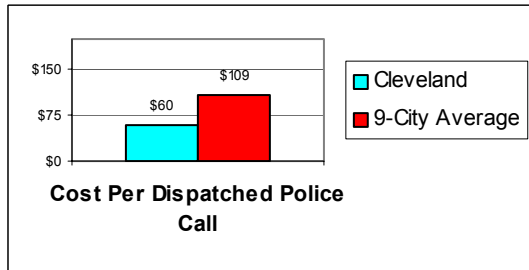
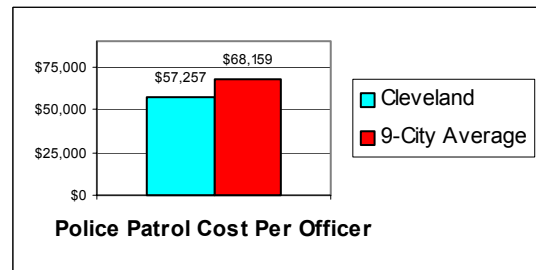
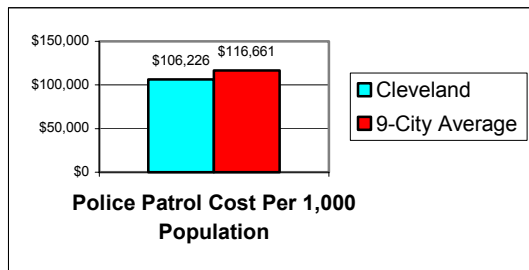
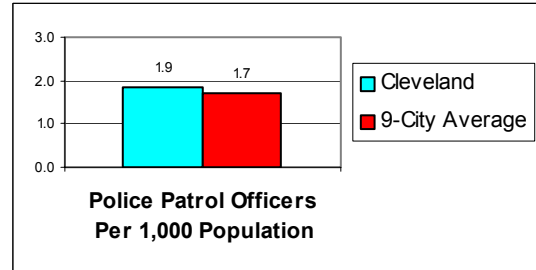
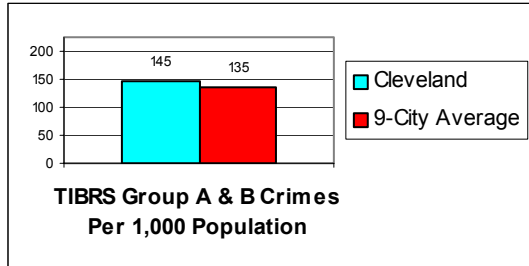
Cleveland operates a full-service police department, including a part-time telephone response unit. The telephone response service, staffed sporadically by officers on “light duty” due to illness or injury, relieves the department of physically responding to some calls for service, such as minor theft complaints, by taking the report via telephone. The department maintains several canine teams and utilizes bicycle officers. The department also provides D.A.R.E. and School Resource Officers for the local school system.

The department occupies a police headquarters separate from city hall. The department also maintains five “substations,” which are not manned 24 hours per day. The department provides take-home vehicles for all but approximately ten officers.

Officers generally work four, 10-hour days per week. The ten hour shifts allow significant overlapping of personnel during times of day experiencing the highest number of calls for service.

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.



City Profile

Population: 40,203
Land Area: 19.8 sq. mi.
Street Miles: 192.0

TIBRS A&B Crimes: 2,689
Dispatched Calls: 46,597

FTE Positions: 64.5

Traffic Accidents: 929
Accidents w/Injury: 116

Explanatory Information**Service Level and Delivery**

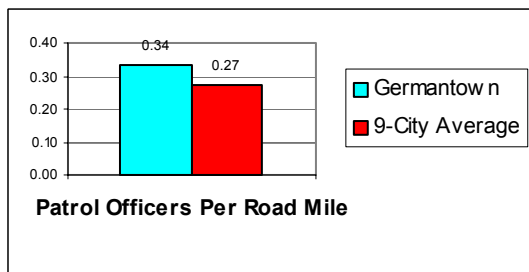
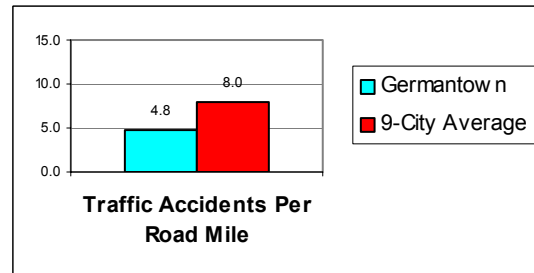
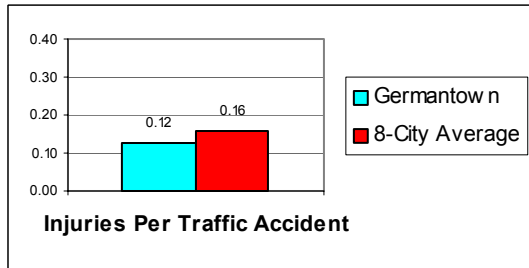
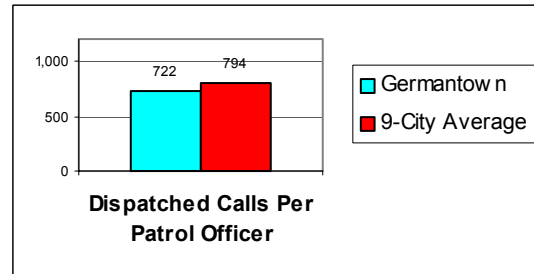
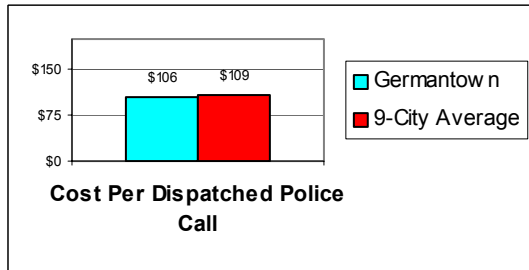
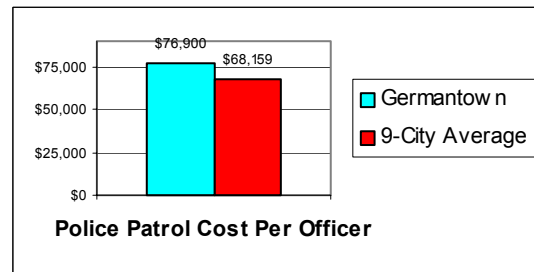
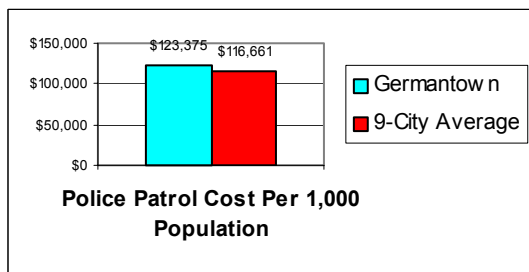
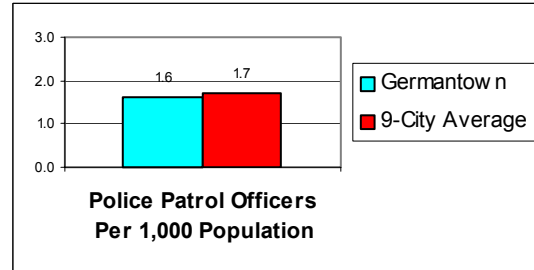
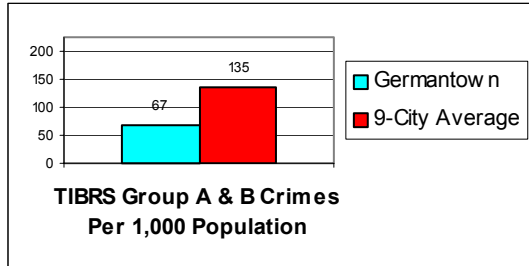
Germantown operates a full-service police department, including traffic officers, community relations officers, and School Resource Officers.

The police department maintains a headquarters in the city hall building and operates a municipal jail. The city also operates a General Sessions Court.

The department does not have a “home fleet,” where officers are allowed to drive the police vehicles home.

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.



City Profile

Population: 59,643
Land Area: 50.8 sq. mi.
Street Miles: 420.1

TIBRS A&B Crimes 12,144
Dispatched Calls: 53,810

FTE Positions: 137.0

Traffic Accidents: 3,000
Accidents w/Injury: 492

Explanatory Information

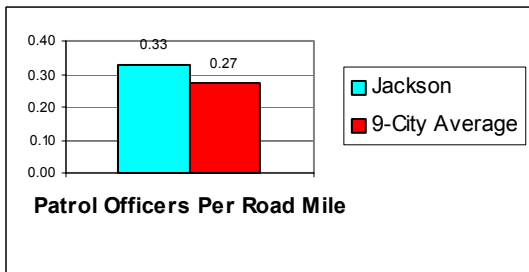
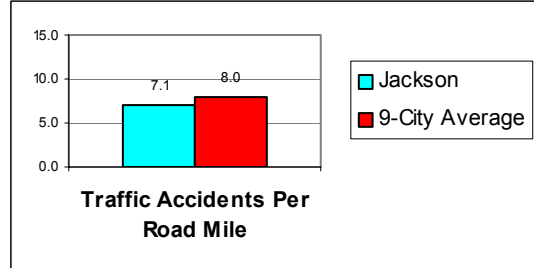
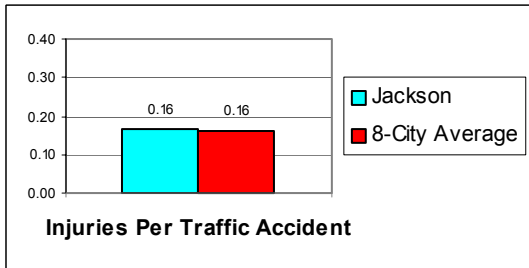
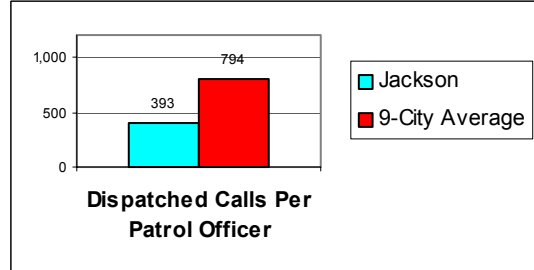
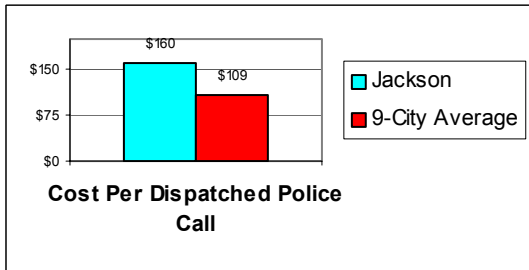
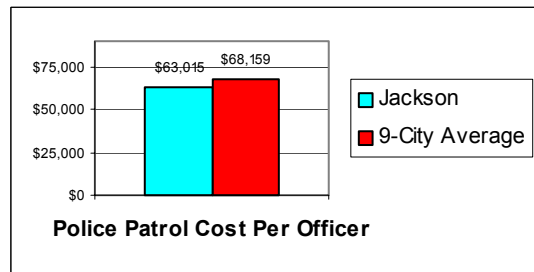
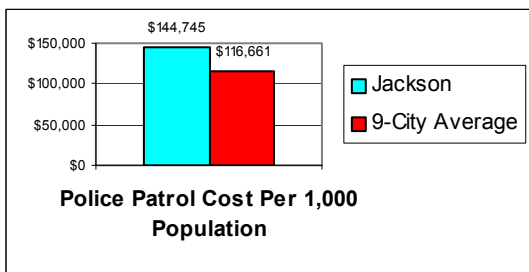
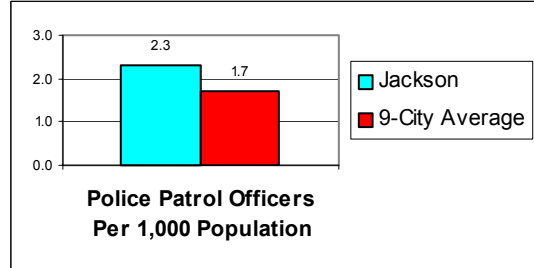
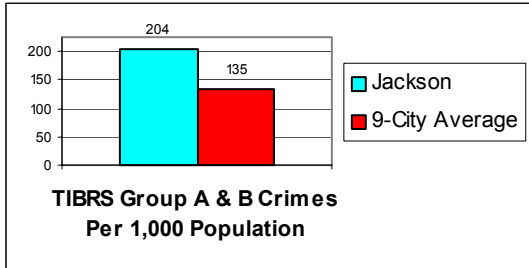
Service Level and Delivery

Jackson operates a full-service police department with School Resource Officers, and community service programs. For the purposes of this project School Resource Officers and community relations officers who are officially assigned to the Planning and Support Division are included the Patrol Division. Parking Enforcement officers and prisoner intake officers, officially assigned to the Patrol Division, are not included.

The city operates its own General Sessions Court and jail. The police department headquarters is a stand-alone building, separate from city hall. Officers generally work eight-hour shifts and are scheduled to work 40 hours per week.

Conditions Affecting Service, Performance, and Cost

None



City Profile

Population:	44,905
Land Area:	43.9 sq. mi.
Street Miles:	405.2
TIBRS A&B Crimes	8,193
Dispatched Calls:	40,182
FTE Positions:	70.7
Traffic Accidents:	3,985
Accidents w/Injury:	763

Explanatory Information

Service Level and Delivery

Kingsport operates a full-service police department, including D.A.R.E. officers and School Resource Officers.

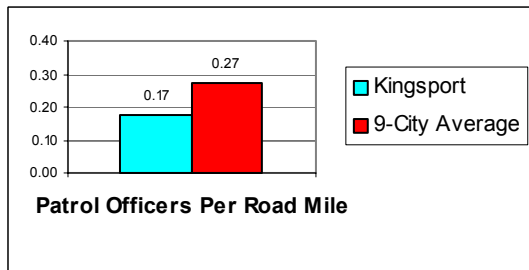
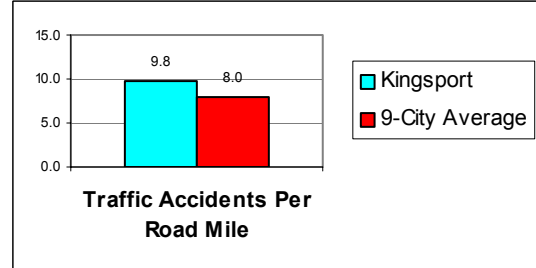
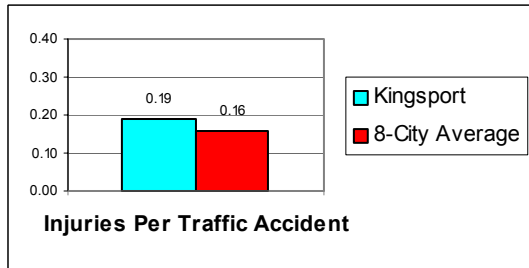
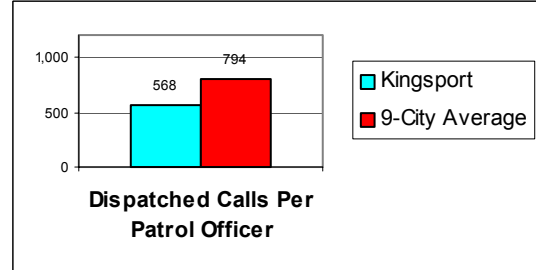
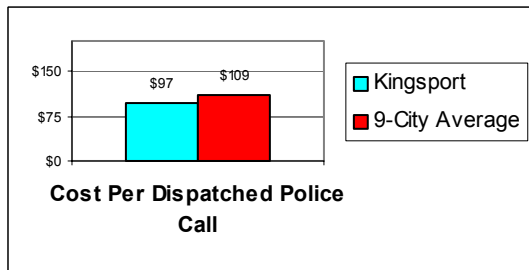
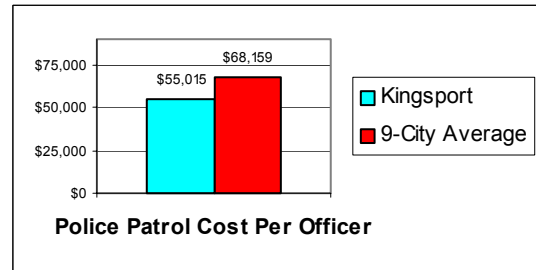
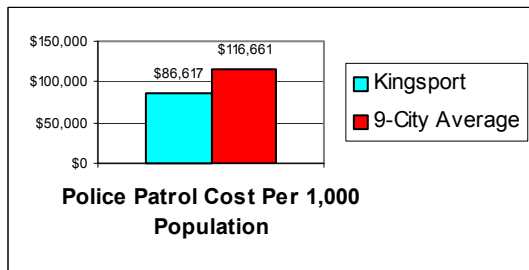
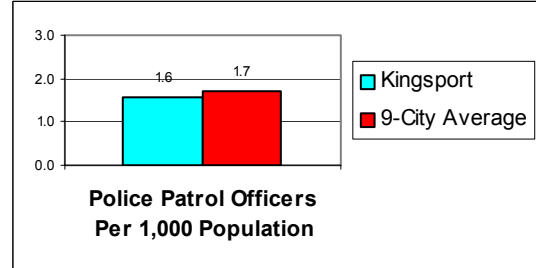
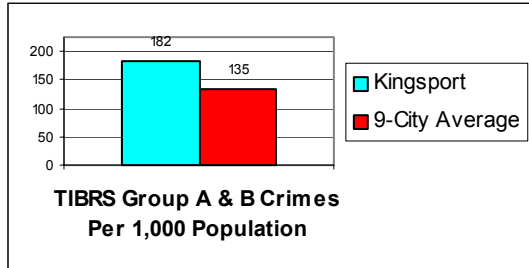
The police department shares space with the county in a two-story justice center adjacent to city hall. The department also has substations or offices outside of the police headquarters. The department operates a jail/holding facility, and the city operates its own General Sessions Court.

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. The “home fleet” program has been in existence for several years.

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.



City Profile**Explanatory Information**

Population:	23,120
Land Area:	17.5 sq. mi.
Street Miles:	163.0
TIBRS A&B Crimes	1,686
Dispatched Calls:	46,232
FTE Positions:	41.3
Traffic Accidents:	1,571
Accidents w/Injury:	194

Service Level and Delivery

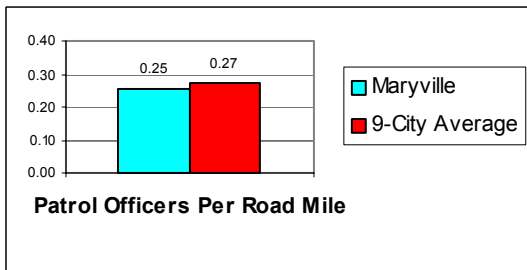
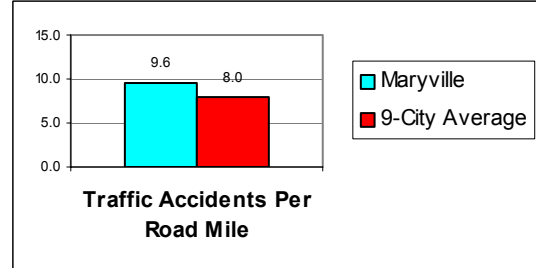
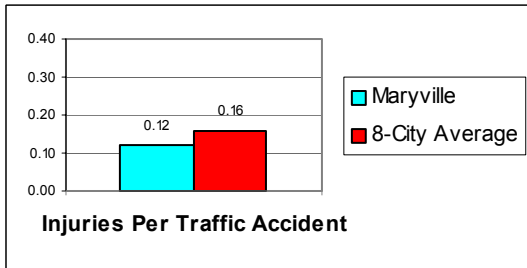
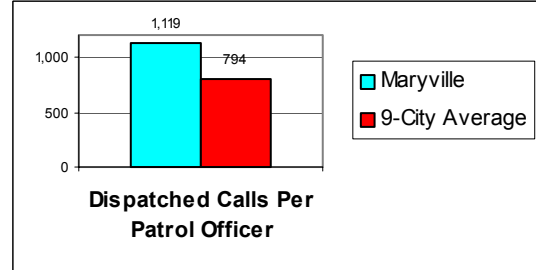
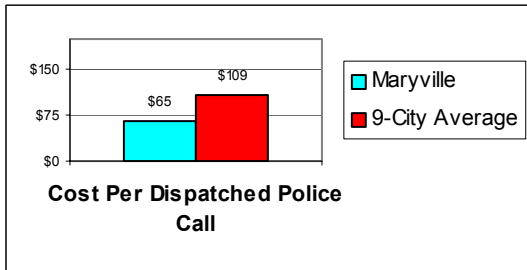
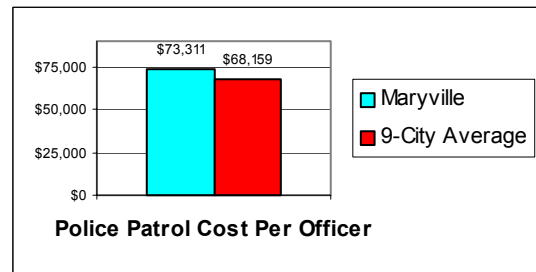
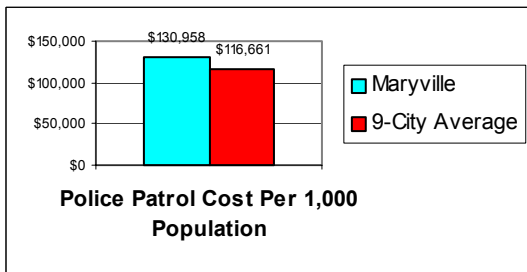
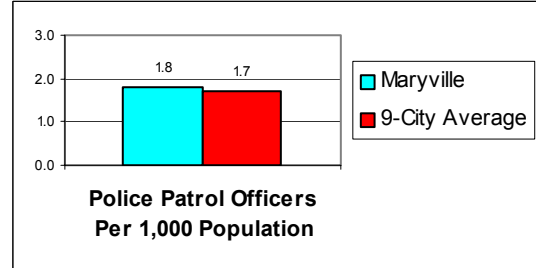
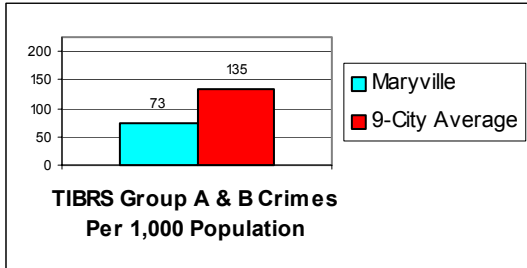
Maryville operates a full-service police department, including School Resource officers and community precinct officers. The department also utilizes bicycle patrols and maintains a tactical team.

The department occupies the lower level of the city hall building and maintains two “substations.” The department maintains a “home fleet,” where officers are allowed to drive the police vehicles 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 more than 7,000.



City Profile

Population:	27,387
Land Area:	92.0 sq. mi.
Street Miles:	211.0
TIBRS A&B Crimes	3,379
Dispatched Calls:	25,866
FTE Positions:	43.8
Traffic Accidents:	1,584
Accidents w/Injury:	254

Explanatory Information

Service Level and Delivery

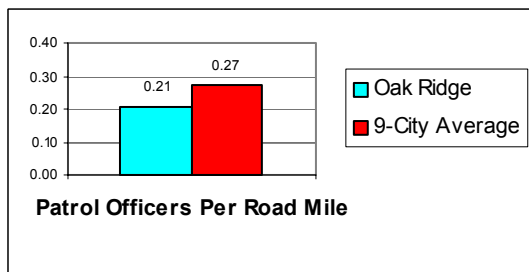
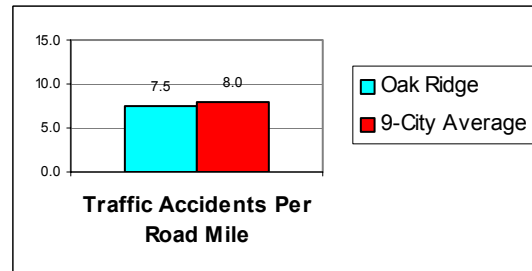
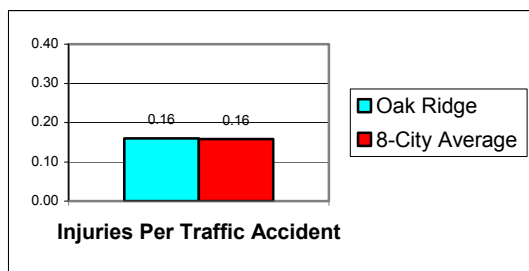
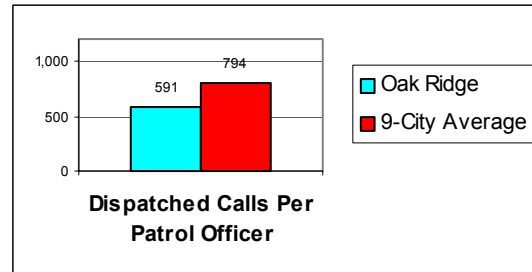
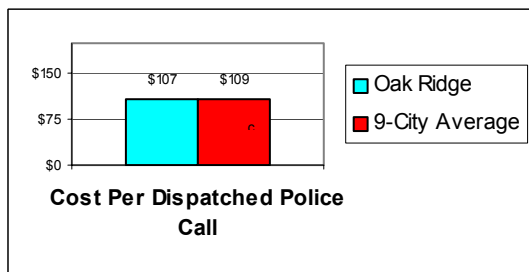
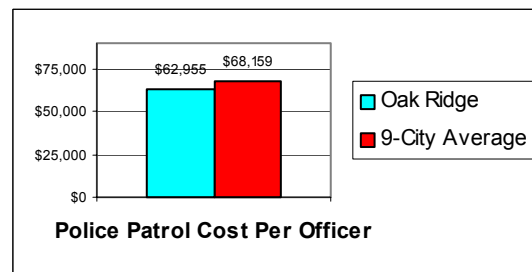
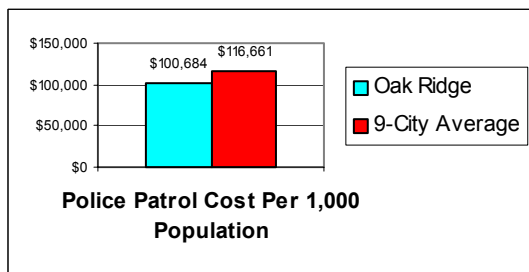
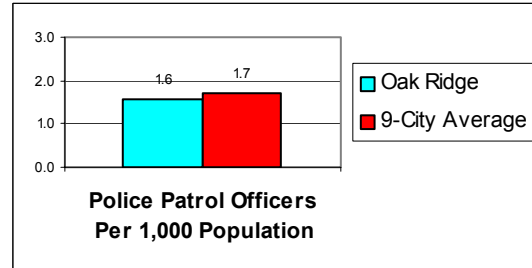
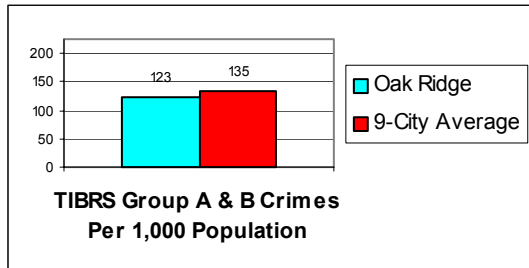
Oak Ridge operates a full-service police department, including School Resource Officers and canine officers. The department also utilizes bicycle and motorcycle patrols and maintains a tactical team.

The department headquarters is located in city hall, and the department has two “substations” officers use for report writing and meeting members of the public.

Officers generally work 12-hour shifts, four days on followed by four days off. The department utilizes a 160 hour, 28 day work period. The work schedule would result in officers being scheduled to work more than 160 hours in four weeks, but the department requires officers to work two “short” shifts during the 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.



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Fire Service

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.

Structure Fires – The total of all calls that proved to be actual 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 average elapsed time, in emergency calls, from receipt of the alarm by the Fire Department to the time of arrival of the first-in unit on the scene.

**Fire Service
Summary of Basic Data by City
FY 2002**

City	Population	Land Area (sq. mi.)	Calls for Service	Structure Fires	FTE Positions	Fire Inspections	Response Time	EMS Service Level	EMS Calls	ISO Rating
Brentwood	26,743	40.8	2,148	19	37.5	208	3:19	1 st Responder	965	4
Chattanooga	155,554	144.8	10,663	264	432.2	1,765	5:11	1 st Responder	5,442	3
Clarksville	103,455	95.0	5,102	344	360.1	2,314	4:11	1 st Responder	1,900	3
Cleveland	37,192	25.5	1,175	106	80.2	1,407	4:05	None	--	3
Germantown	40,203	19.8	2,305	93	62.1	1,140	4:59	ALS	1,073	3
Jackson	59,643	50.8	1,861	166	177.0	2,028	4:58	1 st Responder	25	3
Kingsport	44,905	43.9	4,873	67	98.6	3,989	4:15	ALS	3,489	3
Maryville	23,120	17.5	1,805	25		2,637	3:44	1 st Responder	1,110	3
Oak Ridge	27,387	92.0	3,339	48	40.9	1,861	3:20	ALS	1,866	3

Fire Services Provided By Participating Cities
Tennessee Municipal Benchmarking Project
FY 2002

<i>Services Provided</i>	<i>Brentwood</i>	<i>Chattanooga</i>	<i>Clarksville</i>	<i>Cleveland</i>	<i>Germantown</i>	<i>Jackson</i>	<i>Kingsport</i>	<i>Maryville</i>	<i>Oak Ridge</i>
Emergency Operations:									
Structure Fire Suppression	X	X	X	X	X	X	X	X	X
Vehicle Fire Suppression	X	X	X	X	X	X	X	X	X
Grass/Brush Fire Suppression	X	X	X	X	X	X	X	X	X
Vehicle Extrications	X	X	X		X	X	X	X	X
Confined Space Rescue	X		X		X	X	X	X	X
Trench Rescue	X		X		X		X	X	X
High Rise/Angle Rescue	X				X	X	X	X	X
Heavy Rescue (USAR)					X		X		X
Ice Rescue	X				X	X	X		X
Water Rescue	X				X	X	X	X	X
Swift Water Rescue					X		X	X	X
Lost Person Search	X				X	X	X	X	X
Animal Rescue					X	X		X	X
EMS First Responder	X	X	X		X			X	X
EMS Basic Responder					X			X	X
EMS Advanced Life Support					X		X		X
EMS Transport									

<i>Services Provided</i>	<i>Brentwood</i>	<i>Chattanooga</i>	<i>Clarksville</i>	<i>Cleveland</i>	<i>Germantown</i>	<i>Jackson</i>	<i>Kingsport</i>	<i>Maryville</i>	<i>Oak Ridge</i>
Hazmat Technical		X	X		X	X	X	X	X
Radiological Monitoring	X	X			X	X	X	X	X
Flood Monitoring					X				
CO Response	X	X	X	X	X	X	X	X	X
Flammable Gas Detection	X	X	X	X	X	X	X	X	X
Lock-Out Service	X	X			X		X		X
Smoke and/or Odor Removal	X	X			X	X	X	X	X
Water Evacuation	X	X			X	X	X	X	X
Fire Investigation	X	X	X	X	X	X	X	X	X
Other									
Non-Emergency Operations:									
Assist Police	X	X	X	X	X	X	X	X	X
Problem Animal	X		X		X				
Stand-by	X	X	X	X	X	X	X	X	X
Assist Public Works	X		X		X	X	X	X	X
Ring or Jewelry Removal	X				X		X	X	X
Other						X- Smoke Detector Program Battery Installla-		X- BP Checks at Mall; Smoke Detector Installation	X- BP checks; Smoke Detector Installation & Battery

<i>Services Provided</i>	<i>Brentwood</i>	<i>Chattanooga</i>	<i>Clarksville</i>	<i>Cleveland</i>	<i>Germantown</i>	<i>Jackson</i> tion for Elderly	<i>Kingsport</i>	<i>Maryville</i> Housing Inspections	<i>Oak Ridge</i> Checks
Fire Prevention/Code Enforcement									
Company Inspections	X	X			X	X		X	X
Fire Inspector Inspections		X	X	X	X	X	X	X	X
Follow-up Inspections	X	X	X	X	X	X	X	X	X
Court Citations for non-compliance	X	X	X	X	X	X	X	X	X
Plans Review	X	X		X	X		X	X	X
Code Research for citizens	X	X	X	X	X	X	X	X	X
Design Meetings w/Architect/ Contractor	X	X		X	X		X	X	X
Fire Station Tours	X	X	X	X	X	X	X	X	X
Fire Prevention Week Activities	X (month)	X	X	X	X	X	X	X	X
Year-round fire prevention program	X	X	X		X	X	X	X	X
Risk-watch type program						X		X	X
Training for Industry	X	X		X		X	X	X	X
Sprinkler System testing	X	X		X	X		X		X

<i>Services Provided</i>	<i>Brentwood</i>	<i>Chattanooga</i>	<i>Clarksville</i>	<i>Cleveland</i>	<i>Germentown</i>	<i>Jackson</i>	<i>Kingsport</i>	<i>Maryville</i>	<i>Oak Ridge</i>
Other	X-Fire Alarm acceptance testing								X-Fire Alarm Acceptance Testing
Preparedness/Ready Services:									
Fire Department Training Officer	X	X	X	X	X	X	X	X	X
Fire Training Curriculum	X	X	X	X	X	X	X	X	X
Pre-Emergency Site visits/planning	X	X	X	X	X	X	X	X	X
Vehicle Maintenance/Inspection program	X		X	X	X	X	X	X	X
Emergency Generators on Facilities	X	X	X	X	X	X	X	X	X
Hydrant Flow tests	X	X	X		X	X	X	X	X
Hose testing	X	X	X	X	X	X	X	X	X
Move-ups at Multi-station departments	X	X	X	X	X	X	X	X	X
Pumper/Ladder Testing	X	X	X	X	X	X	X	X	X
Other									
Overall operations:									
Staff attend Conferences, National or State Fire Academy, Training	X	X		X	X	X	X	X	X

<i>Services Provided</i>	<i>Brentwood</i>	<i>Chattanooga</i>	<i>Clarksville</i>	<i>Cleveland</i>	<i>Germantown</i>	<i>Jackson</i>	<i>Kingsport</i>	<i>Maryville</i>	<i>Oak Ridge</i>
Operate Fire Explorer Post									
Have 3 year or more written Master Plan	X				X	X	X		
Prepare a Written Budget Improvement Request each year	X	X	X	X	X	X	X	X	X
Have regular Staff/Officers meetings	X	X	X	X	X	X	X	X	X
Have non-uniform support staff		X	X		X	X	X	X	X
Written tests given for promotions	X		X	X	X	X	X	X	
Assessment Centers used for Promotions	X	X	X	X	X	X	X	X	
Designated PIO for daily operations		X	X	X	X	X	X	X	
Designated PIO for Emergencies		X	X	X	X	X	X	X	X
Have a written Vehicle Replacement Schedule or Policy	X	X	X	X	X		X	X	X
Know and Respond NFF for structures on first alarm assignment			X		X		X		X
Dispatched by the PSAP that answers call for assistance	X	X		X	X	X		X	X
Firefighter pay is tied/related to level of training and/or certification	X	X			X			X	
No first-out vehicle over 20 yrs. old	X			X	X		X	X	X
Fire Chief current member of IAFC	X	X	X	X	X	X	X	X	X
Fire Chief current member of TFCA	X	X	X	X	X	X	X	X	X

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City Profile**Explanatory Information**

Population: 26,743
 Land Area: 40.8 sq. mi.

Calls For Service: 2,148
 Emergency Calls: 1,738
 Fire Calls: 120
 Structure Fires: 19

FTE Positions: 37.5

Fire Inspections: 208
 Fire Code Violations: 504

Fire Code Violations
 Cleared Within
 90 Days: 90%

Response Time: 3:19

EMS Level: 1st Responder
 EMS Calls: 965

Service Level and Delivery

Brentwood operates a full-service fire department, and provides almost all of the services offered in any fire department in the state. The department also offers a wide range of non-emergency services including fire prevention, public fire education, and code enforcement activities, and also provides fire alarm acceptance testing

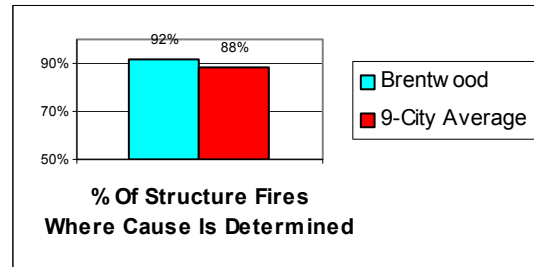
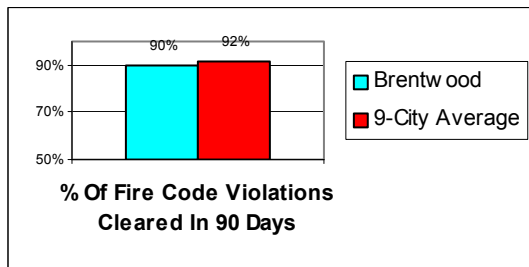
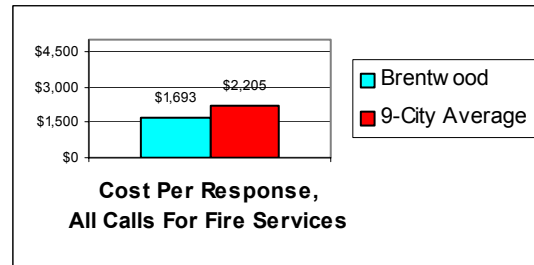
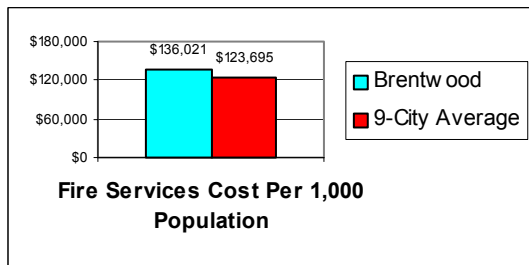
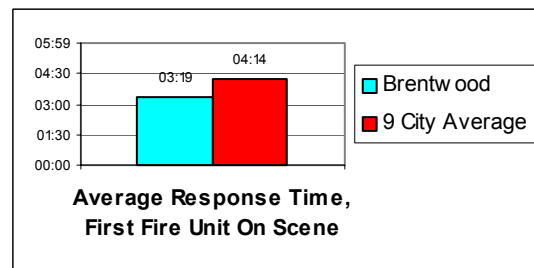
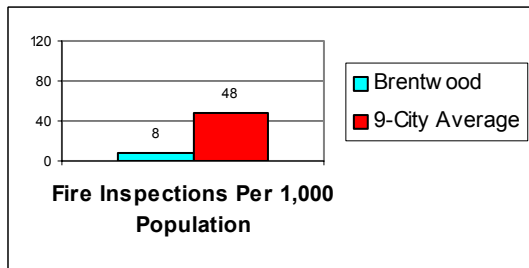
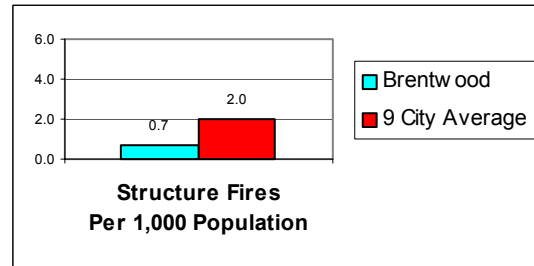
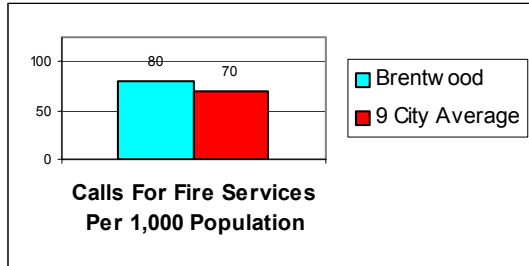
The department has a written Master Plan.

Firefighter pay scales are related to levels of training and certification.

See the “Fire Services Provided” table at the beginning of this section for more detail.

Conditions Affecting Service, Performance, and Cost

None



City Profile

Explanatory Information

Population:	155,554
Land Area	144.8 sq. mi.
Calls For Service:	10,663
Emergency Calls:	10,151
Fire Calls:	3,579
Structure Fires:	264
FTE Positions:	432.2
Fire Inspections:	1,765
Fire Code Violations:	948
Fire Code Violations Cleared Within 90 Days:	83%
Response Time:	5:11
EMS Level:	1 st Responder
EMS Calls:	5,442

Service Level and Delivery

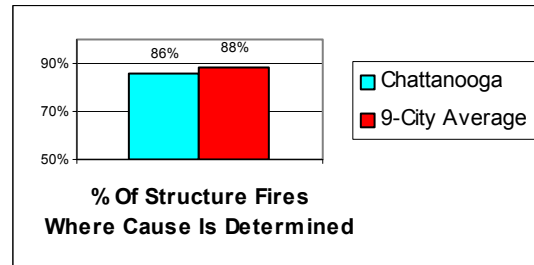
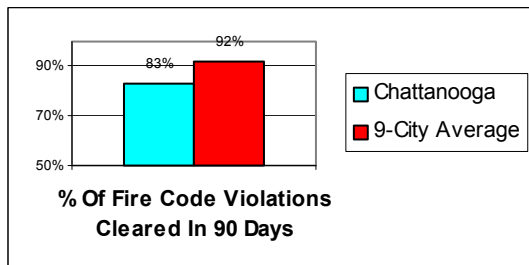
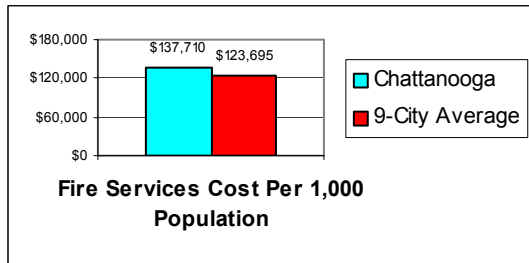
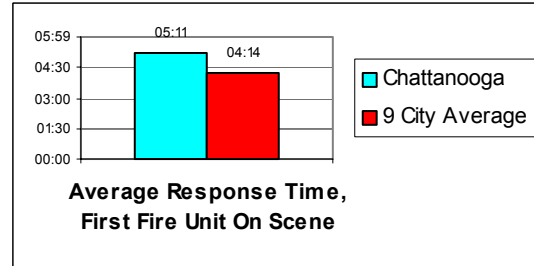
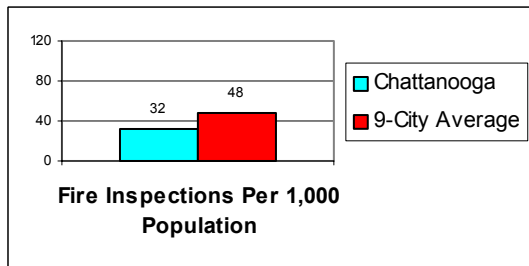
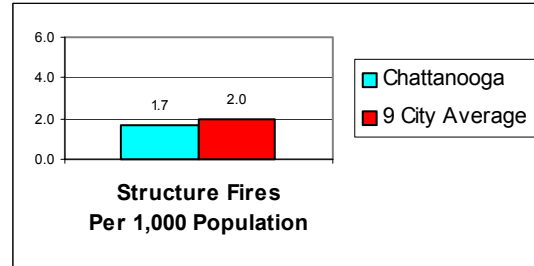
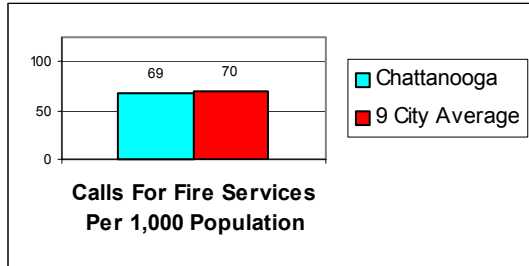
Chattanooga has made a major effort in the past few years to modernize and upgrade their fire department. A significant capital investment is being made to modernize the fire fleet. The department provides fire prevention, public fire education, and code enforcement services.

Firefighter pay scales are related to levels of training and certification.

See the “Fire Services Provided” table at the beginning of this section for more detail.

Conditions Affecting Service, Performance, and Cost

The department has many first-out, emergency response vehicles that are over 20 years old, which could affect performance. Replacement of those vehicles could affect future operational costs.



City Profile

Explanatory Information

Population: 103,455
 Land Area: 95.0 sq. mi.

 Calls For Service: 5,102
 Emergency Calls: 5,167
 Fire Calls: 793
 Structure Fires: 344

 FTE Positions: 360.1

 Fire Inspections: 2,314
 Fire Code Violations: 1,632

 Fire Code Violations
 Cleared Within
 90 Days: 100%

 Response Time: 4:11

 EMS Level: 1st Responder
 EMS Calls: 1,900

Service Level and Delivery

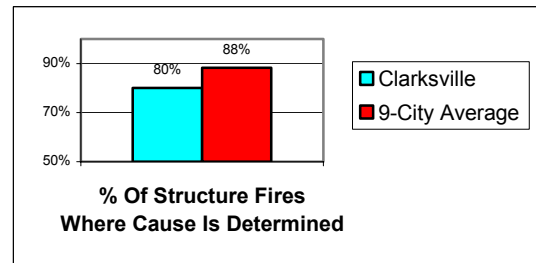
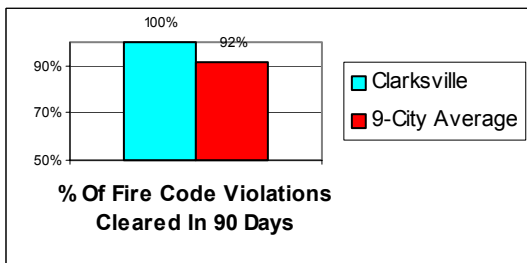
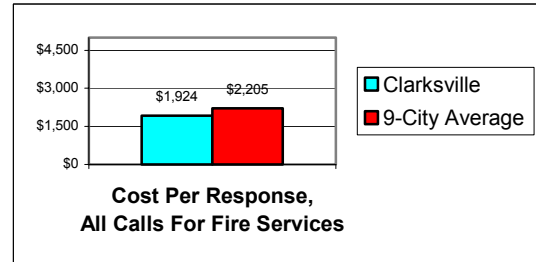
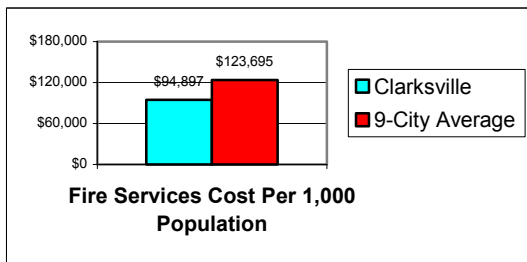
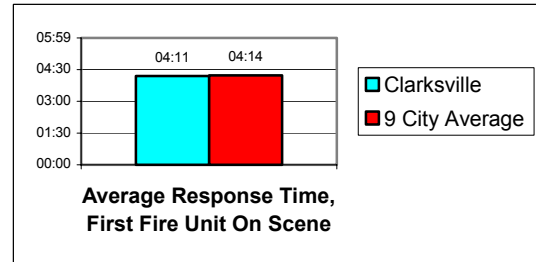
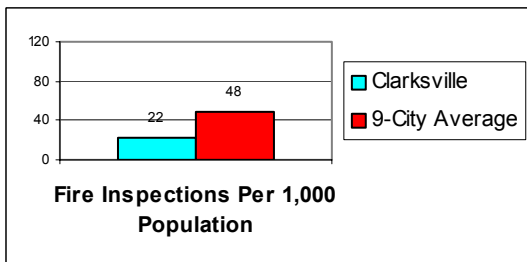
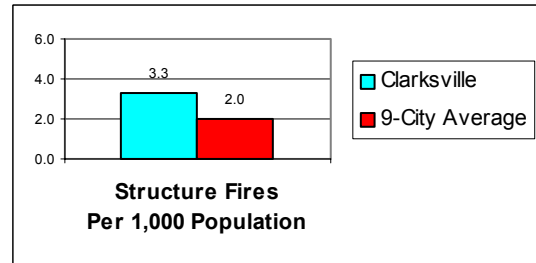
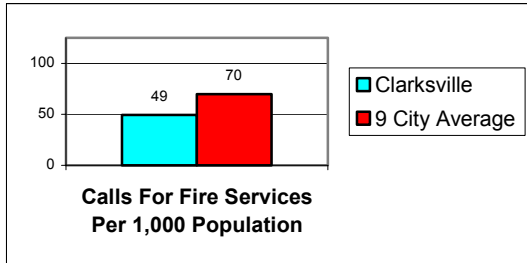
Clarksville operates a modern well-equipped department, and is moving aggressively to improve fire services and enhance training of firefighters. Significant investments are being made to train firefighters to a higher overall level of competency. The department provides fire prevention, public fire education, and code enforcement activities.

See the “Fire Services Provided” table at the beginning of this section for more detail.

Conditions Affecting Service, Performance, and Cost

The rapid growth of the city has made it difficult for the department to both expand service delivery and maintain coverage density.

The department has first-out, emergency response vehicles that are over 20 years old, which could affect performance.



City Profile

Explanatory Information

Population: 37,192
Land Area: 25.6 sq. mi.

Calls For Service: 1,175
Emergency Calls: 423
Fire Calls: 317
Structure Fires: 106

FTE Positions: 80.2

Fire Inspections: 1,407
Fire Code Violations: 1,878

Fire Code Violations
Cleared Within
90 Days: 94%

Response Time: 4:05

EMS Level: None
EMS Calls: None
EMS Calls: None

Service Level and Delivery

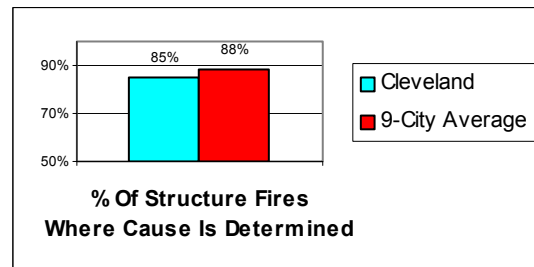
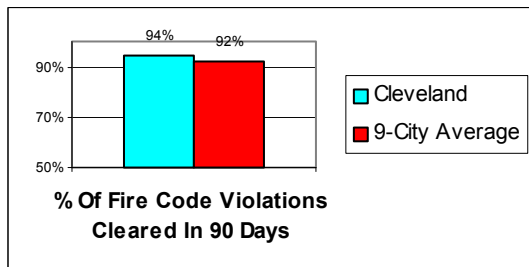
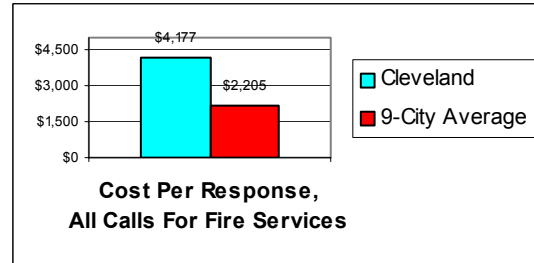
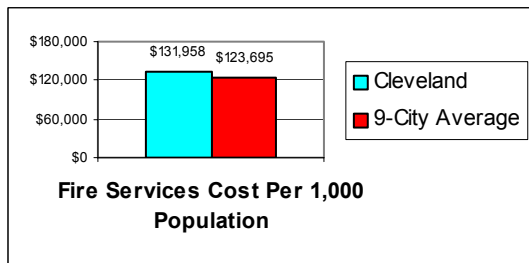
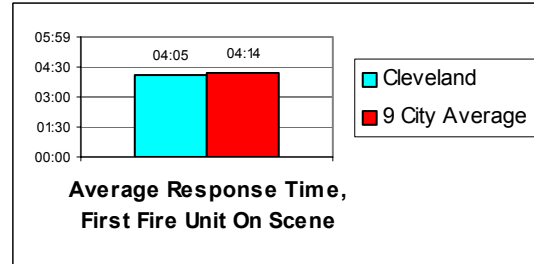
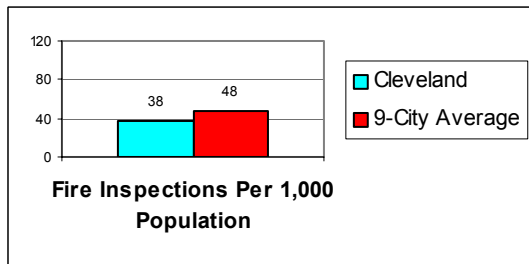
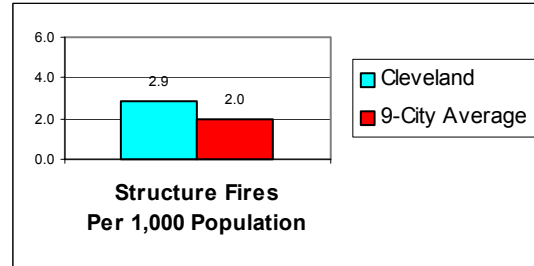
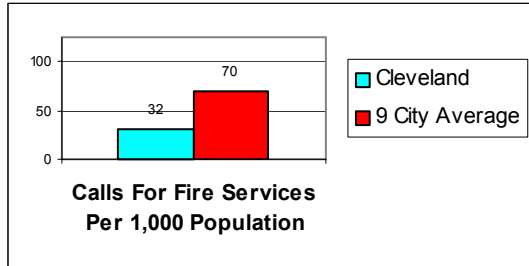
Cleveland operates a modern, up-to-date fleet of fire apparatus, and provides the traditional services offered by most departments, but does not provide emergency medical services. The fire department also provides fire prevention public fire education, and code enforcement services.

Cleveland also provides fire protection services for Bradley County (337 square miles). Costs and incidents outside the city limits are not included in this data.

See the “Fire Services Provided” table at the beginning of this section for more detail.

Conditions Affecting Service, Performance, and Cost

None



City Profile

Explanatory Information

Population: 40,203
Land Area: 19.8 sq. mi.

Calls For Service: 2,305
Emergency Calls: 2,276
Fire Calls: 198
Structure Fires: 93

FTE Positions: 62.1

Fire Inspections: 1,140
Fire Code Violations: 502

Fire Code Violations
Cleared Within
90 Days: 100%

Response Time: 4:59

EMS Level: ALS
EMS Calls: 1,073

Service Level and Delivery

Germantown operates a full-service fire department, and provides almost all of the services offered in any fire department in the state. The department provides fire prevention, public fire education, and code enforcement services.

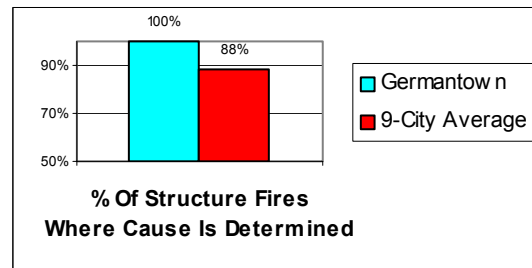
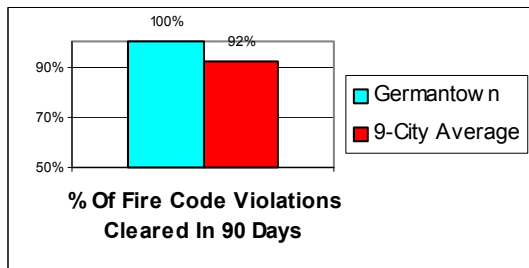
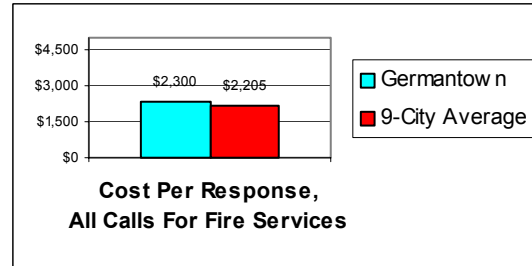
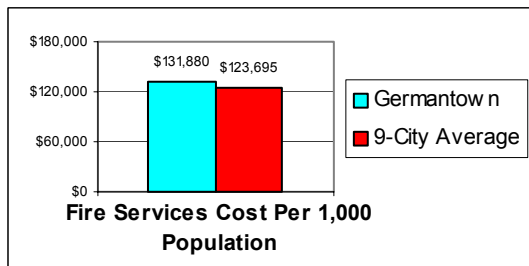
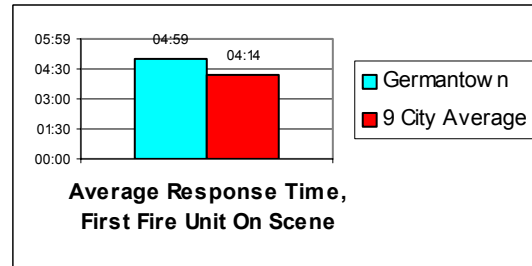
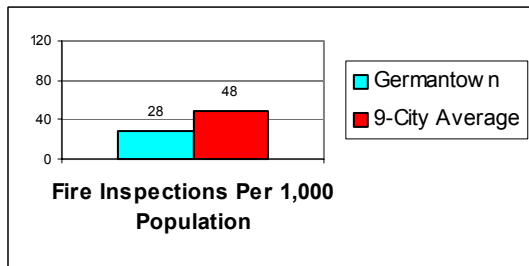
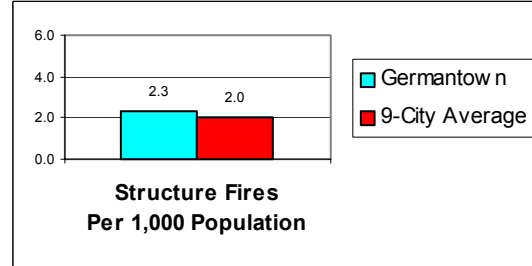
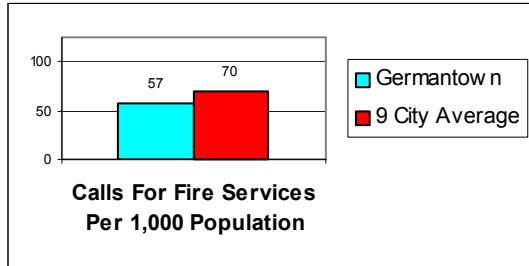
The fire department has a written Master Plan.

Firefighter pay scales are related to levels of training and certification.

See the “Fire Services Provided” table at the beginning of this section for more detail.

Conditions Affecting Service, Performance, and Cost

None



City Profile

Explanatory Information

Population: 59,643
 Land Area: 50.8 sq. mi.

 Calls For Service: 1,861
 Emergency Calls: 1,764
 Fire Calls: 425
 Structure Fires: 166

 FTE Positions: 177.0

 Fire Inspections: 2,028
 Fire Code Violations: 600

 Fire Code Violations
 Cleared Within
 90 Days: 90%

 Response Time: 4:58

 EMS Level: None
 EMS Calls: 25

Service Level and Delivery

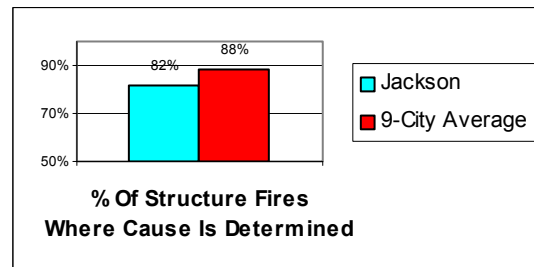
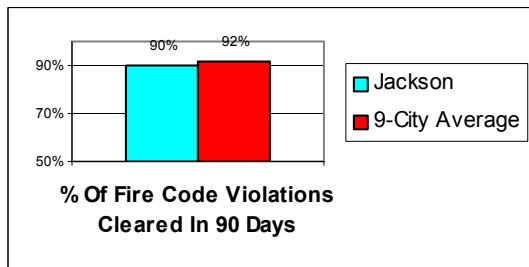
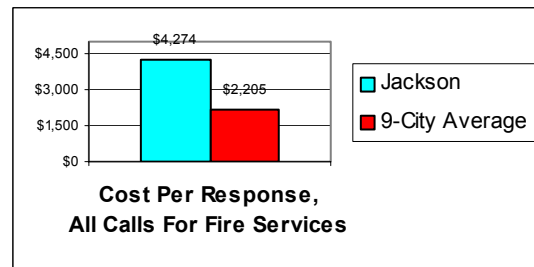
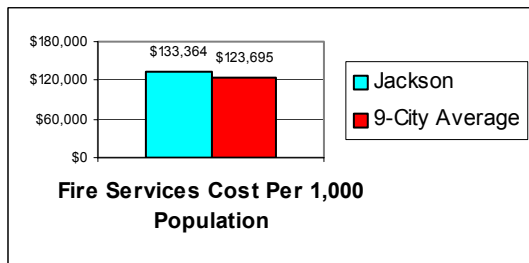
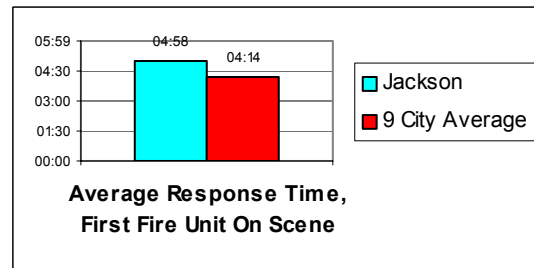
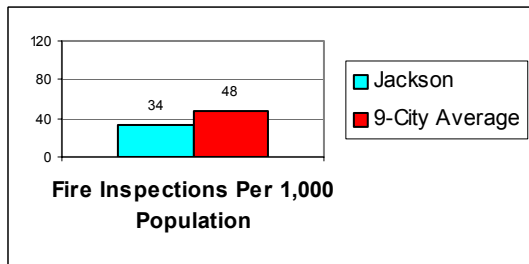
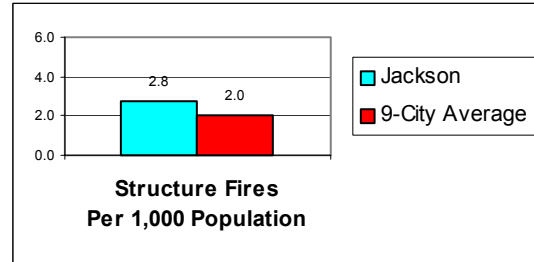
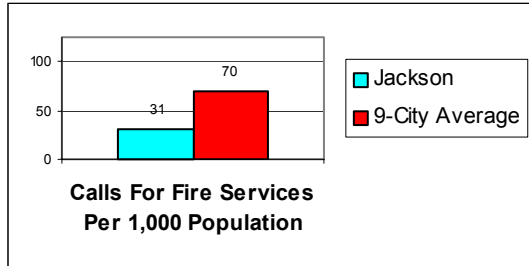
Jackson operates a modern, full-service fire department, but does not provide emergency medical service. The department provides fire prevention, public fire education, and code enforcement services

The fire department has a written Master Plan.

See the “Fire Services Provided” table at the beginning of this section for more detail.

Conditions Affecting Service, Performance, and Cost

The department has first-out, emergency response vehicles that are over 20 years old, which could affect performance.



City Profile

Explanatory Information

Population: 44,905
Land Area: 43.9 sq. mi.

Calls For Service: 4,873
Emergency Calls: 4,249
Fire Calls: 278
Structure Fires: 67

FTE Positions: 98.6

Fire Inspections: 3,989
Fire Code Violations: 19,313

Fire Code Violations
Cleared Within
90 Days: 99%

Response Time: 4:15

EMS Level: ALS
EMS Calls: 3,489

Service Level and Delivery

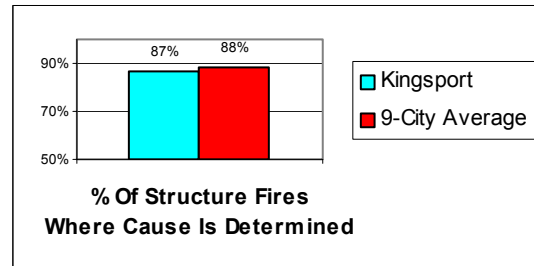
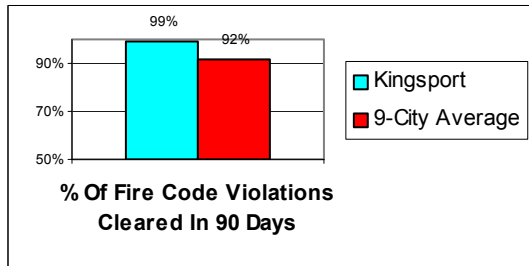
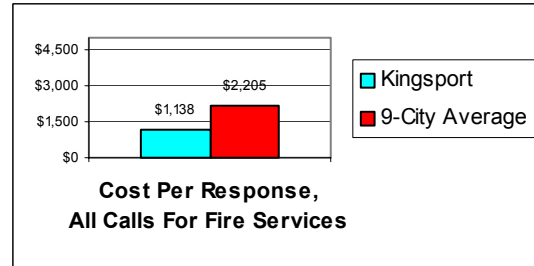
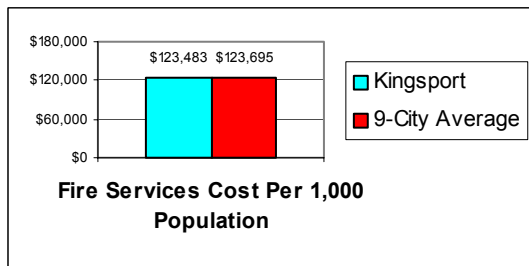
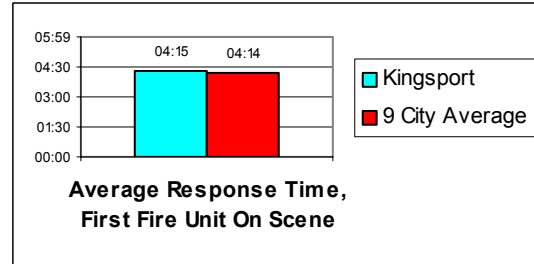
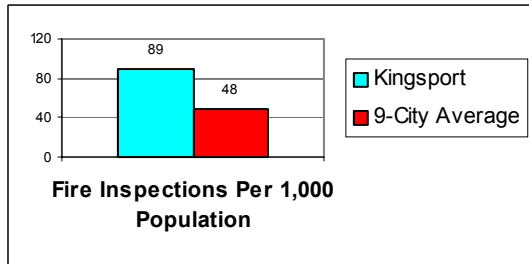
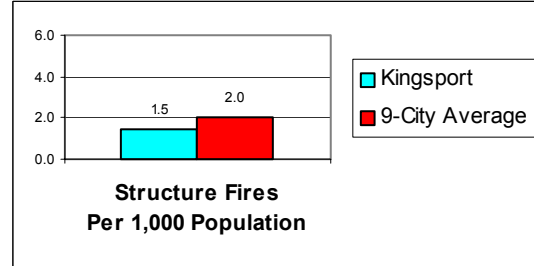
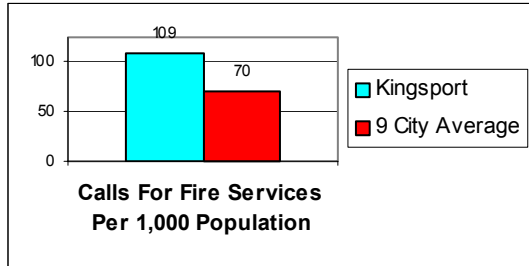
Kingsport operates a full-service fire department, and provides almost all of the services offered in any fire department in the state. The department provides fire prevention, public fire education, and code enforcement services.

The fire department has a written Master Plan.

See the “Fire Services Provided” table at the beginning of this section for more detail.

Conditions Affecting Service, Performance, and Cost

Response time for the Kingsport department is affected by the city’s historic annexation policy, which has resulted in lengthy, irregular extensions of the city limits which add to response time.



City Profile

Explanatory Information

Population: 23,120
 Land Area: 17.5 sq. mi.

 Calls For Service: 1,805
 Emergency Calls: 1,335
 Fire Calls: 170
 Structure Fires: 25

 FTE Positions: 42.3

 Fire Inspections: 2,637
 Fire Code Violations: 7,994

 Fire Code Violations
 Cleared Within
 90 Days: 90%

 Response Time: 3:44

 EMS Level: 1st Responder
 EMS Calls: 1,110

Service Level and Delivery

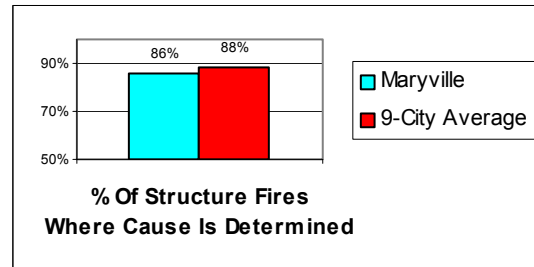
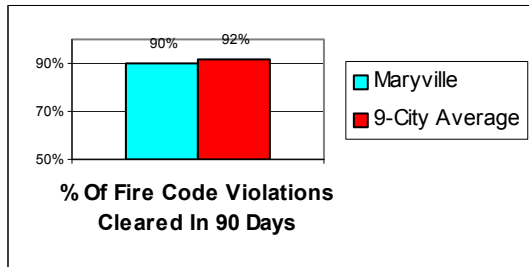
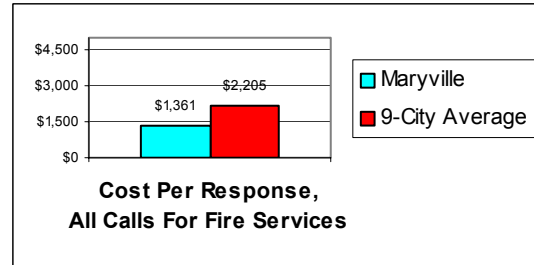
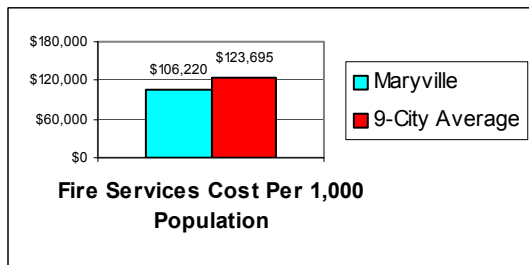
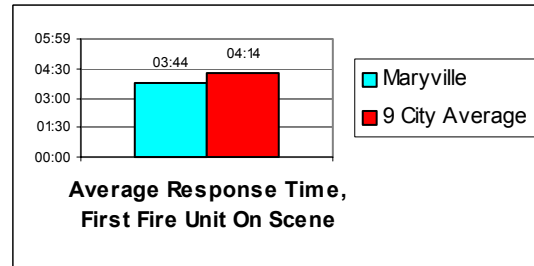
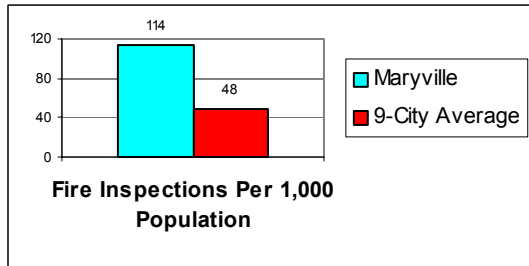
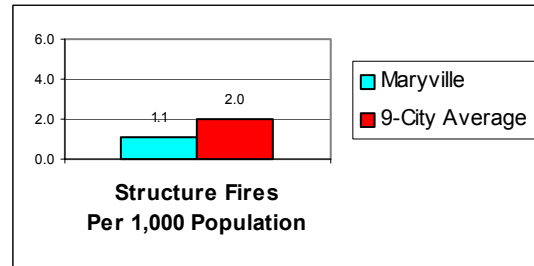
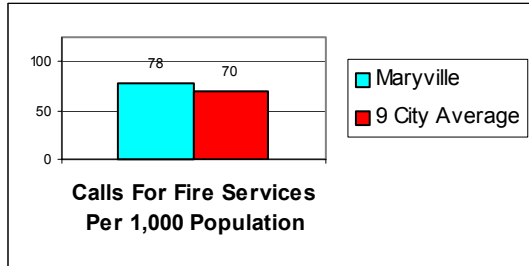
Maryville operates a full-service fire department, and provides almost all of the services offered in any fire department in the state. The department provides fire prevention, public fire education, and code enforcement services.

Firefighter pay scales are related to levels of training and certification.

See the “Fire Services Provided” table at the beginning of this section for more detail.

Conditions Affecting Service, Performance, and Cost

None



City Profile

Explanatory Information

Population: 27,387
Land Area: 92.0 sq. mi.

Calls For Service: 3,339
Emergency Calls: 1,161
Fire Calls: 241
Structure Fires: 48

FTE Positions: 40.9

Fire Inspections: 1,861
Fire Code Violations: 1,441

Fire Code Violations
Cleared Within
90 Days: 79%

Response Time: 3:20

EMS Level: ALS
EMS Calls: 1,866

Service Level and Delivery

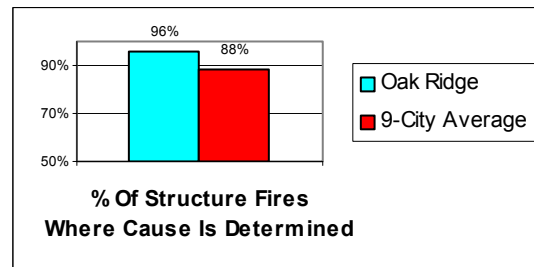
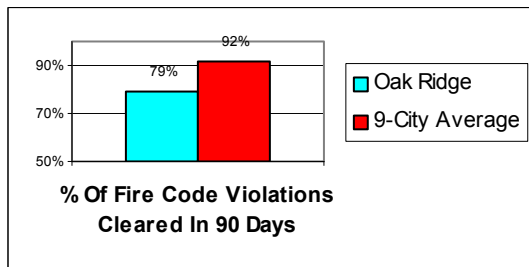
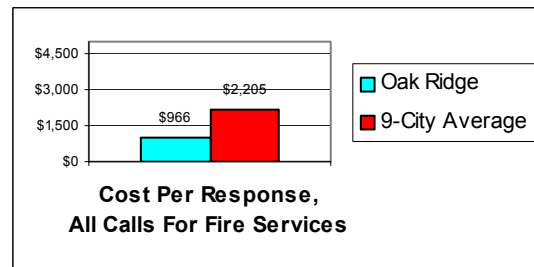
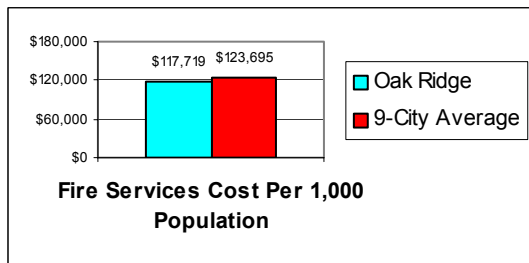
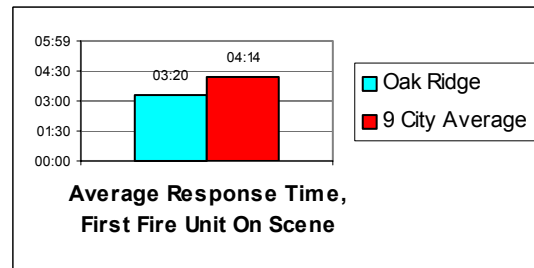
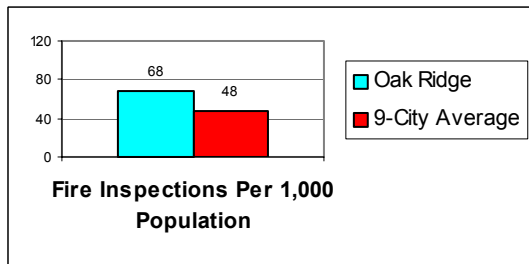
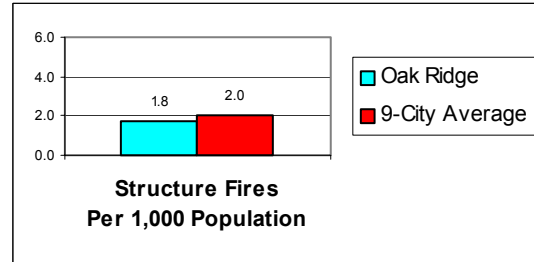
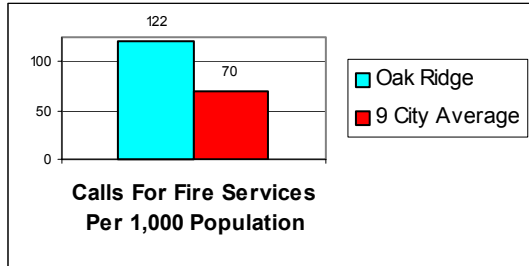
Oak Ridge operates a full-service fire department, and provides almost all of the services offered in any fire department in the state. The department provides fire prevention, public fire education, and code enforcement services.

Beginning January 2003, firefighter pay scales will be related to levels of training and certification for EMT and Paramedic.

See the “Fire Services Provided” table at the beginning of this section for more detail.

Conditions Affecting Service, Performance, and Cost

None



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Residential Solid Waste Collection Service

Residential Solid Waste Collection – Service Definition and Terms Used

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 7 of the 9 cities participating in the project. Brentwood and Clarksville do not provide refuse collection as a city service.

The City of Jackson's statistics on collections include brush, yard waste, and recycled material in the residential solid waste totals, and the city is unable to identify the tonnage of these items, which could result in substantial inaccuracies in their reported data for residential solid waste collection service level and cost. For this reason, Jackson's data is not reported or included with the information from the other six cities providing residential solid waste collection. The city is working to develop the necessary information to be included in the results of this portion of the project in future years.

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.

**Residential Refuse Collection Service
Summary of Basic Data by City
FY 2002**

City	Population	Tons of Refuse	Collection Points	Service Requests	Collection Location		Collection Frequency		Service Provider	
					Curbside	Back Door	1x Week	2x Week	City	Contractor
Brentwood	26,743	--	--	--	--	--	--	--	--	--
Chattanooga	155,554	47,097	61,000	3,688	X		X		X	
Clarksville	103,455	--	--	--	--	--	--	--	--	--
Cleveland	37,192	9,545	12,482	416	X		X			X
Germantown	40,203	27,935	12,449	450		X	X			X
Jackson	59,643	--	--	--		X		X		X
Kingsport	44,905	15,500	16,000	453	X		X		X	
Maryville	23,120	6,983	8,366	180	X		X		X	
Oak Ridge	27,387	11,056	11,645	(not avail.)		X	X			X

City Profile

Explanatory Information

Population: 155,554

Residential Refuse
 Collected (tons): 47,097

Residential
 Collection Points: 61,000

Service Requests: 3,688

FTE Positions: 31.0

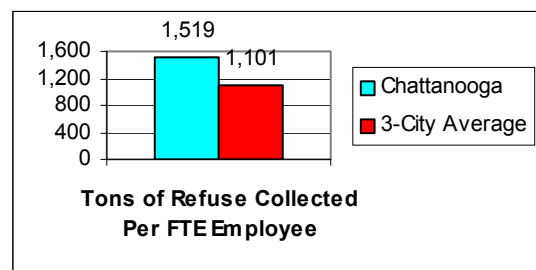
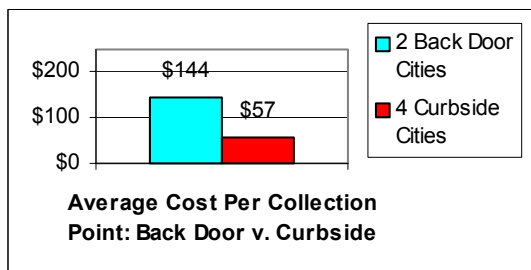
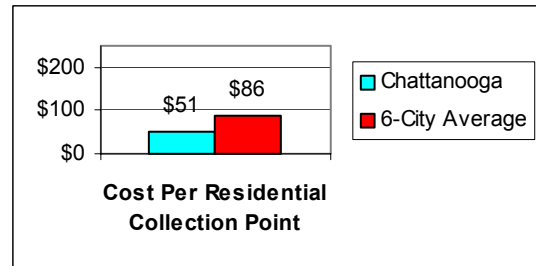
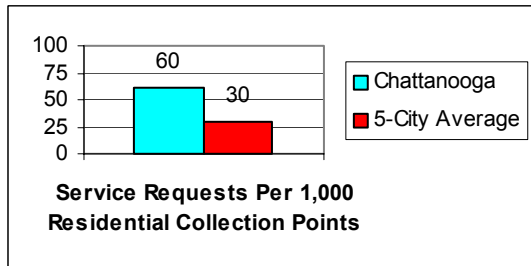
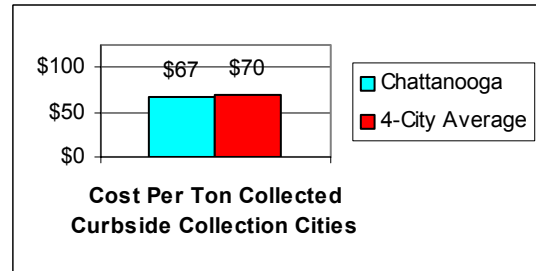
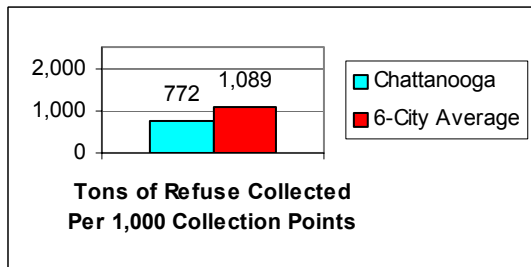
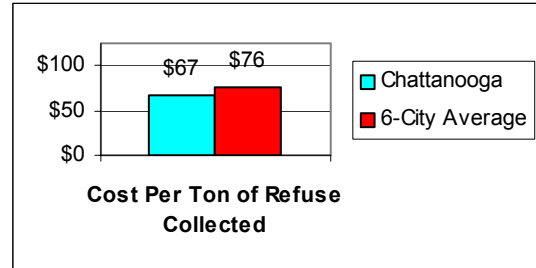
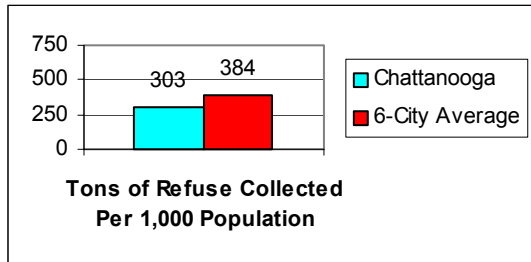
Service Level and Delivery

The City of Chattanooga collects residential refuse once per week at the curb. At the door pickup is provided for handicapped and disabled citizens. The city uses primarily fully automated refuse trucks with a one man crew, one semi-automated refuse truck with a two man crew, and one conventional rear loader refuse truck with a three man crew.

There are thirteen routes and the trucks make two trips per day to the landfill, which is approximately five miles from the city. There is no fee for refuse collection service. Ninety-five gallon containers are provided where there is automated service.

Conditions Affecting Service, Performance, and Cost

Hilly terrain in many parts of the city necessitates the use of the more costly 2 and 3 man crew vehicles on some routes.



Cleveland

Residential Refuse Collection

FY 2002

City Profile

Explanatory Information

Population: 37,192

Service Level and Delivery

Residential Refuse
Collected (tons): 9,545

Cleveland contracts for the once per week curbside collection of residential refuse. Back door service is provided for handicapped and disabled residents.

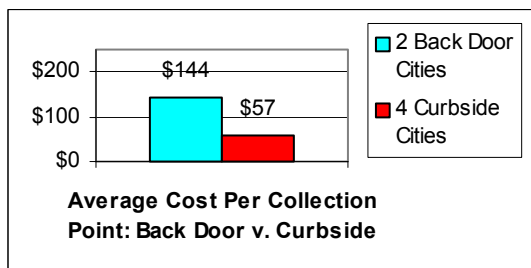
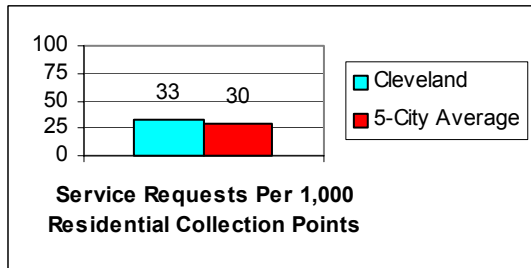
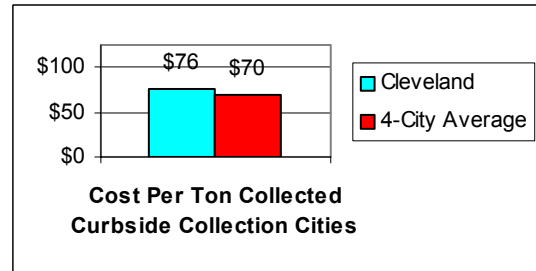
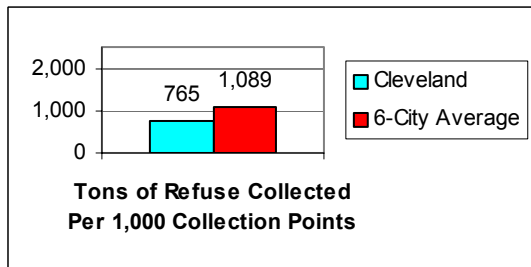
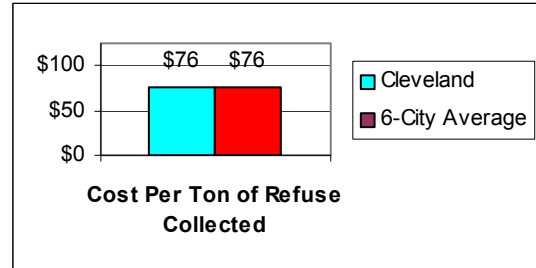
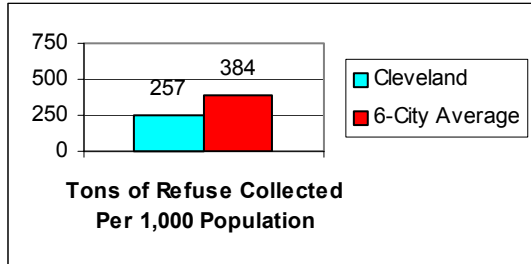
Residential
Collection Points: 12,482

The city does not provide containers, and charges \$5.00 per month for residential refuse service.

Service Requests: 416

Conditions Affecting Service, Performance, and Cost

None



(Not applicable – contractor provided service)

Tons of Refuse Collected Per FTE Employee

Germantown

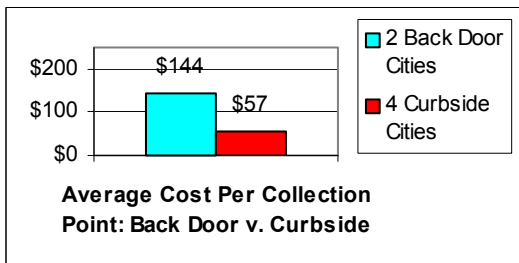
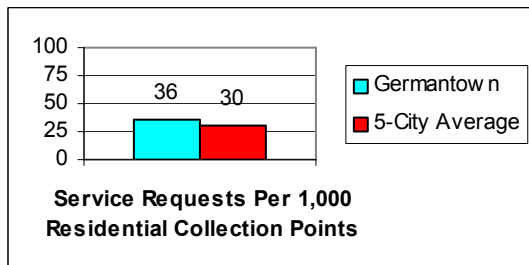
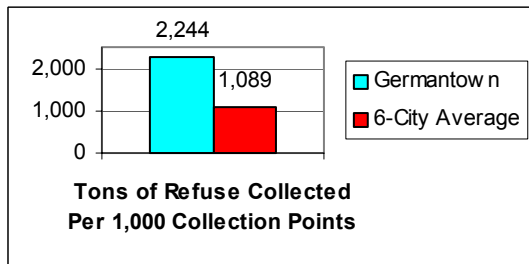
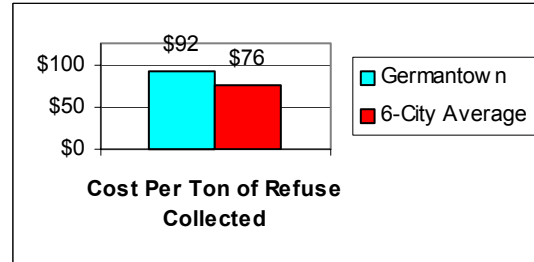
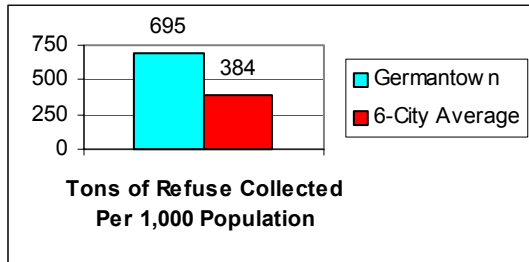
Residential Refuse Collection

FY 2002

City Profile		Explanatory Information
Population:	40,203	Service Level and Delivery
Residential Refuse Collected (tons):	27,935	Germantown contracts for the collection of residential refuse once per week at the back door.
Residential Collection Points:	12,449	Germantown's contractor collects residential refuse using three man crews and providing a 35 gallon container. There is a \$23.50 per month fee for residential refuse service.
Service Requests:	450	Conditions Affecting Service, Performance, and Cost
		Back door service tends to be more expensive than curbside collection.

Germantown

Residential Refuse Collection FY 2002



(Not applicable – contractor provided service)

Tons of Refuse Collected Per FTE Employee

City Profile**Explanatory Information**

The City of Jackson provides twice a week back door collection of residential refuse through a contractor, and has participated in the solid waste portion of this project from the beginning.

However, Jackson's statistics on collections include brush, yard waste, and recycled material, and the city is unable to identify the tonnage of these items, which could result in substantial inaccuracies in their reported data for residential solid waste collection service level and cost.

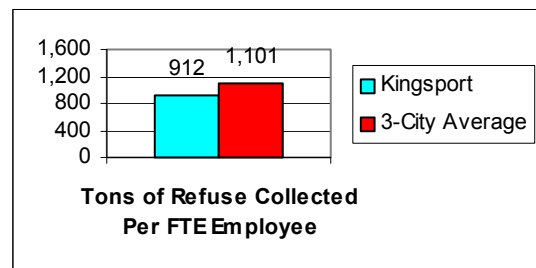
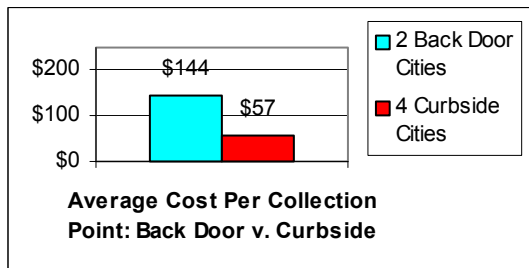
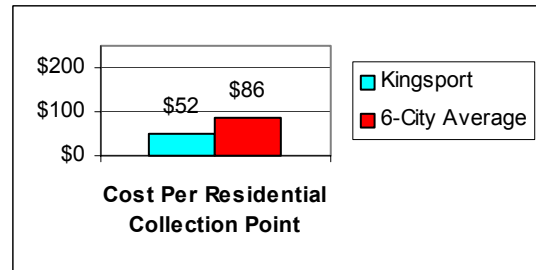
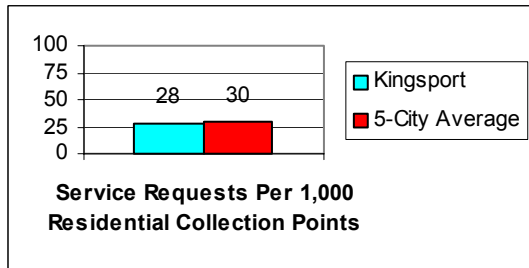
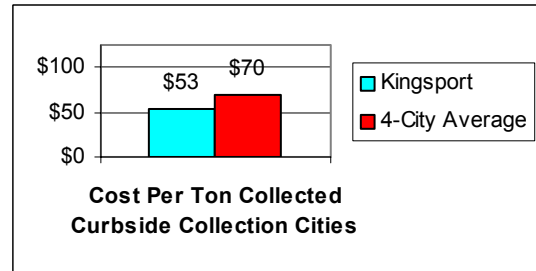
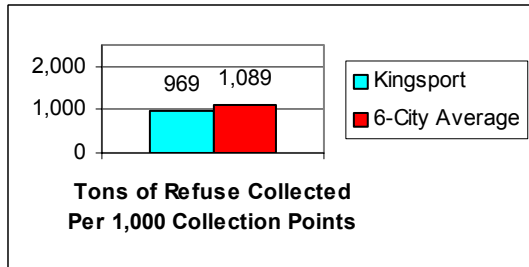
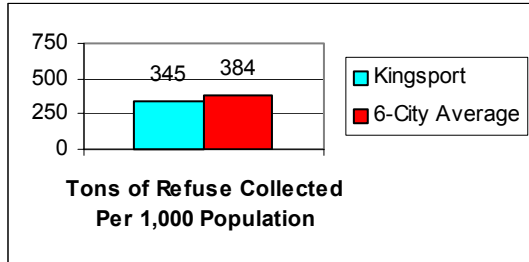
For this reason, Jackson's data is not reported or included with the information from the other six cities providing residential solid waste collection. The city is working to develop the necessary information to be included in the results of this portion of the project in future years.

(Data for Jackson not included in average of other 6 cities)

City Profile		Explanatory Information
Population:	44,905	Service Level and Delivery
Residential Refuse Collected (tons):	15,500	Kingsport collects residential refuse once a week at the curb. Back door pickup is provided for disabled and handicapped residents. The city uses side load refuse trucks with a two man crew on five routes to collect residential refuse.
Residential Collection Points:	16,000	Residents may use two thirty-five gallon containers. There is no fee for residential refuse service.
Service Requests:	453	
FTE Positions:	17.0	The city crews average two trips per day to the landfill on each of five routes. The average distance to the landfill is two miles.

Conditions Affecting Service, Performance, and Cost

The city provides residential service to areas that are distant from the major residential neighborhoods because of past annexation practices.



City Profile**Explanatory Information**

Population: 23,120

Service Level and DeliveryResidential Refuse
Collected (tons): 6,983

Maryville collects residential refuse in thirty-five gallon containers once a week at curbside. The City provides back door pickup for handicapped and disabled residents.

Residential
Collection Points: 8,366

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: 180

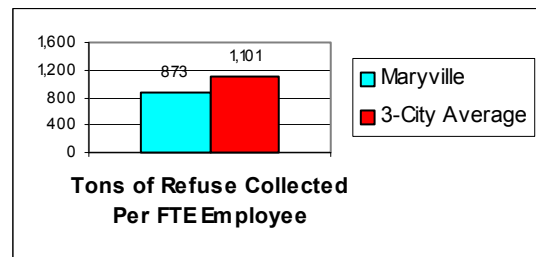
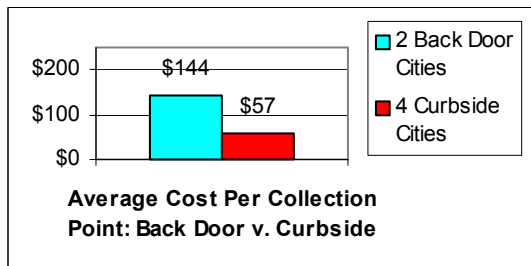
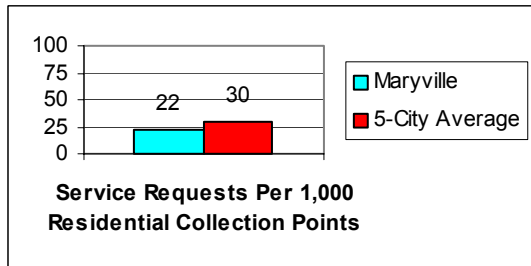
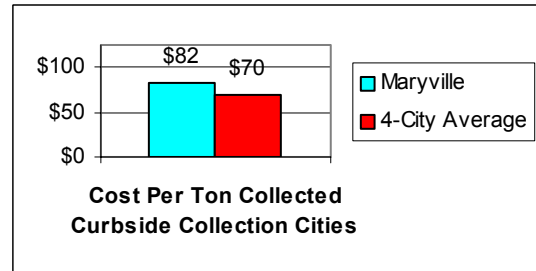
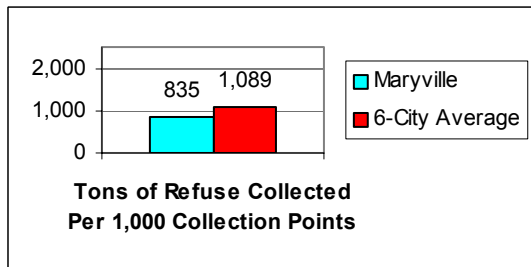
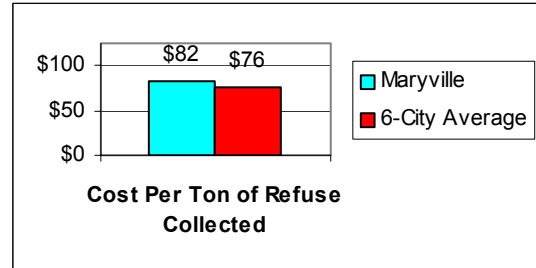
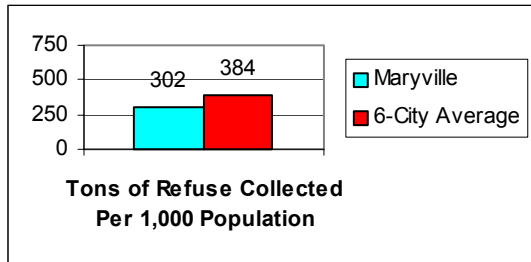
FTE Positions: 8.0

The average distance to the landfill is five miles.

There is no fee for residential service.

Conditions Affecting Service, Performance, and Cost

Rear loading with a three-man crew is labor intensive and more expensive than using smaller crews and an automated system.

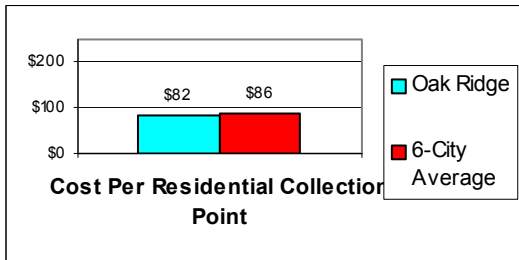
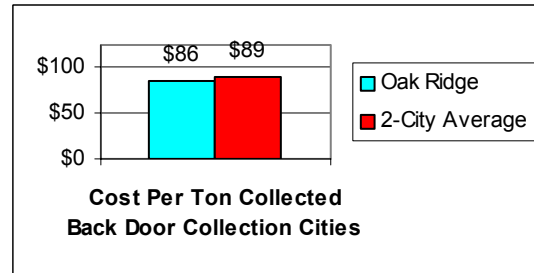
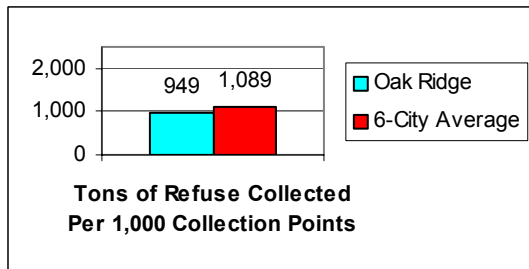
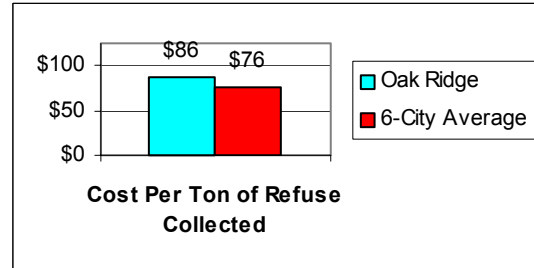


Oak Ridge

Residential Refuse Collection

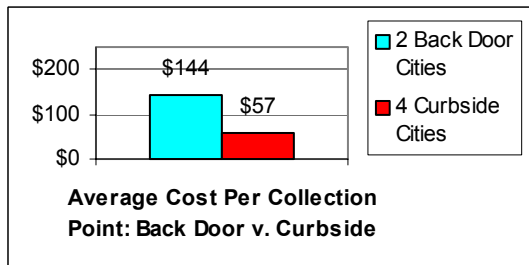
FY 2002

City Profile		Explanatory Information
Population:	27,387	Service Level and Delivery
Residential Refuse Collected (tons):	11,056	Oak Ridge contracts for once a week, back door collection of residential refuse.
Residential Collection Points:	11,645	The contractor collects residential refuse using rear-loading trucks with a driver and two loaders.
Service Requests:	N.A.	Oak Ridge collects a \$5 per month charge for residential solid waste collection.
		Conditions Affecting Service, Performance, and Cost
		Back door service tends to be more expensive than curbside collection.



(Data Not Available)

Service Requests Per 1,000 Residential Collection Points



(Not applicable – contractor provided service)

Tons of Refuse Collected Per FTE Employee