

TENNESSEE MUNICIPAL BENCHMARKING PROJECT

FY 2005 ANNUAL REPORT

PREPARED BY:

**ALAN MAJOR
FINANCE & ACCOUNTING CONSULTANT**



MTAS

Municipal Technical Advisory Service

In cooperation with the Tennessee Municipal League

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TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

EXECUTIVE SUMMARY

This is the 2005 Annual Report of the Tennessee Municipal Benchmarking Project (TMBP). This is the fourth year of developing these comparisons. The performance and financial data is based on the actual results for the year ended June 30, 2005.

While every effort has been made to ensure the completeness and accuracy of the data used, there can be errors and inconsistencies in the reported information that may affect the results. Although we strive for an “apples to apples” comparison, there are exceptions. Sometimes, a city department provides a broader level of service or a higher quality of service than the norm. There is a narrative description of each city’s service describing unique situations that affect their performance measures. The graphs only tell part of the performance story.

There are eleven cities in this report. They are presented in ascending order of population. The populations of the cities range from 13,334 to 155,554. Those cities are Athens, Maryville, Brentwood, Cleveland, Collierville, Bartlett, Kingsport, Franklin, Murfreesboro, Clarksville, and Chattanooga.

This report could only be completed with the tremendous efforts from all the committee members. Thanks to all the steering committee members who reviewed their city’s departmental performance measures and prepared their financial data.

Although I put this report together, it was with the concerted efforts of several MTAS staff including Armintha Loveday, Francis O’ Brien, Sharon Rollins, Rex Barton, Ray Crouch, Dick Phebus and Ralph Cross.

There are three services measured and benchmarked in this report: residential refuse collection and disposal, police services, and fire services. There will be an addendum for select financial data. We are working on other services that may appear in the 2005 addendum. Each departmental service section begins with a

service description, next the raw data and performance measures is presented, and then each city's graphs.

COST DATA

The cost data includes all direct costs of providing the service plus significant overhead items such as insurance, benefits administrations, and fleet maintenance.

The direct costs are generally those controlled by the departmental budget authority. The direct costs in this report are the actual expenditures for the year ended June 30, 2005.

The overhead or indirect cost items represent significant operational costs that are often budgeted in another department. These overhead costs are allocated to the service departments. Allocations are made based on the most appropriate method for the cost to be allocated.

The most common allocation method is the number of the service department employees divided by the total number of city employees. The resulting percentage is multiplied times an overhead cost to arrive at the amount to be allocated to the service department. Also, depreciation expense is calculated and added as indirect cost of service delivery. The resulting total cost of providing these services is comparable to that in the private sector.

RESIDENTIAL REFUSE COLLECTION & DISPOSAL

Residential refuse collection is the collection of household refuses from residential premises and other locations. The cost of disposal is included. Interestingly, some cities enjoy free tipping fees. For some, that contract for the service, the disposal cost is part of the package.

The service excludes waste from commercial dumpsters, yard waste, brush pickup, and leaves, collection of recyclable material and any other special or non-routine service. Some cities

are not involved in the refuse collection business at all as citizens contract directly with a private vendor.

POLICE

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

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.

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 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
COMMITTEE MEMBERS
FY 2005

STEERING COMMITTEE:

<u>NAME</u>	<u>CITY</u>	<u>TITLE</u>
Mike Keith	Athens	Finance Director
Mark Brown	Bartlett	Finance Director
Kirk Bednar	Brentwood	Assistant City Manager
Brian Smart	Chattanooga	Accounting Manager
Wilbur Berry	Clarksville	Finance Director
Janice Casteel	Cleveland	Director of F & A
David Smoak	Collierville	Asst. to City Manager
Russ Truell	Franklin	Finance Director
Ray Griffin, Jr	Kingsport	City Manager
John Tate	Maryville	Finance Director
Rob Lyons	Murfreesboro	Assistant City Manager

SOLID WASTE COMMITTEE:

<u>NAME</u>	<u>CITY</u>	<u>TITLE</u>
Shawn Lindsey	Athens	Public Works Director
Bill Yearwood	Bartlett	Public Works Manager
N/A	Brentwood	N/A
Beverly Pasley	Chattanooga	Dep.Adm.Public Works
N/A	Clarksville	N/A
Tom Grant	Cleveland	Public Works Director
Dynette Wisner	Collierville	
Joe Williams	Franklin	Solid Waste Director
Betsy Dale	Kingsport	Sanitation Mgr.
Rick Whaley	Maryville	Public Works Manager
Joey Smith	Murfreesboro	Public Works Director

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
COMMITTEE MEMBERS
FY 2005

POLICE COMMITTEE:

<u>NAME</u>		<u>TITLE</u>
Chuck Ziegler	Athens	Chief
Mark Hopper	Bartlett	Assistant Chief
Jeff Hughes	Brentwood	Lieutenant
Lon Eilders	Chattanooga	Accreditation Manager
Mark Smith	Clarksville	Deputy Chief
Wes Snyder	Cleveland	Chief
Jim Wilson	Collierville	Accreditation Manager
Jackie Moore	Franklin	Chief
David Quillin	Kingsport	Deputy Chief
Tony Crisp	Maryville	Chief
Glenn Chrisman	Murfreesboro	Chief

FIRE COMMITTEE:

<u>NAME</u>		<u>TITLE</u>
Bob Miller	Athens	Chief
Gary Graves	Bartlett	Assistant Chief
Kenny Lane	Brentwood	Chief
Kelvin L. Flint	Chattanooga	Assistant Chief
Mike Roberts	Clarksville	Chief
Rick Atchley	Cleveland	Chief
Richard Arwood	Collierville	Assistant Chief
Rocky Garzarek	Franklin	Chief
Charles A. White	Kingsport	Chief
Ed Mitchell	Maryville	Chief
David Baxter	Murfreesboro	Chief

RESIDENTIAL REFUSE
COLLECTION AND DISPOSAL
SERVICE

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
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Residential Refuse Collection and Disposal 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, and disposal costs (tipping fees) are included for the first time.

This service is provided by 9 of the 11 cities participating in the project. Brentwood and Clarksville do not provide residential solid waste collection.

Definitions of Terms Used

Residential Refuse Collected – This figure includes household refuse collected on a regularly-scheduled basis, and 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. Examples would include missed pickups, spillage, missing containers or lids, traffic problems involving collection vehicles, etc. It excludes general information requests.

Tons of Refuse Collected Per FTE Employee – This measure is applied only to those cities that collect residential refuse with city employees and equipment (Bartlett, Chattanooga, Collierville, Kingsport, Knoxville, 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 PROJECT
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Tennessee Municipal Benchmarking Program

7/1/2004 - 6/30/2005

Residential Refuse Collection and Disposal Performance Data

1/31/06

Cities By Increasing Population

CITY DATA

	Athens	Maryville	Cleveland	Collierville	Bartlett	Kingsport
Population	13,334	23,120	37,192	41,923	43,354	44,905
City Area (sq. miles)	15	14	26	29	23	45
City Road Miles	146	163	268	257	221	423
Resid. Refuse Collected (Tons)	3,765	8,006	10,721	14,575	24,841	16,125
Residential Collection Points	4,360	9,429	12,873	12,603	15,140	16,250
Number of Full Time Equivalents	4.8	7.8	N/A	5.0	12.0	16.5
Service Requests	108	1,027	750	763	1,531	583
Collection Location:						
Curbside	X	X	X	X	X	X
Back Door					Limited	Limited
Collection Frequency:						
Once a Week	X	X	X	X	X	X
Twice a Week						
Crews:						
City	X	X		X	X	X
Contract			X			
Residential Collection Fees	\$329,613	\$0	\$926,856	\$756,180	\$3,088,560	\$0
Total Cost	\$500,971	\$690,687	\$1,035,185	\$719,233	\$2,335,608	\$1,610,407

CALCULATED BENCHMARKS

WORKLOAD

Tons/1,000 Population	282	346	288	348	573	359
Tons/1,000 Collection Points	864	849	833	1,156	1,641	992

EFFICIENCY

Cost/Ton Collected	\$133	\$86	\$97	\$49	\$94	\$100
Cost/Ton Collected - Curbside	\$133	\$86	\$97	\$49	\$94	\$100
Cost/Ton Collected - Back Door						
Cost/Collection Point	\$115	\$73	\$80	\$57	\$154	\$99
Cost/Collection Point - Curbside	\$115	\$73	\$80	\$57	\$154	\$99
Cost/Collection Point - Back Door						
Tons Collected/FTE (2,080 hrs.)	784	1,026	N/A	2,915	2,070	977

EFFECTIVENESS

Requests Per 1,000 Collect. Points	25	109	58	61	101	36
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Tennessee Municipal Benchmarking Program

7/1/2004 - 6/30/2005

**Residential Refuse Collection and Disposal Performance Data
1/31/06**

CITY DATA

	Franklin	Murfreesboro	Chattanooga
Population	46,416	81,393	155,582
City Area (sq. miles)	38	49	144
City Road Miles	330	474	1,100
Resid. Refuse Collected (Tons)	22,080	31,157	55,186
Residential Collection Points	14,972	35,461	70,000
Number of Full Time Equivalents	19.0	20.9	43.0
Service Requests	700	8,880	7,621
Collection Location:			
Curbside	X	X	X
Back Door		Limited	
Collection Frequency:			
Once a Week	X	X	X
Twice a Week			
Crews:			
City	X	X	X
Contract			
Residential Collection Fees	\$404,244	\$0	\$0
Total Cost	\$2,704,703	\$1,732,305	\$3,667,501

CALCULATED BENCHMARKS

9 City Average

WORKLOAD				
Tons/1,000 Population	476	383	355	379
Tons/1,000 Collection Points	1,475	879	788	1,053
EFFICIENCY				
Cost/Ton Collected	\$122	\$56	\$66	\$89
Cost/Ton Collected - Curbside	\$122	\$56	\$66	\$89
Cost/Ton Collected - Back Door				\$0
Cost/Collection Point	\$181	\$49	\$52	\$96
Cost/Collection Point - Curbside	\$181	\$49	\$52	\$96
Cost/Collection Point - Back Door				\$0
Tons Collected/FTE (2,080 hrs.)	1,162	1,488	1,283	1,463
EFFECTIVENESS				
Requests Per 1,000 Collect. Points	47	250	109	88

CITY OF ATHENS

Residential Refuse Collection and Disposal

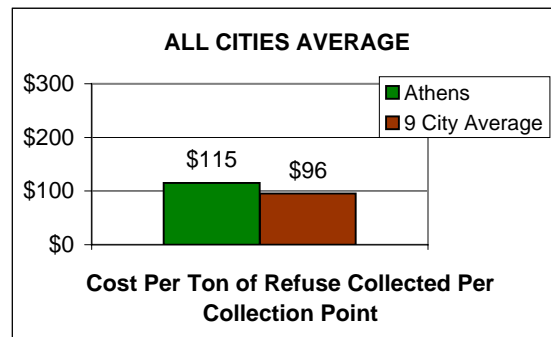
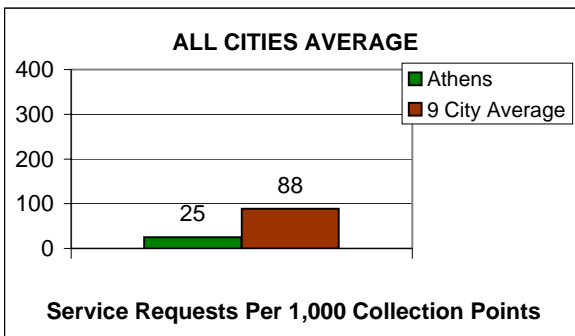
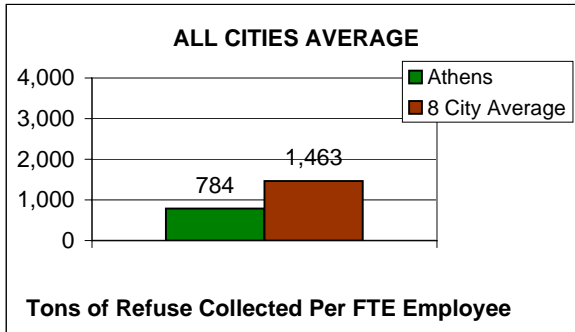
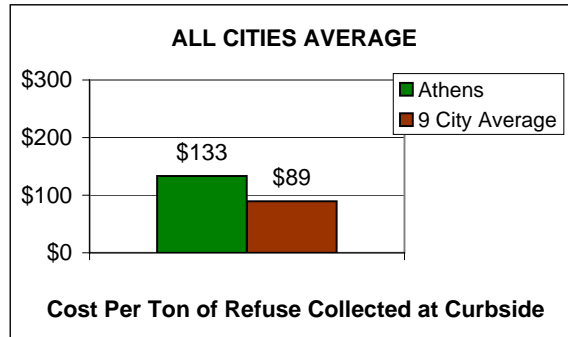
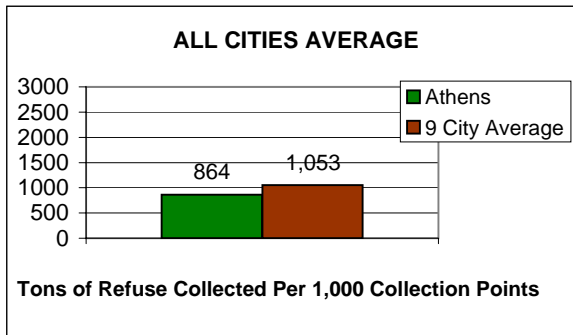
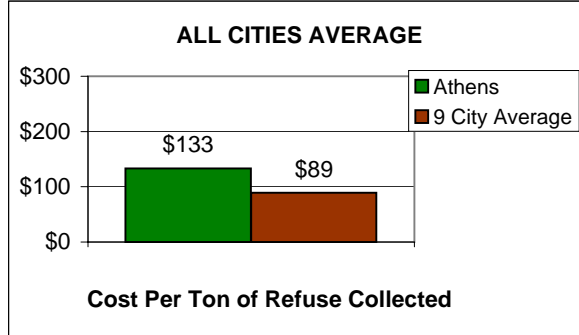
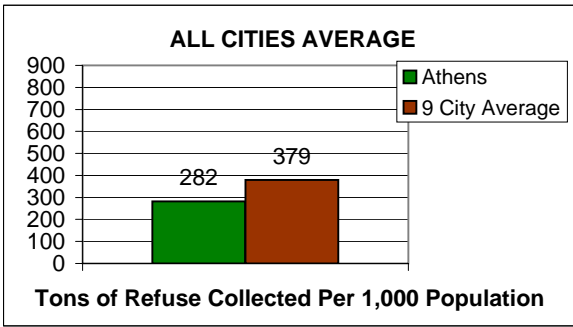
Service Level and Delivery

- The City of Athens uses city crews, with a rear loader and 3 man crew to collect residential refuse weekly at curbside. The city picks up residential refuse 4 days a week with 4.8 FTE's. The other day is used for leaf and brush pickup.
- The city provides a "pride" car service (a big trailer) to any residence at no charge. They utilize 5 trailers and move them every weekday and are available over the weekend. The trailers may be used for any residential refuse except building materials.
- A fee of \$6.50/month funds refuse collection and disposal.
- Refuse is transported by city truck approximately 4.5 one-way miles to a County landfill. They make 4 trips per day to the landfill.
- The tipping fee is \$16.00 per ton.

Conditions Affecting Service, Performance, and Cost

None.

RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES



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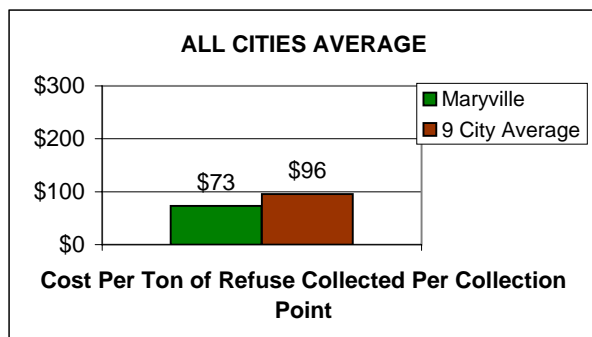
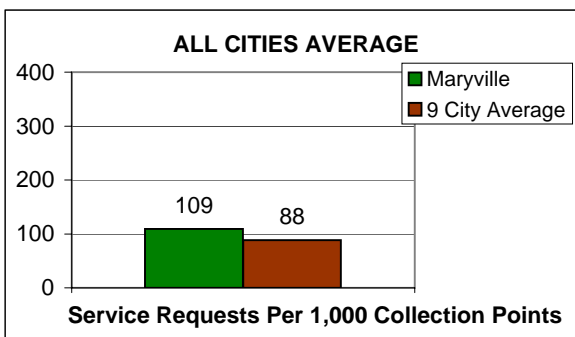
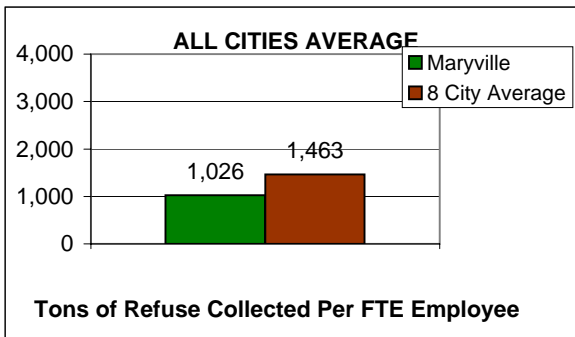
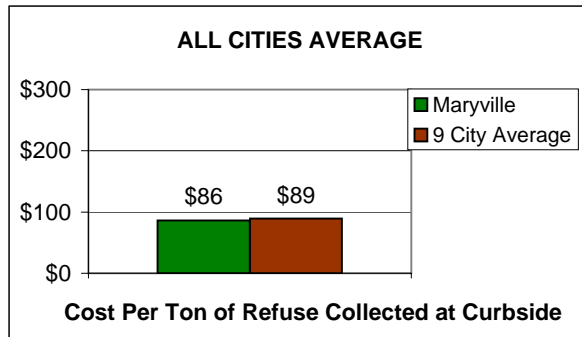
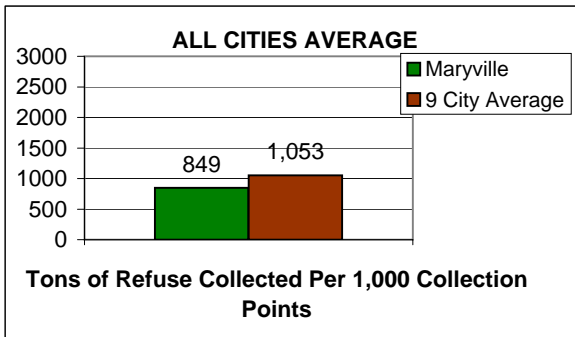
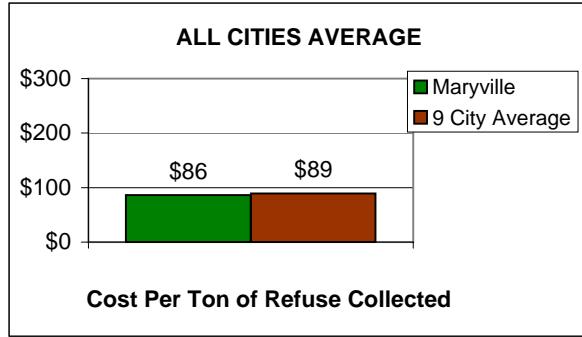
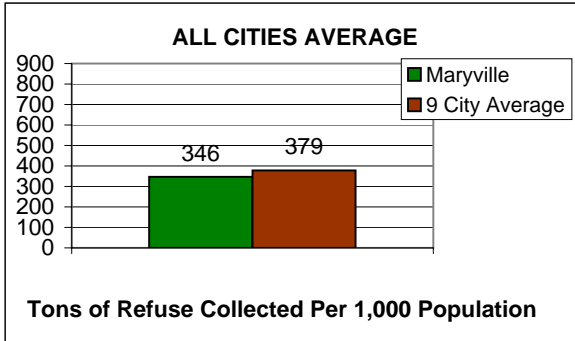
Maryville

Residential Refuse Collection

City Profile	Explanatory Information
Population: 23,120	Service Level and Delivery
Residential Refuse Collected (tons): 8,006	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: 9,429	The City uses rear loading refuse trucks and three men crews on three routes.
Service Requests: 1,027	The trucks average one trip per day to the landfill.
FTE Positions: 7.8	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.

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RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

CITY OF CLEVELAND

Residential Refuse Collection and Disposal

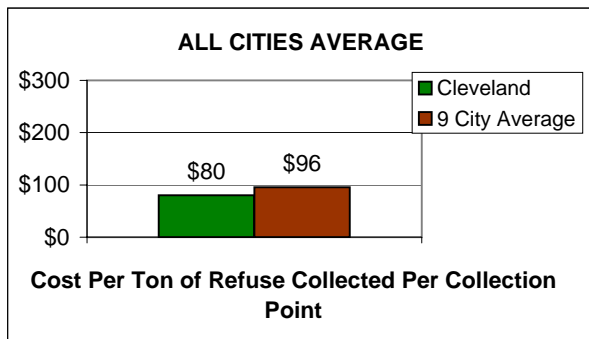
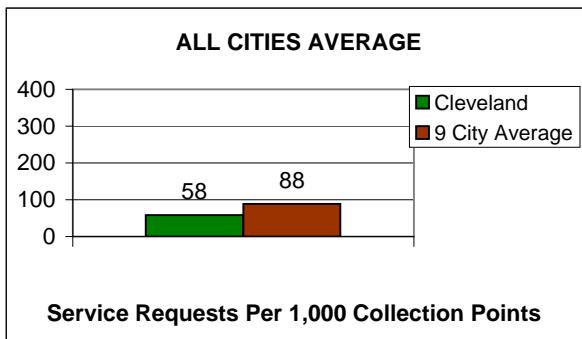
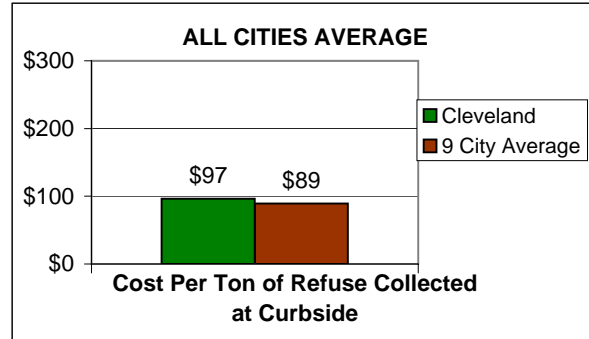
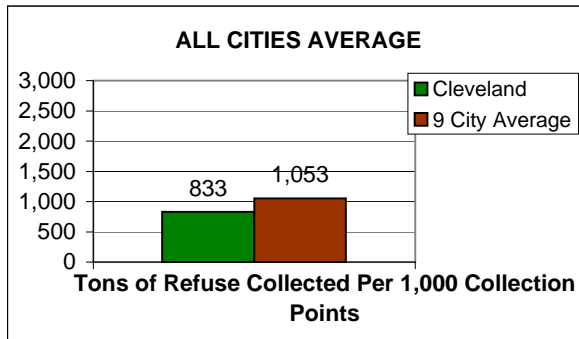
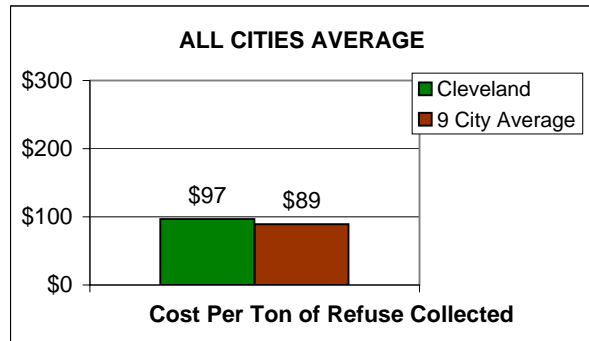
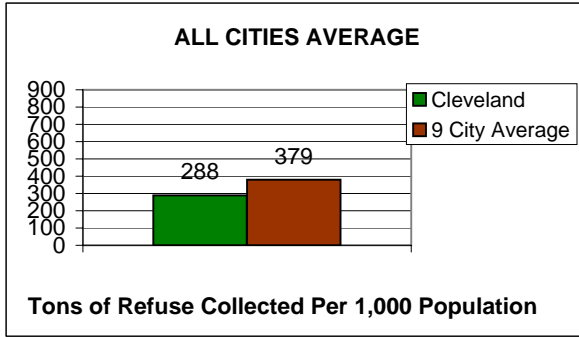
Service Level and Delivery

- The City of Cleveland contracts with Waste Connections of TN, Inc. for once per week curbside collection of residential refuse.
- Backdoor service is provided for handicapped and disabled residents.
- The city does not provide refuse containers.
- The monthly fee of \$6.00 funds the costs of refuse collection and disposal.
- Waste Connections of TN, Inc. transports the waste a one-way distance of 14 miles for disposal at Lead Mine Landfill.

Conditions Affecting Service, Performance, and Cost

- The city closely monitors contractor performance and promptly handles complaints.
- Since standard carts are not used, the contractor uses rear-loading collection vehicles. Rear-loaders are less efficient than fully automated side loaders. However, standardized carts must be used with fully automated side-loaders.
- The city also contracts with Waste Connections of TN, Inc. to provide refuse collection for commercial customers.

RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

CITY OF COLLIERVILLE

Residential Refuse Collection and Disposal

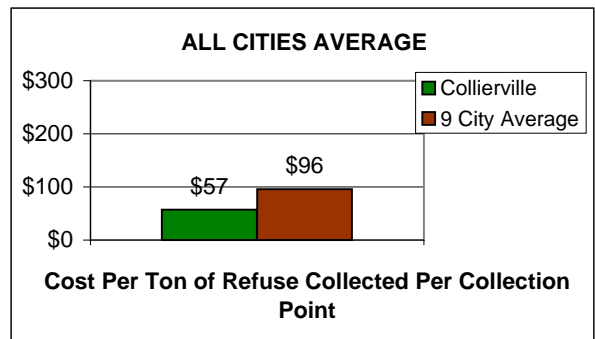
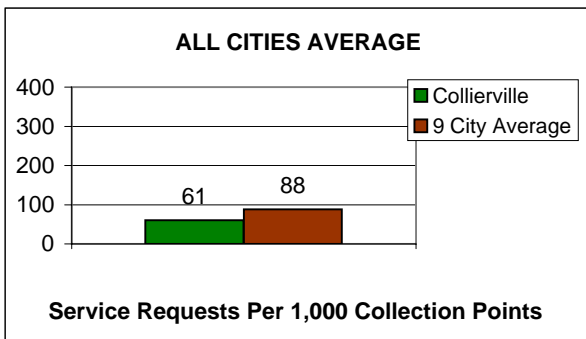
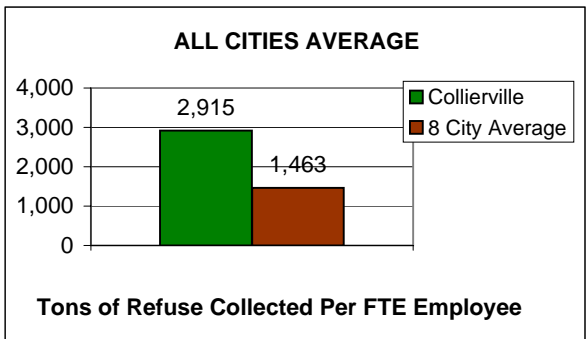
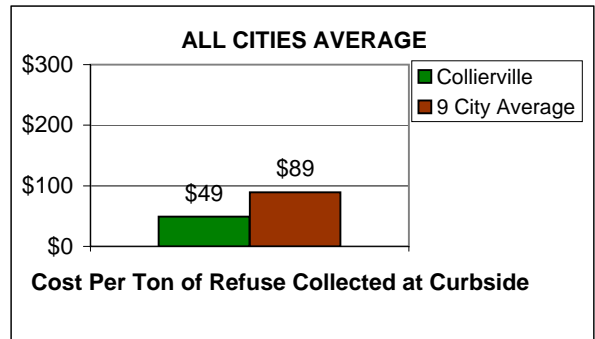
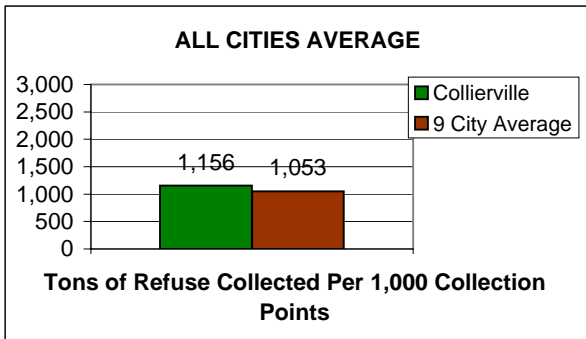
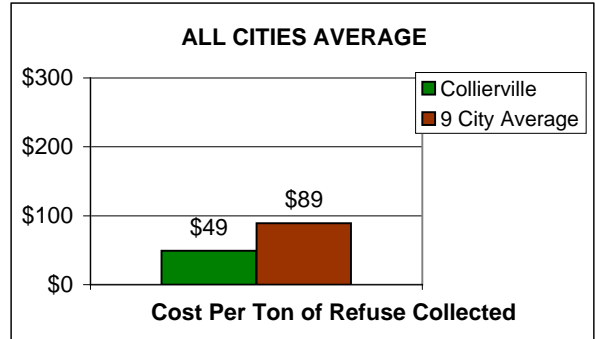
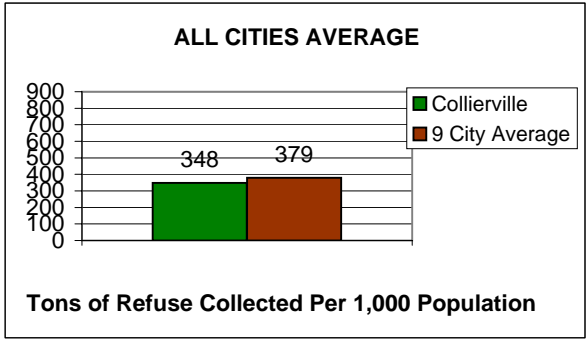
Service Level and Delivery

- The City of Collierville uses city crews, standard 90-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside.
- A fee of \$15/month funds refuse collection and disposal as well as collection of brush and bulky items.
- 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 Connection, Inc., Walnut, Mississippi

Conditions Affecting Service, Performance, and Cost

- The department collects refuse in four nine-hour workdays, Monday-Thursday and 4 hours on Fridays.
- Use of fully automated side loaders has allowed the department to absorb growth without adding staff.

RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

CITY OF BARTLETT

Residential Refuse Collection and Disposal

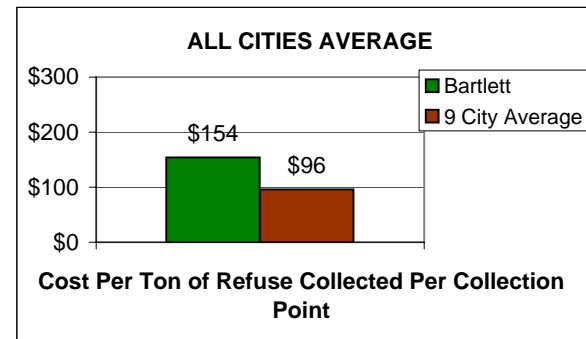
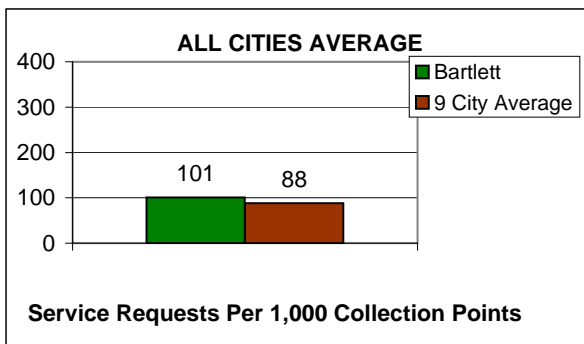
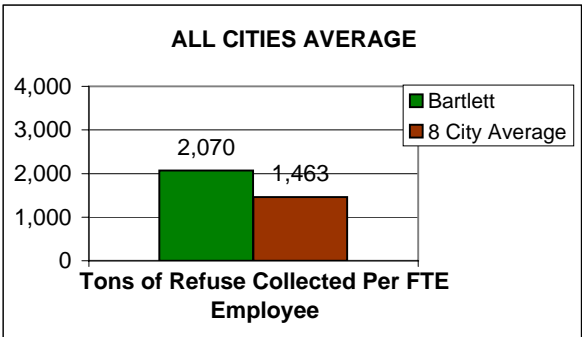
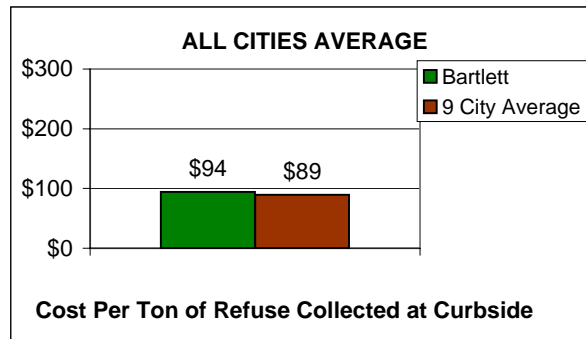
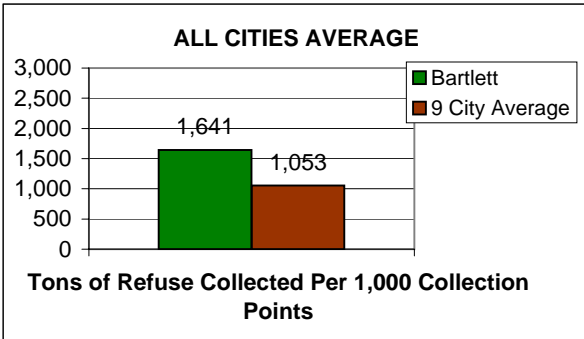
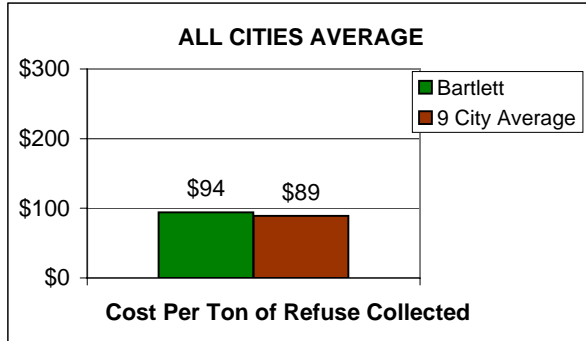
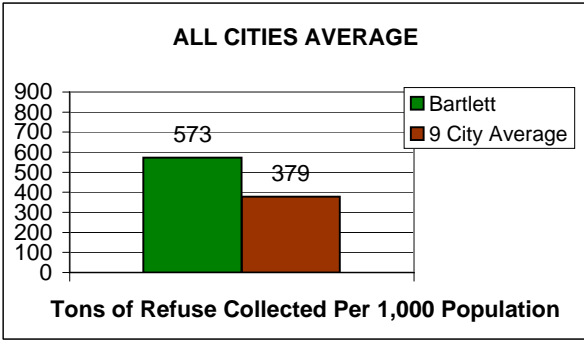
Service Level and Delivery

- The City of Bartlett uses city crews, standard 90-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside.
- Backdoor service is provided for elderly and handicapped residents.
- A fee of \$19/month funds refuse collection and disposal as well as collection of brush and bulky items.
- Refuse is disposed at a city-owned transfer station. Then refuse is transported by the city approximately 13 one-way miles to a BFI landfill.

Conditions Affecting Service, Performance, and Cost

- The number of customers are growing at about 30/month.
- Use of fully automated side loaders has allowed the department to absorb growth without adding staff.

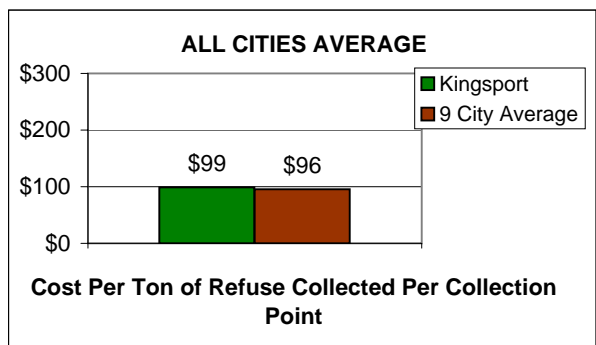
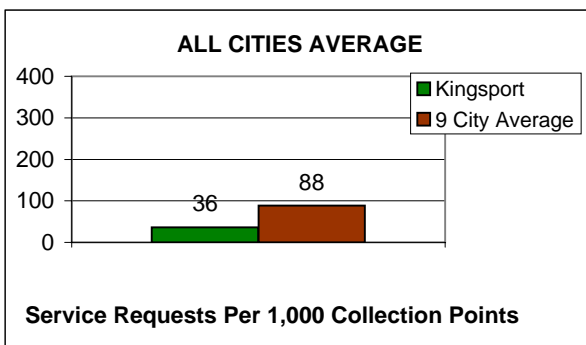
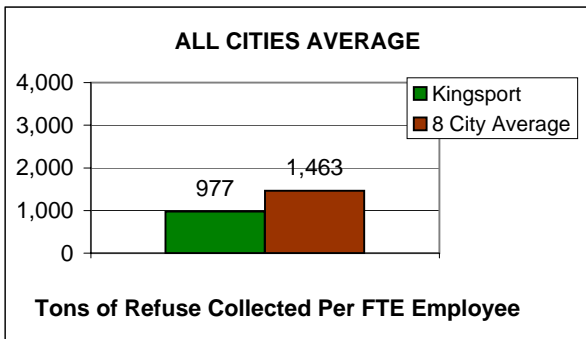
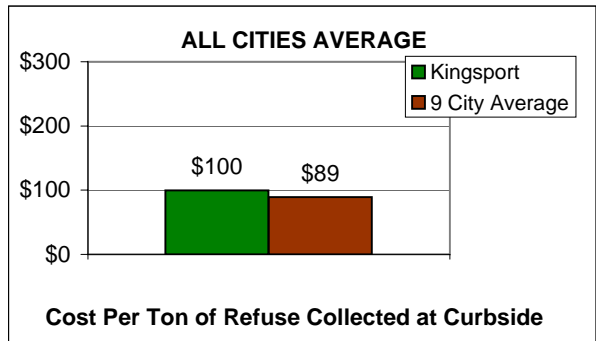
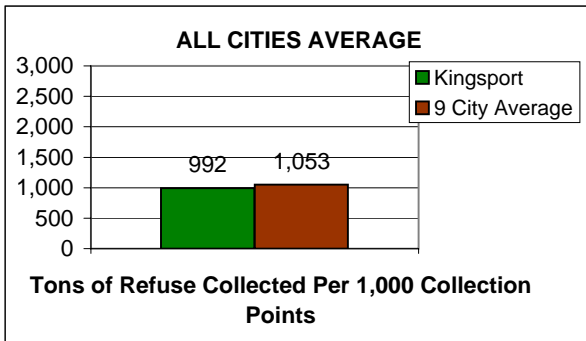
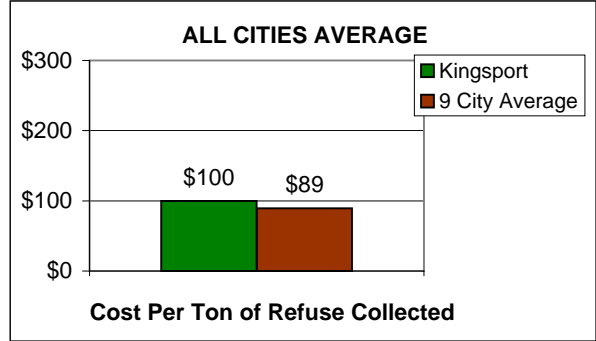
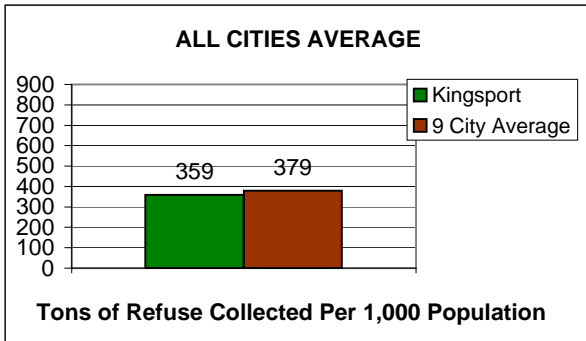
RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

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): 16,125	There is no fee for curbside refuse collection and disposal. Customers provide containers.
Residential Collection Points: 16,250	Refuse is disposed at a county-owned transfer station. The one-way haul distance is approximately 5 miles.
Service Requests: 583	
FTE Positions: 16.5	Conditions Affecting Service, Performance, and Cost
	Re-designed collection routes resulted in the reduction of alley collections.

RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES



City of Franklin Residential Refuse Collection and Disposal

The City of Franklin uses city crews and 96-gallon carts to collect residential refuse weekly. Most residential refuse is collected by fully automated sideloaders. However, rear-end loaders are used to collect residential refuse in the immediate area surrounding the Central Downtown Business District. Mini packers are used to collect waste from residences unserviceable by standard means. Each home is eligible for six services per week: 1) containerized, 2) excess waste, 3) yard waste, 4) bulky waste, 5) brush and tree waste, and 6) white goods.

Residential customers pay \$2.75 per container per month to cover disposal costs only, with the fee being billed on the water utility bill. The City furnishes one roll out container for each home. If additional containers are needed, they may be purchased for \$75.00 per container.

Separated into four divisions, the department provides collection, disposal, fleet maintenance and consulting services to all departments within the City. The department's fleet maintenance division repairs all solid waste equipment and provides maintenance and repair of other City equipment on an "as-needed" basis. The City also operates a 500-ton per day transfer station. The City carries all waste from the transfer station to the Cedar Hill Landfill operated by Waste Management. The landfill is located in Lewisburg, TN, approximately 42 miles one way.

The City of Franklin has a fringe benefit program that is beneficial to its employees.

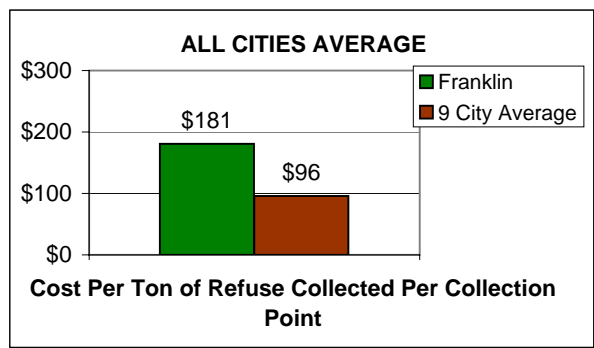
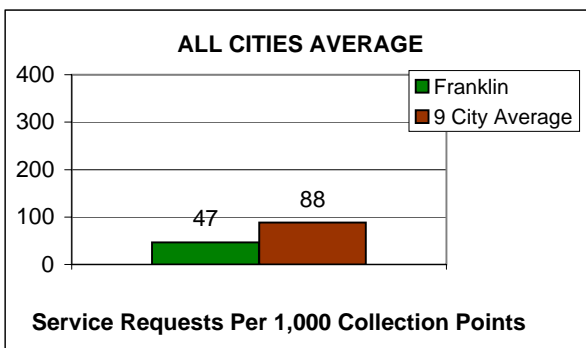
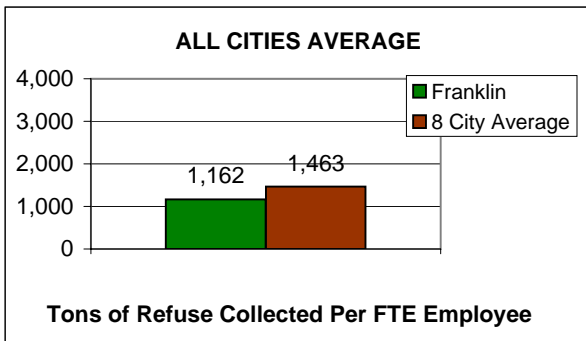
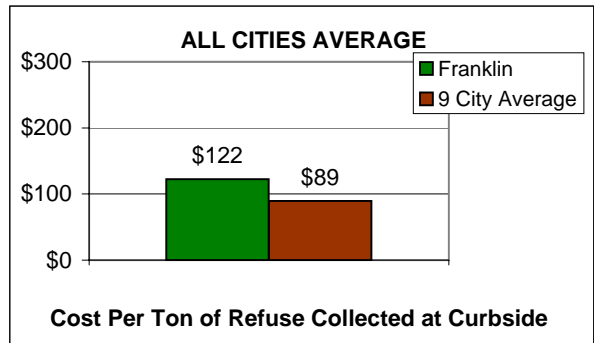
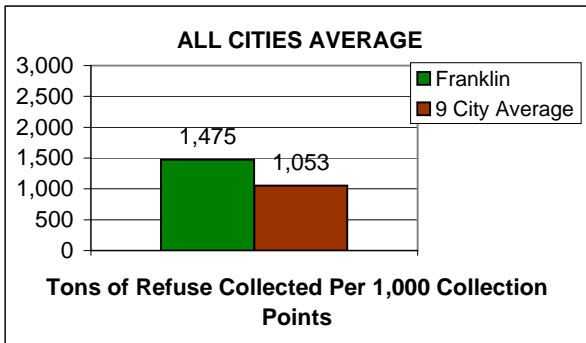
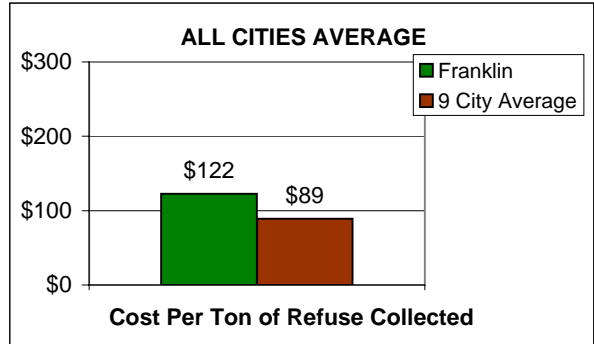
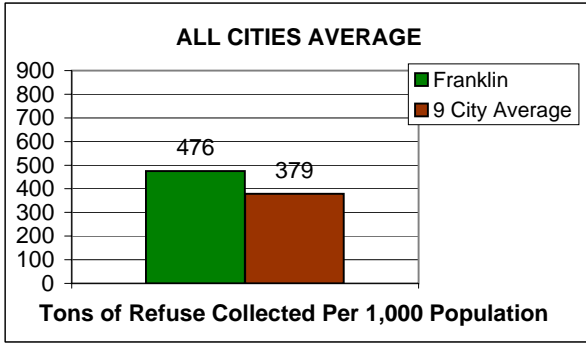
Franklin revised its pension formula in 2003 to a level that is 33% higher than the Tennessee Consolidated Retirement System. Additionally, Franklin adopted a "25 and out" program that provides full benefits after 25 years of service, regardless of retirement age. Those changes increased pension contributions by the City to 22% of covered payroll.

The City also provides comprehensive medical insurance to employees. The City requires employees to pay 8% of individual coverage and 12% of family coverage premiums. Other benefits, such as blanket life insurance and dental coverage, are provided at low cost or no cost to employees.

For FY06, the employee benefits totaled 43.2% of wages in the General Fund.

TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

MURFREESBORO

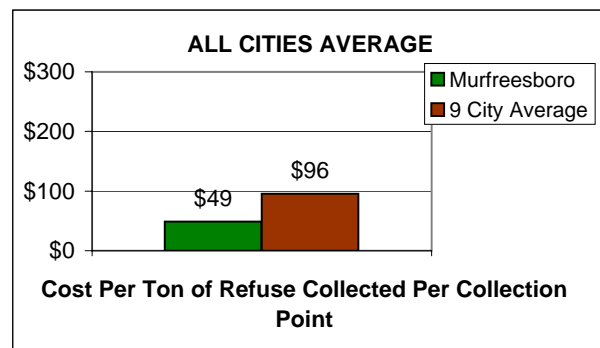
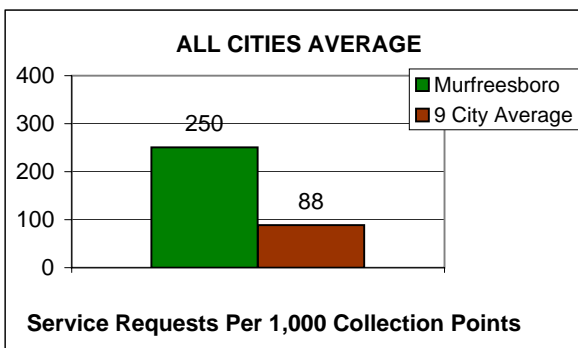
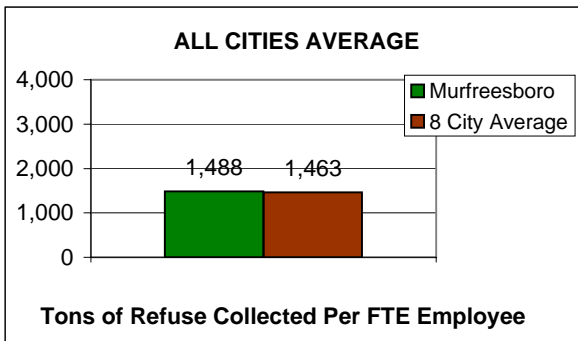
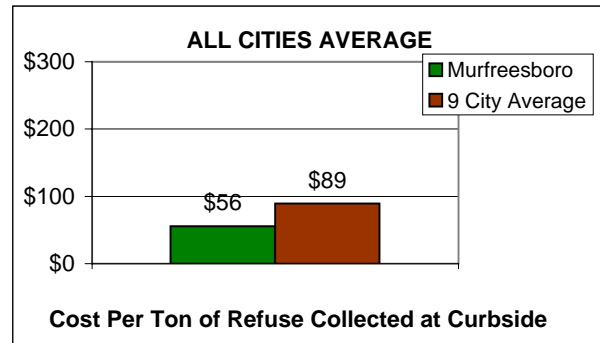
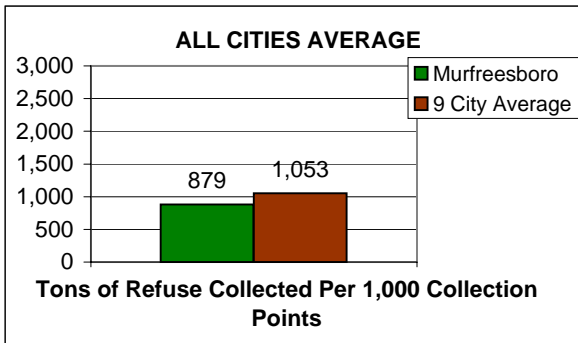
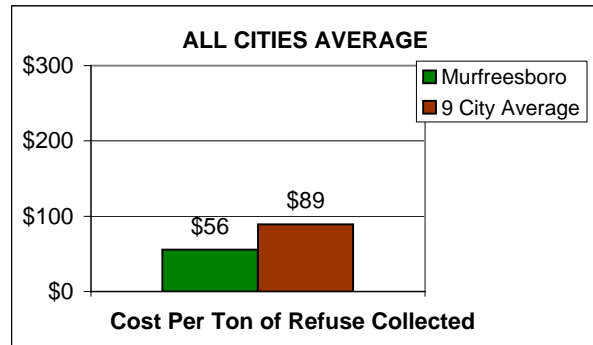
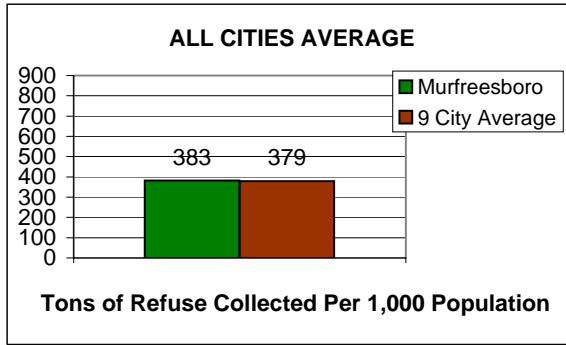
Residential Refuse Collection and Disposal

- The City of Murfreesboro residents pay for Solid Waste services through local taxes so there is no monthly bill for service.
- The City of Murfreesboro provides once per week curbside collection of residential refuse by city crews.
- Limited backdoor pickup is available in special circumstances.
- The City of Murfreesboro provides a 96-gallon cart to each single family household free of charge.

Conditions Affecting Service, Performance, and Cost

- This standardization of container allows for the use of high efficiency equipment and less manpower.

RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

Chattanooga

Residential Refuse Collection and Disposal

City Profile

Explanatory Information

Population:	155,582
Residential Refuse Collected (tons):	55,186
Residential Collection Points:	70,000
Service Requests:	7,621
FTE Positions:	43.0

Service Level and Delivery

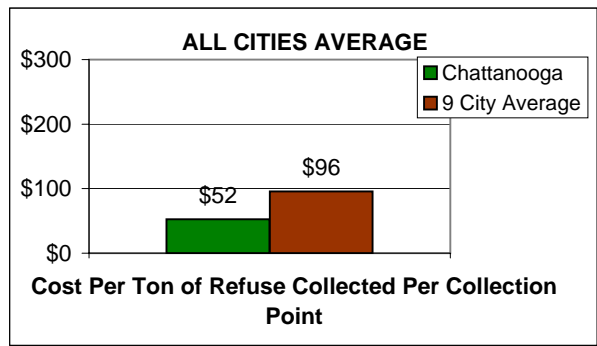
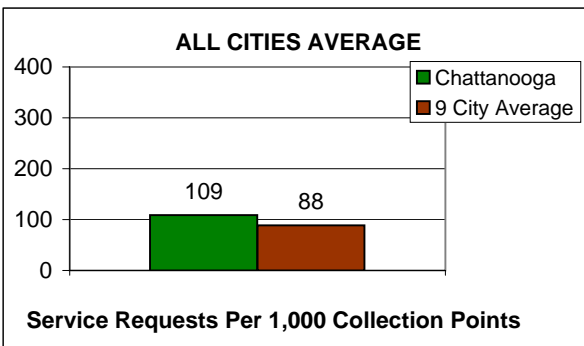
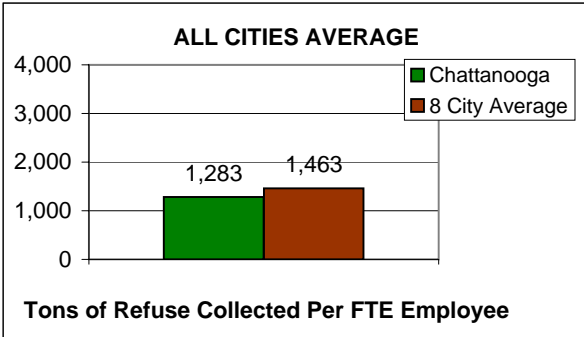
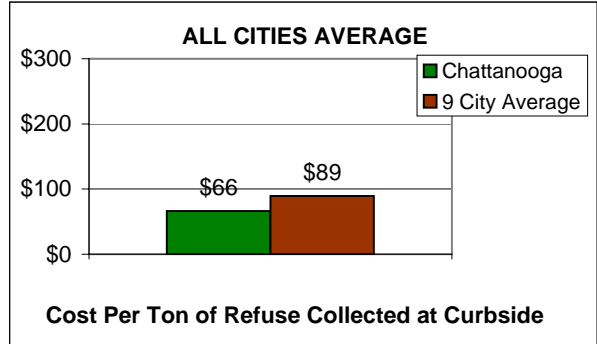
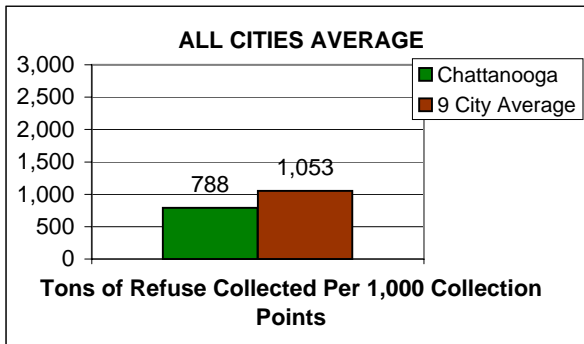
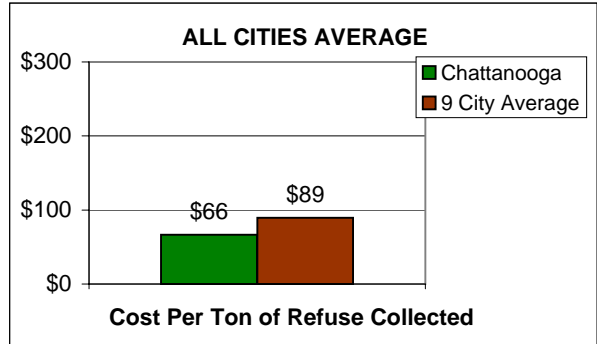
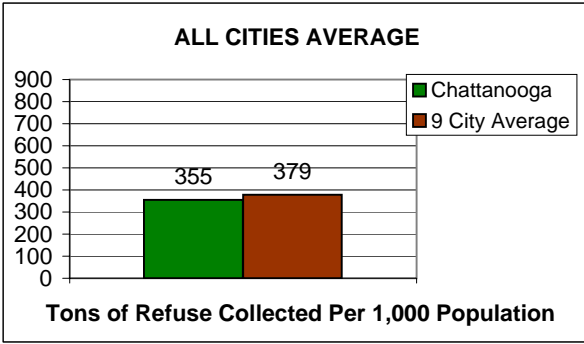
The City of Chattanooga collects residential refuse once per week at the curb. At the door pickup is provided for handicapped and disabled citizens. The city uses primarily fully automated refuse trucks with a one man crew, one semi-automated refuse truck with a two man crew, and one conventional rear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

RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

POLICE SERVICES

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2005 ANNUAL REPORT

Police Service – Service Definition and Terms Used

Police Service Definition

Police Services consists 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.

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.

TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

Tennessee Municipal Benchmarking Program

7/1/2004 - 6/30/2005

Police Performance Data

1/31/06

Cities By Increasing Population

Athens Maryville Brentwood Cleveland Collierville Bartlett

Population	13,334	23,120	30,617	37,192	41,923	43,354
City Area (sq. miles)	15	14	41	26	29	23
City Road Miles	146	163	225	268	272	221
Calls Actually Dispatched	34,062	32,997	24,257	67,048	36,472	25,141
TIBRS Type A Crimes *	2,268	1,456	923	1,333	1,729	5,541
TIBRS Type B Crimes *	236	256	466	2,274	889	789
# of FTE'S	34	41	55	102	122	101
# of Support Personnel	2	4	3	12	11	8
# of Budgeted Certified Positions	31	0	56	0	0	90
Traffic Accidents	920	1,706	750	3,082	994	1,255
Public Property Accidents	686	1,288	672	2,207	806	908
Public Property Accidents w/Injury	176	248	151	363	180	138
Motor Driven Police Vehicles	20	56	60	110	59	98
Alarm Calls	1,249	2,480	3,423	3,116	2,961	4,131
Total Cost	\$1,918,055	\$3,827,425	\$5,016,735	\$7,307,773	\$6,463,339	\$7,927,634

CALCULATED BENCHMARKS

WORKLOAD

Cost/1,000 pop.	\$143,847	\$165,546	\$163,855	\$196,488	\$154,172	\$182,858
Type A & B Crimes/1,000 pop.*	188	74	45	97	62	146
FTE's/1,000 pop.	2.53	1.79	1.79	2.74	2.91	2.33
FTE's/road mile	0.23	0.25	0.24	0.38	0.45	0.46
FTE's/square mile	2.28	2.95	1.35	3.92	4.21	4.39
Accidents/Road Mile	4.70	7.90	2.99	8.24	2.97	4.11

EFFICIENCY

Cost/FTE's	\$56,747	\$92,674	\$91,296	\$71,645	\$52,978	\$78,491
Cost/dispatched call	\$56	\$116	\$207	\$109	\$177	\$315
Dispatched Calls/FTE's	1008	799	441	657	299	249

EFFECTIVENESS

Traffic Injury/ Accidents	25.7%	19.3%	22.5%	16.4%	22.3%	15.2%
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* The validity of these numbers is questionable.

**Tennessee Municipal Benchmarking Program
Police Performance Data 7/1/2004 - 6/30/2005**

1/31/06

Kingsport Franklin Murfreesboro Clarksville Chattanooga

Population	44,905	46,416	81,393	103,455	155,554
City Area (sq. miles)	45	38	49	100	144
City Road Miles	423	330	515	638	1,100
Calls Actually Dispatched	42,428	43,658	70,617	128,417	146,199
TIBRS Type A Crimes *	9,939	1,941	10,299	11,082	22,822
TIBRS Type B Crimes *	2,417	468	3,153	1,326	869
# of FTE'S	121	152	203	285	623
# of Support Personnel	33	27	40	53	179
# of Budgeted Certified Positions	0	124	163	0	0
Traffic Accidents	3,302	2,124	5,121	6,548	0
Public Property Accidents	2,423	2,124	4,133	3,062	12,648
Public Property Accidents w/Injury	645	362	1,015	1,059	N/A
Motor Driven Police Vehicles	113	126	173	293	480
Alarm Calls	3,018	3,215	10,545	10,660	12,912
Total Cost	\$7,765,451	\$10,539,148	\$15,493,427	\$16,939,379	\$38,798,808

CALCULATED BENCHMARKS

11 City Average

WORKLOAD

Cost/1,000 pop.	\$172,931	\$227,059	\$190,353	\$163,737	\$249,423	\$182,752
Type A & B Crimes/1,000 pop.*	275	52	165	120	152	125
FTE's/1,000 pop.	2.69	3.26	2.49	2.75	4.01	2.66
FTE's/road mile	0.29	0.46	0.39	0.45	0.57	0.38
FTE's/square mile	2.69	4.00	4.14	2.85	4.33	3.37
Accidents/Road Mile	5.73	6.44	8.03	4.80	11.50	6.13

EFFICIENCY

Cost/FTE's	\$64,177	\$69,565	\$76,322	\$59,436	\$62,277	\$70,510
Cost/dispatched call	\$183	\$241	\$219	\$132	\$265	\$184
Dispatched Calls/FTE's	351	288	348	451	235	466

EFFECTIVENESS

Traffic Injury/ Accidents	26.6%	17.0%	24.6%	34.6%	N/A	22.42%
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* The validity of these numbers is questionable.

ATHENS

Police Service

Service Level And Delivery

Athens operates a full-service police department including community service programs. They do not have school resource officers or dogs.

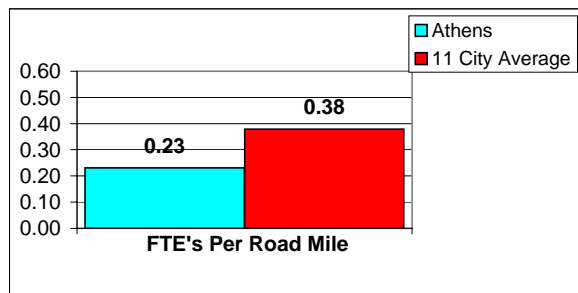
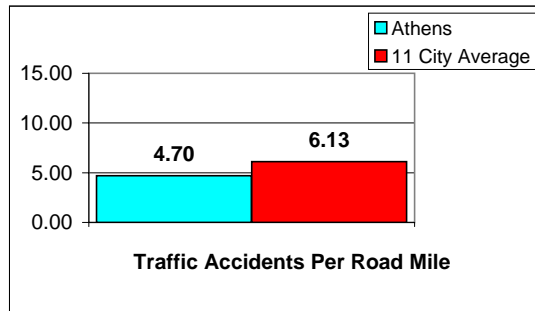
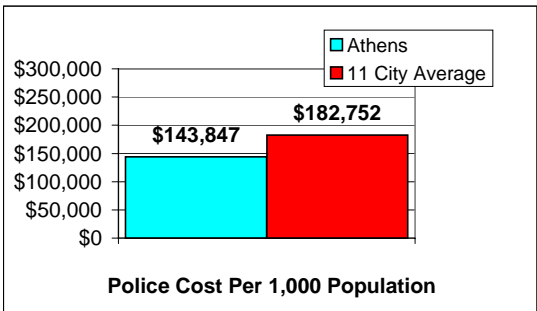
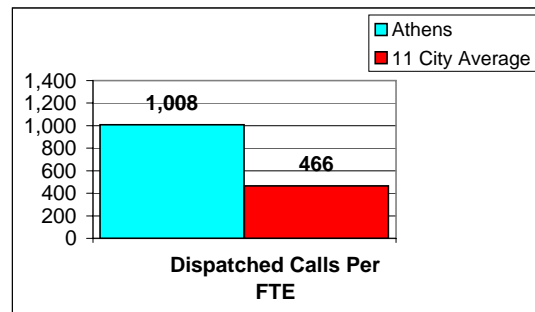
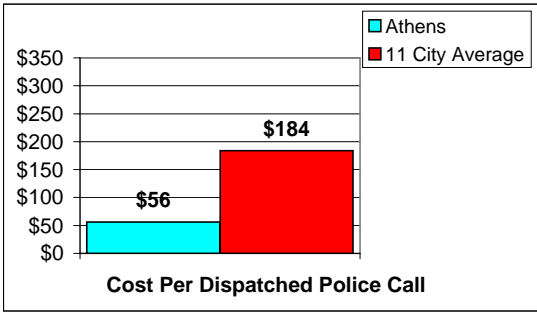
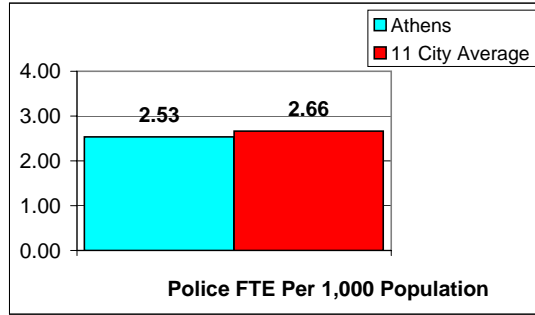
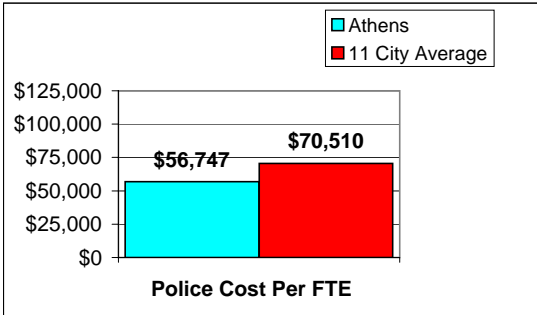
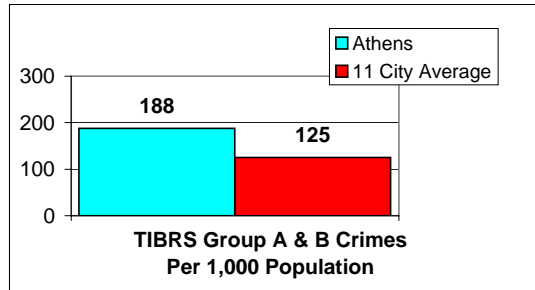
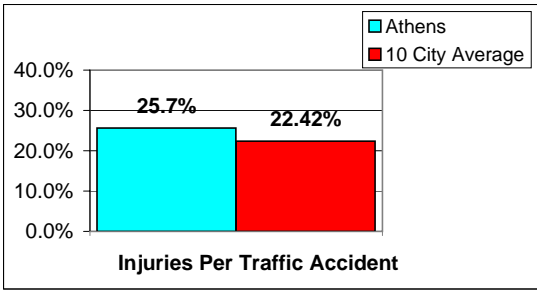
For the purpose of this report, the police department includes administration, patrol and criminal investigations. The police department headquarters is part of the city's municipal building.

Officers work eight hour shifts and are generally scheduled to work 40 hours per week. Court appearances are extra work often beyond the 40-hour workweek. The department does not have a "take-home" car program.

Conditions Affecting Service, Performance, And Cost

The police department has a policy to engage the public. Their dispatched calls includes officer initiated contacts.

POLICE - ALL CITIES



MARYVILLE

Service Level and Delivery

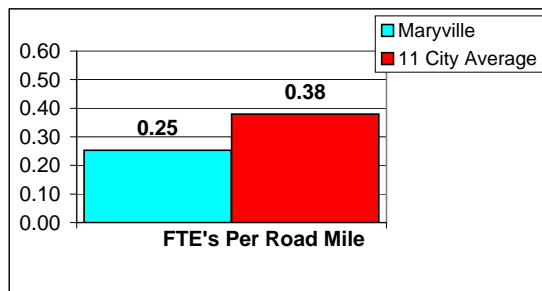
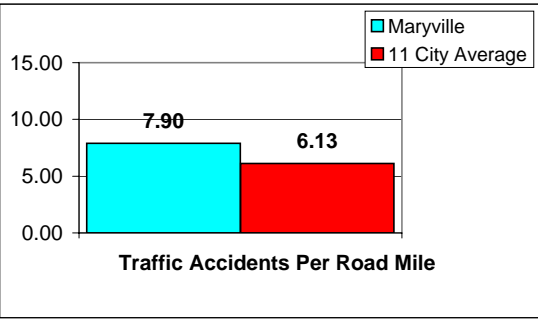
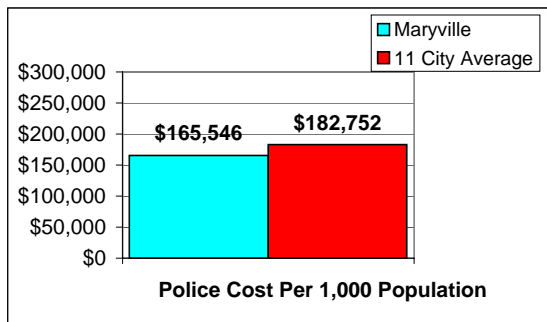
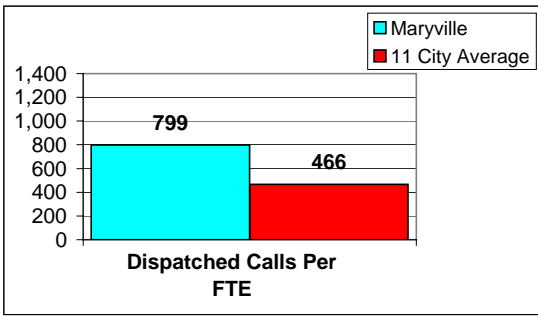
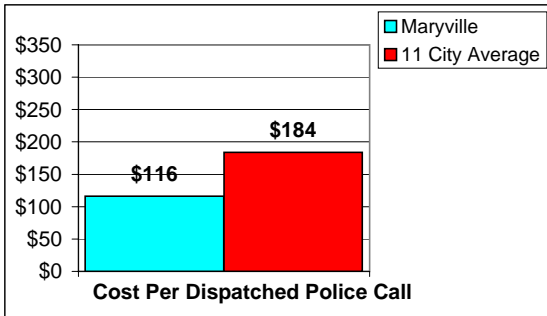
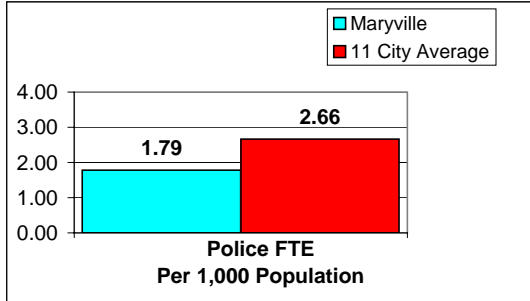
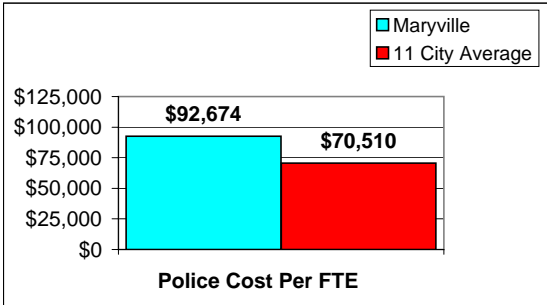
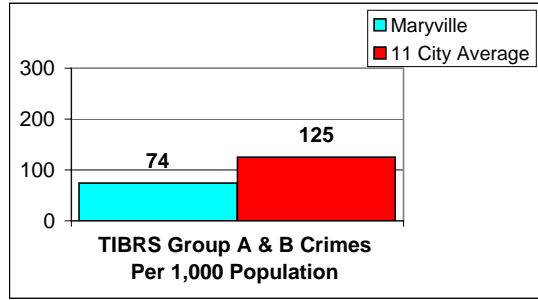
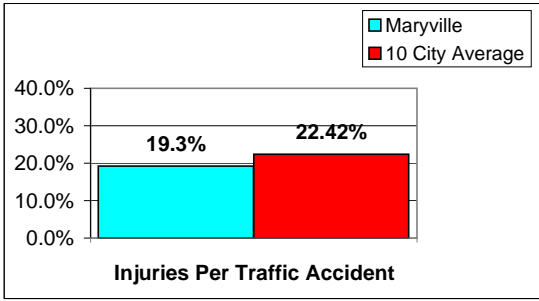
Maryville operates a full-service police department, including school resource officers and community precinct officers. The department currently operates out of the Blount County Sheriff's Department complex, due to ongoing renovation of the police headquarters and city hall. The department maintains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

POLICE - ALL CITIES



BRENTWOOD

Service Level And Delivery

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

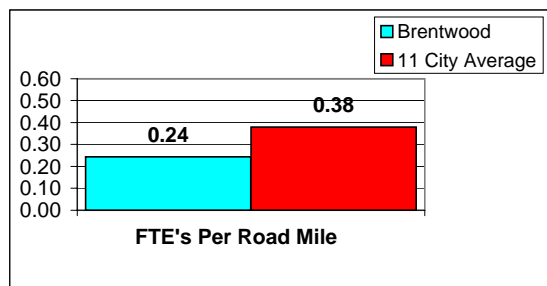
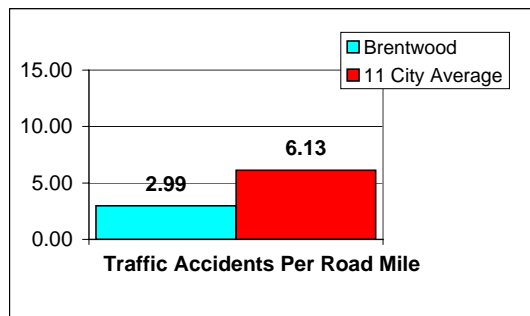
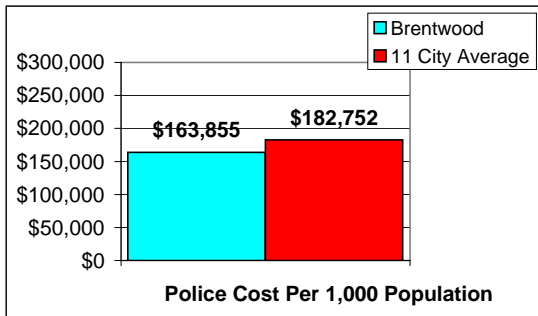
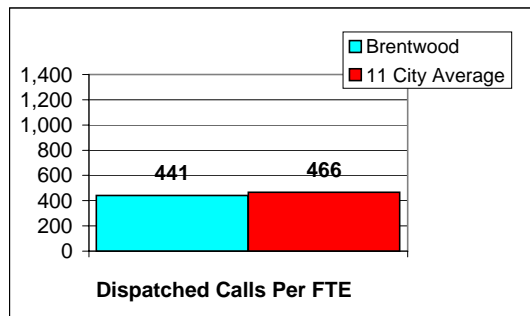
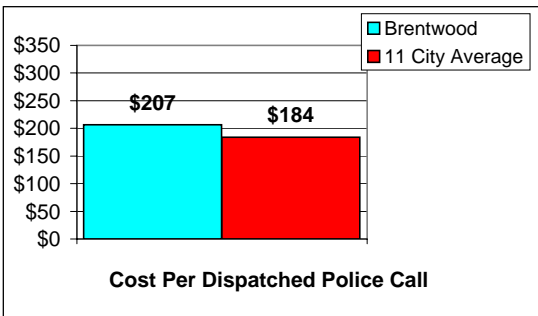
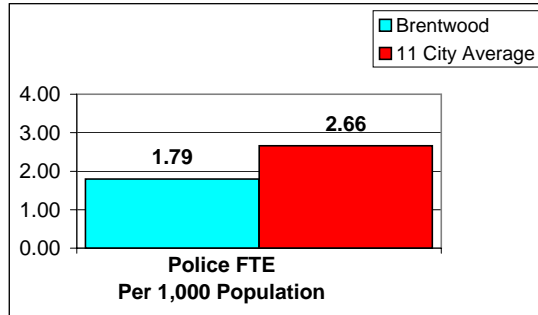
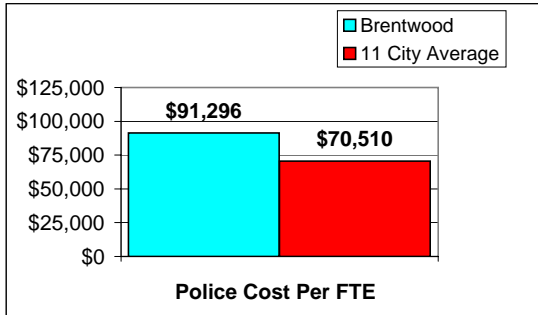
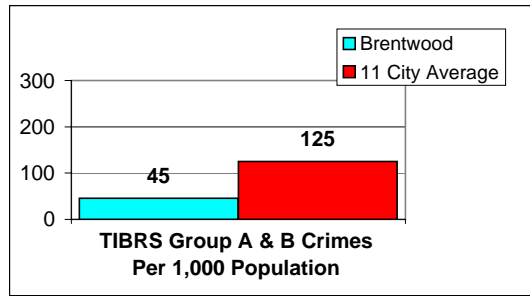
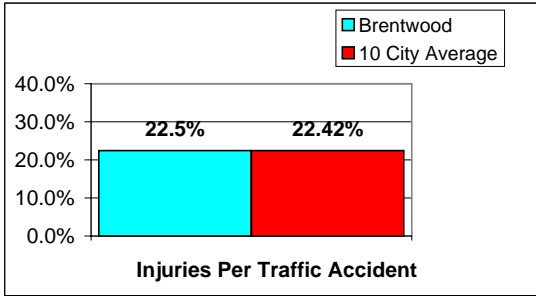
For the purpose of this report, the police department includes administration, patrol and criminal investigations. The department has an in-house dispatch operation, but that unit is not included in this report. The police department headquarters is part of the city's municipal building.

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

Conditions Affecting Service, Performance, And Cost

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

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.

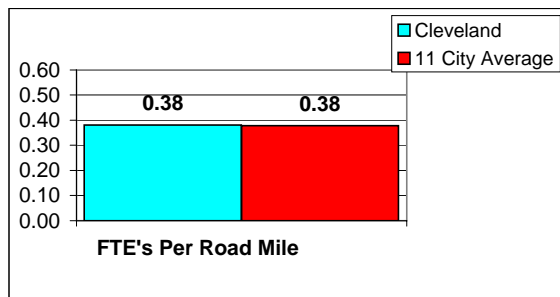
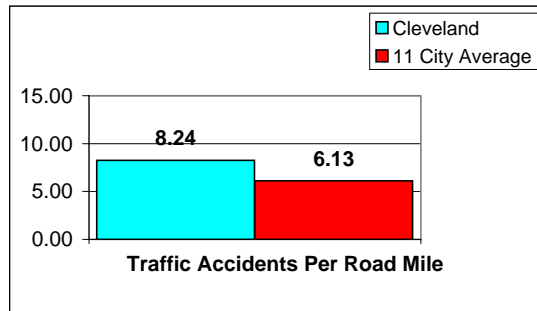
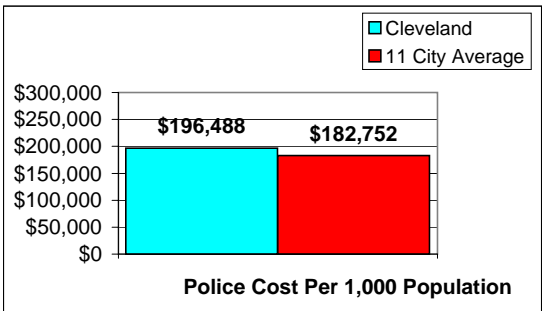
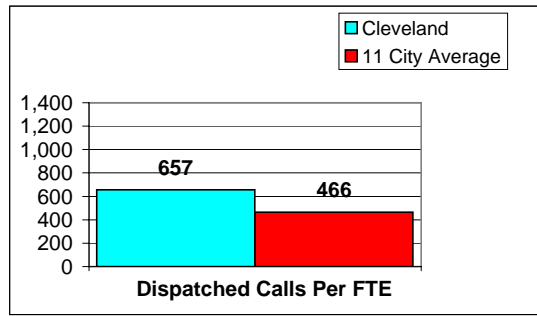
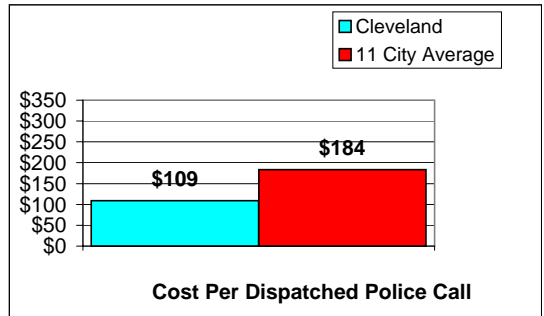
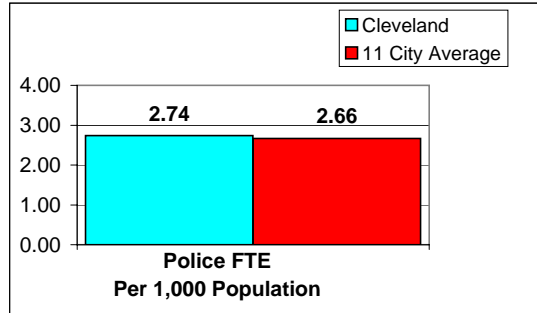
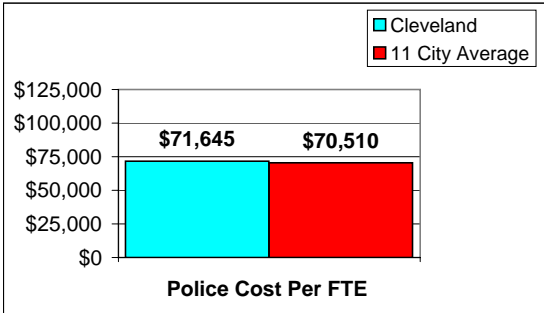
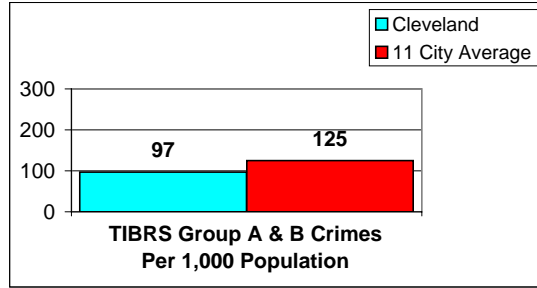
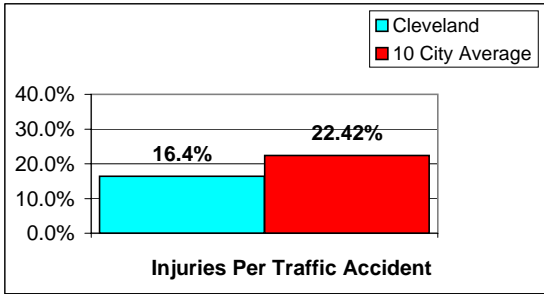
The department operates a police headquarters separate from the city municipal building. The department provides take-home vehicles for all but a few police officers.

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



COLLIERVILLE

Service Level and Delivery

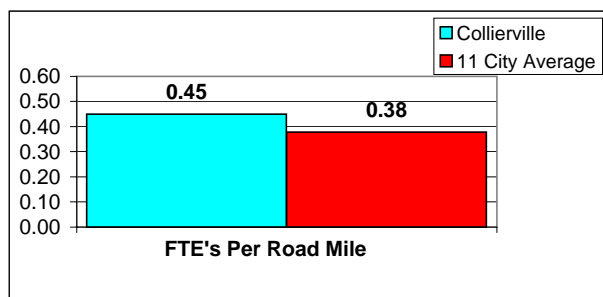
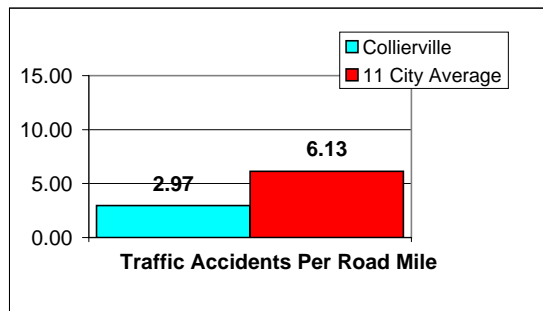
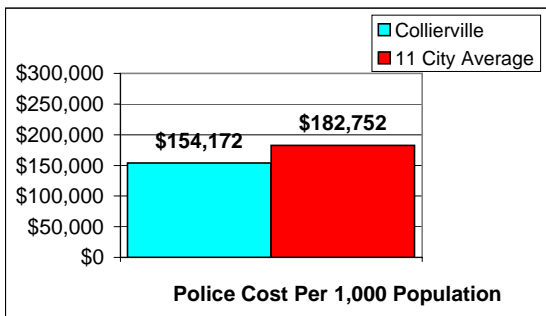
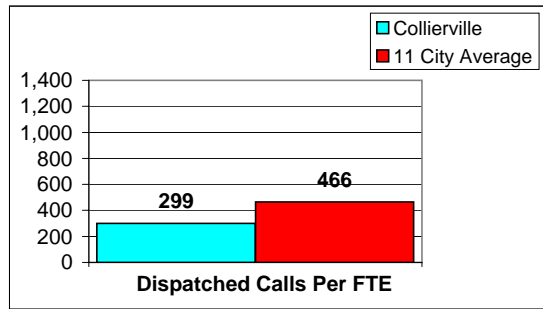
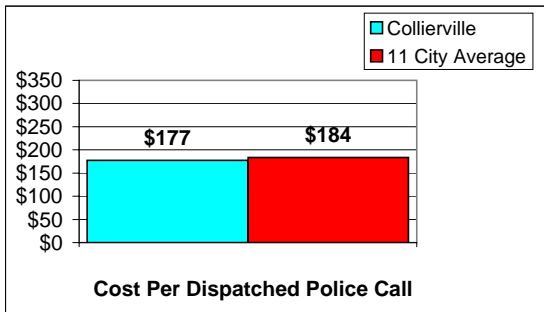
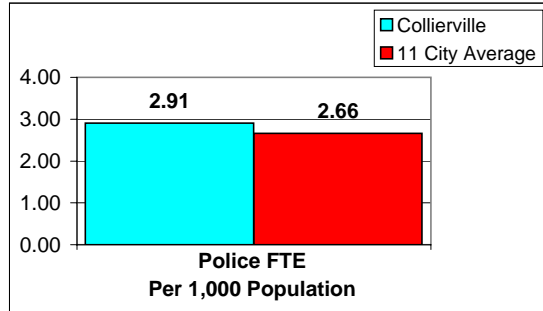
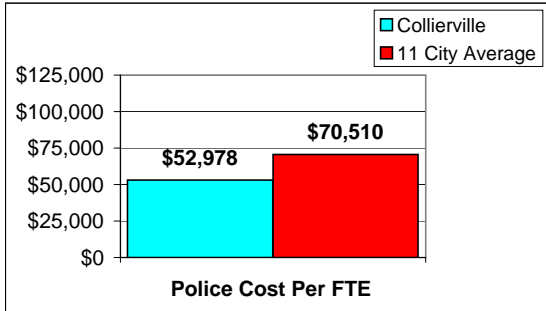
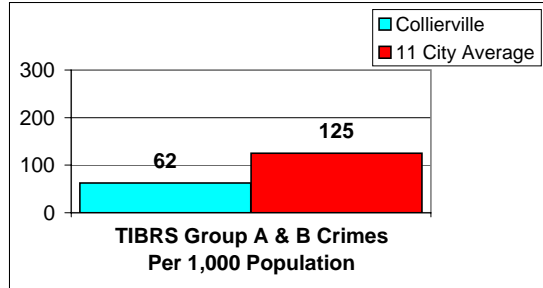
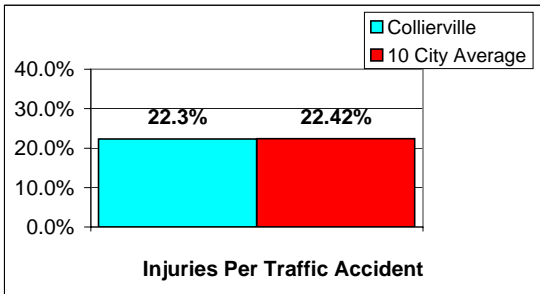
Collierville operates a full-service police department, including DARE, traffic officers and community relations officers.

The police department maintains a headquarters in the city hall building and operates a municipal jail. For the purpose 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



BARTLETT

Service Level and Delivery

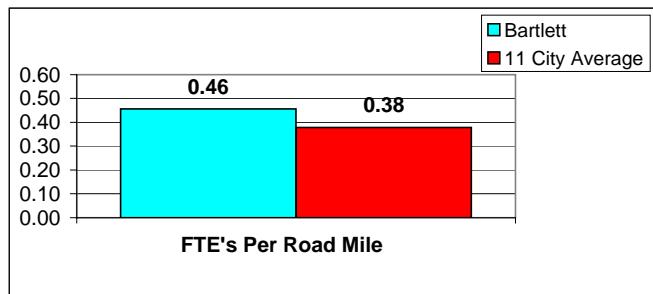
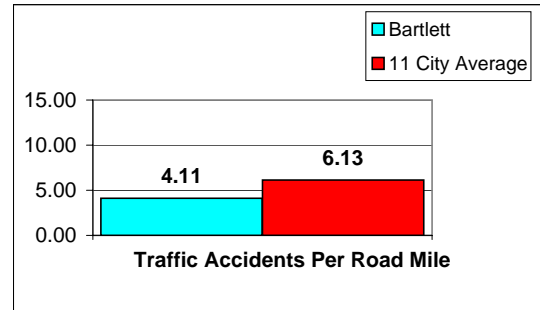
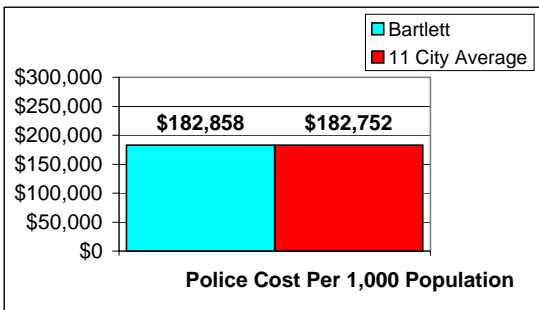
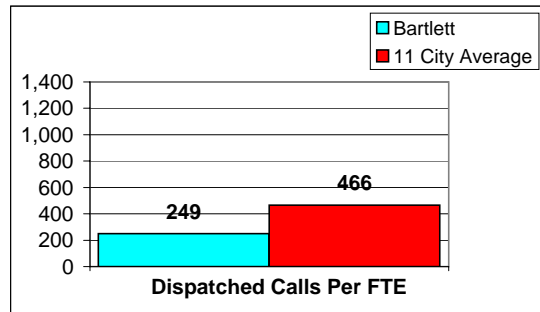
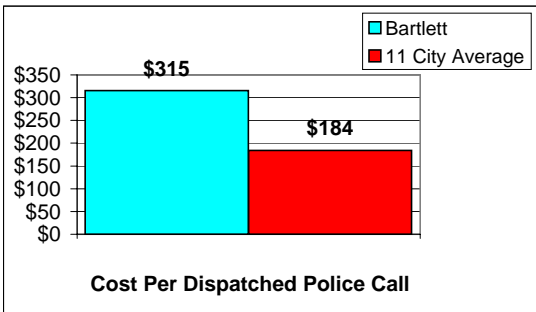
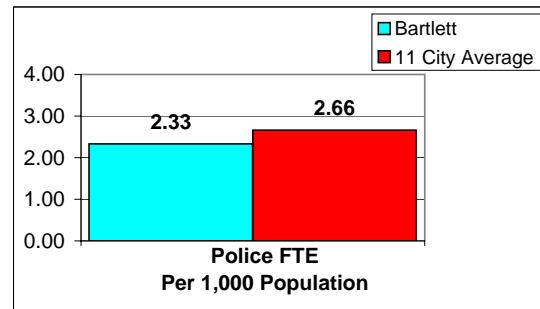
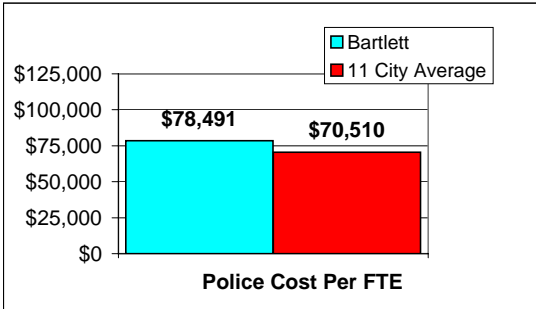
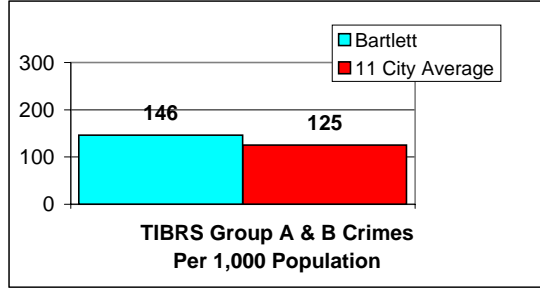
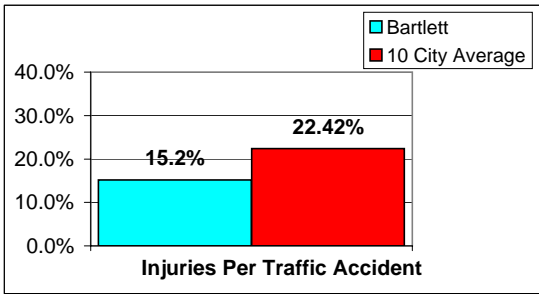
Bartlett operates a full-service police department, including DARE, traffic officers and community relations officers.

The police department maintains a headquarters separate from the city hall building and operates a municipal jail. For the purpose 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 retail development and multiple interstate exits.

POLICE - ALL CITIES



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 purpose of this study, dispatch and jail functions will not be addressed in this report.

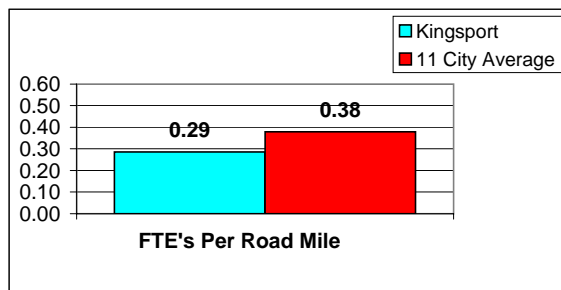
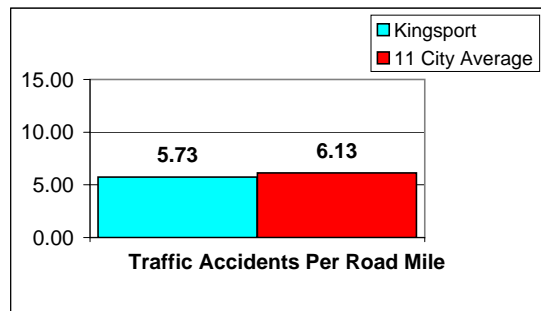
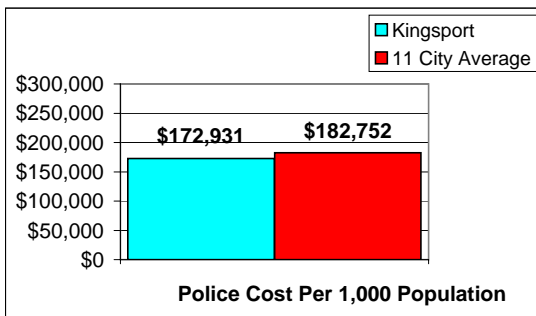
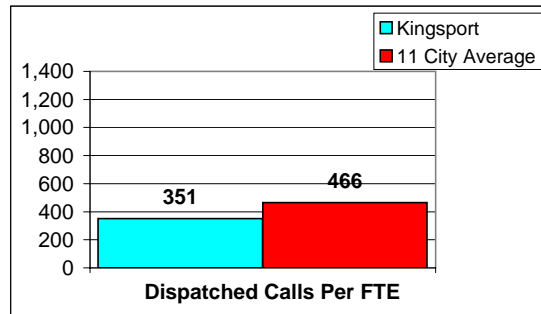
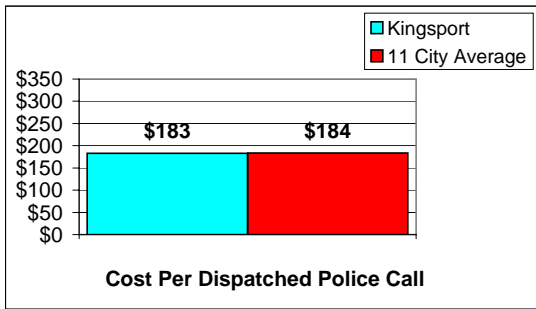
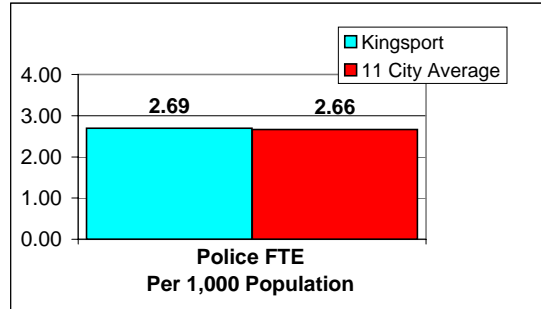
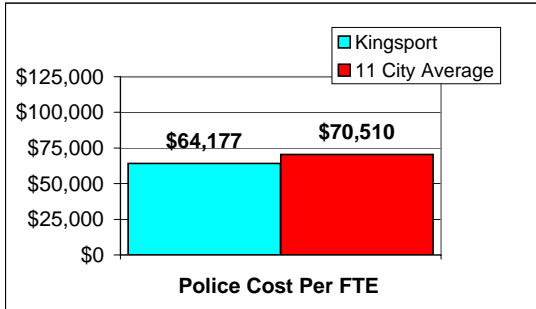
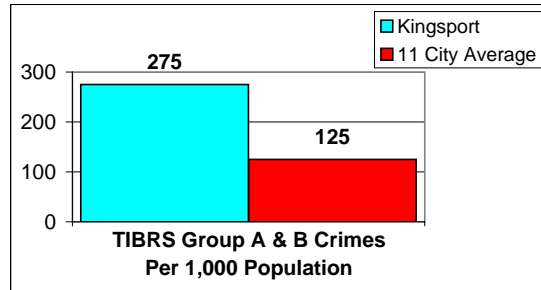
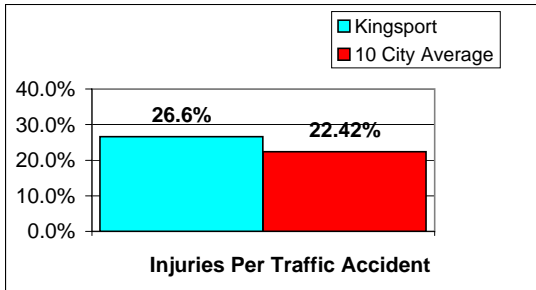
Most patrol officers work 12-hour shifts, and the shift schedule results in an 80-hour work schedule every two-week work period. Others are assigned to “Power Shifts” and work an 8 hour day on an 80 hour work period.

The department has a “home fleet” where the majority 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



Franklin

Service Level and Delivery

The City of Franklin operates a full-service police department, excluding animal control. The department is divided into three divisions: Patrol/Operations, Administration, and Criminal Investigations. There are three shifts and patrol officers work four 10-hour days per week. The department also maintains several specialized units such as, but not exclusively, Special Response Team, Hostage Negotiation Team, Canine, Dive Search and Recovery Team, Critical Incident Response Team, and an Incident Command Vehicle for Homeland Security Region 5 responses and other emergency incidents. The police officers provide community service programs for Franklin residents such as the Citizens Police Academy, Explorers, and Neighborhood Watch. Franklin also participates in the "take home" car program for all officers who live in Williamson County.

Franklin Police Department is a Commission on Accreditation for Law Enforcement Agencies, CALEA, certified agency.

The department currently operates out of Franklin City Hall and is in the process of planning a new facility due to the expanded growth of the City and space needs of the department. Officers currently patrol four zones that cover the City of Franklin, with an adjustment to eight zones in the near future. The present ratio of patrol officers is 2.24 officers per 1,000 residents.

The City of Franklin revised its pension formula in 2003 to a level that is 33% higher than the Tennessee Consolidated Retirement System. Additionally, Franklin adopted a "25 and out" program that provides full benefits after 25 years of service, regardless of retirement age. Those changes increased pension contributions by the City to 22% of covered payroll.

The City also provides comprehensive medical insurance to employees. The City requires employees to pay 8% of individual coverage and 12% of family coverage premiums. Other benefits, such as blanket life insurance and dental coverage, are provided at low cost or no cost to employees. For FY06, the employee benefits totaled 43.2% of wages in the General Fund.

Conditions Affecting Service, Performance, and Cost

Franklin is approximately 15 miles south of Nashville and is served by Interstate 65, which is the gateway for traffic from the south. Several State roads also serve Franklin.

Franklin is significantly impacted by commercial and residential development due to corporations such as the North American Nissan Headquarters relocating from California.

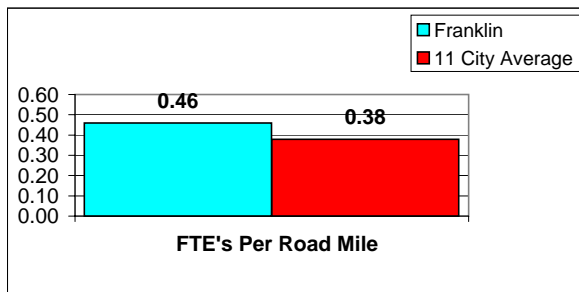
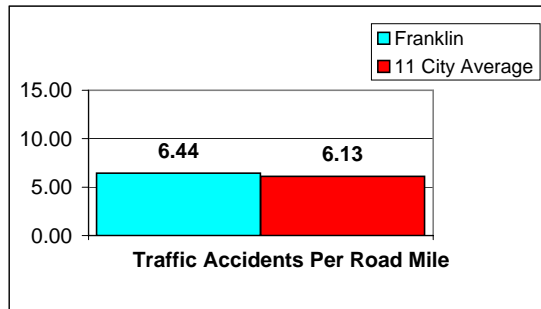
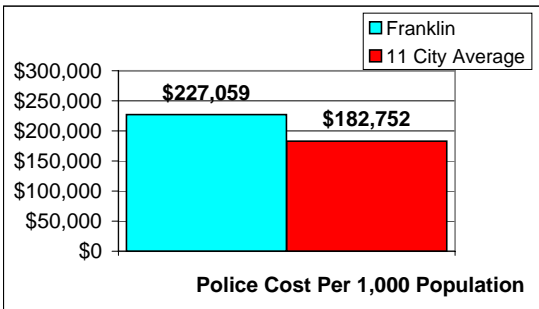
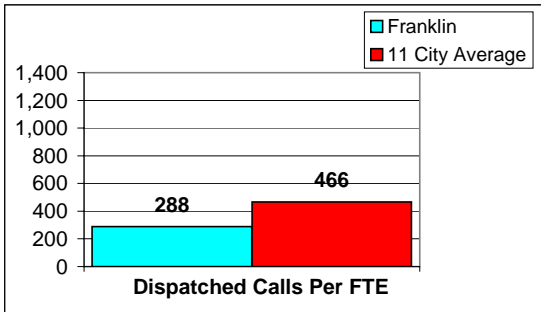
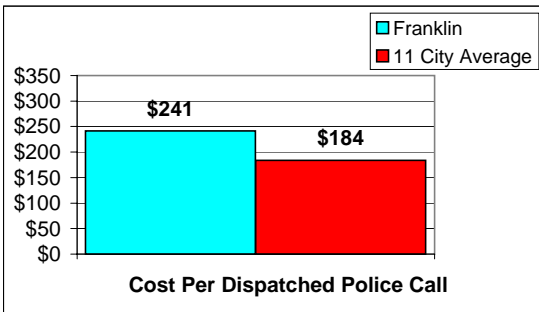
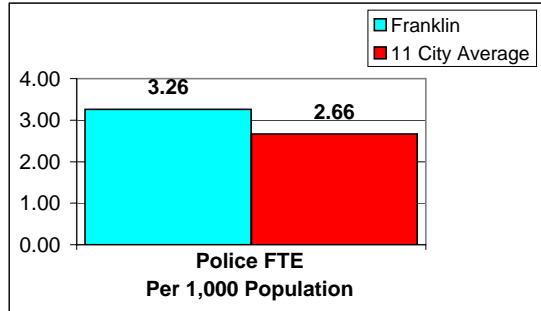
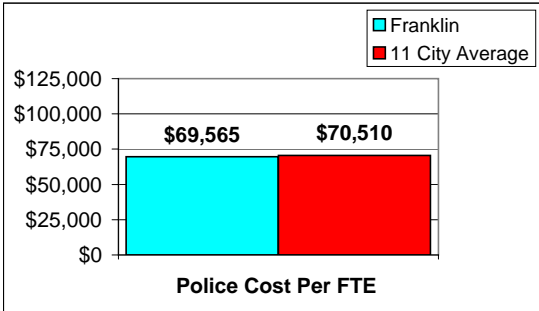
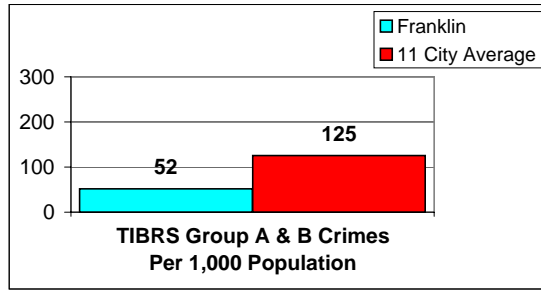
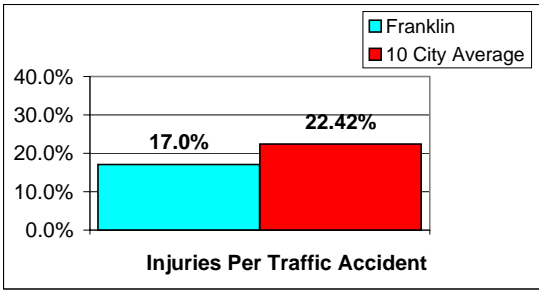
Franklin is known for local historical sites, which attract tourists of all ages.

All patrol vehicles are equipped with mobile data terminals, and in-car cameras.

Officers receive overtime for court appearances, as well as overtime for working holidays and special events such as Main Street Festival, Dickens of a Christmas, Rotary Christmas Parade, Franklin on the Fourth, Jazz Festival, etc.

TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

POLICE - ALL CITIES



Service Level and Delivery

Murfreesboro offers a full-service police department, including uniformed patrol and criminal investigation, supplemented by flex shifts, community policing precincts in housing areas, traffic enforcement including the use of motorcycles and an alcohol-countermeasures team, a special operations unit, canine support, vice and domestic violence sections, and a variety of community service programs. These programs include D.A.R.E., Citizens Police Academy, National Night Out and other community crime prevention efforts. The Murfreesboro Police/Fire Communications Center is operated from within the Police Department and handles a substantial percentage of all 911 calls for Rutherford County.

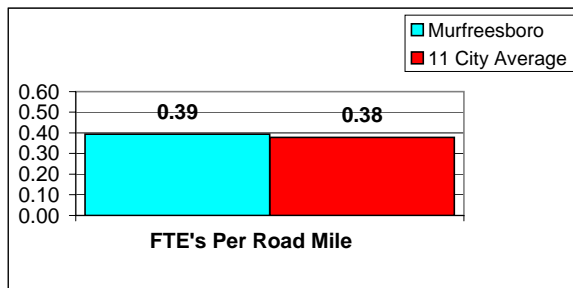
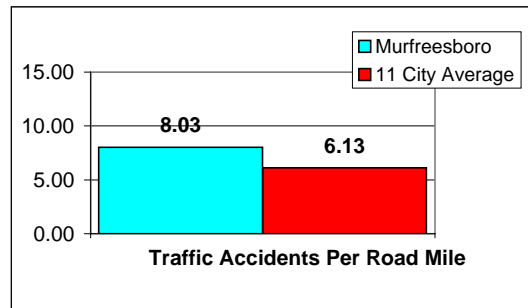
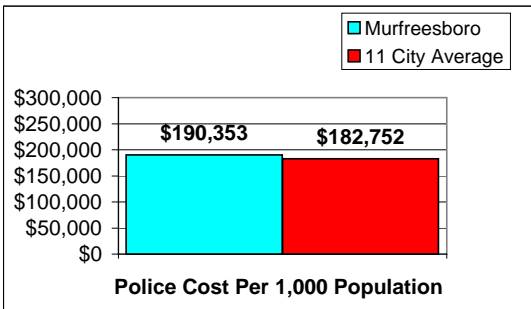
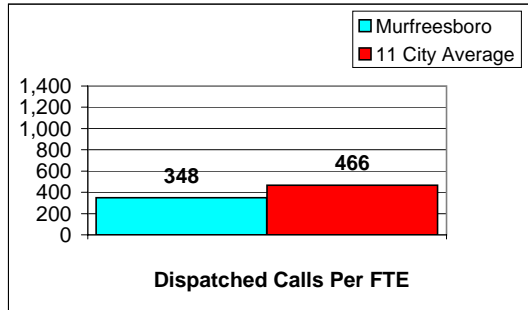
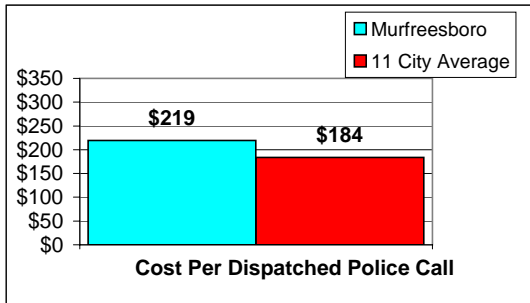
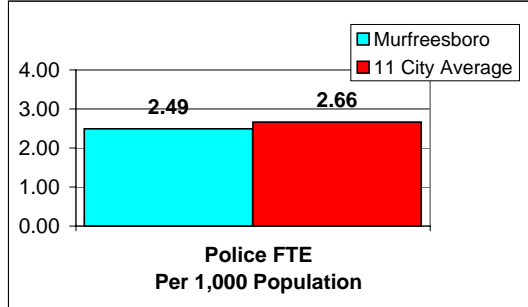
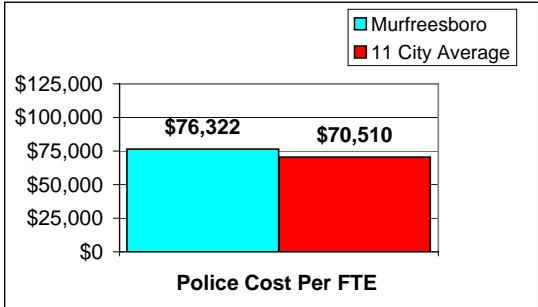
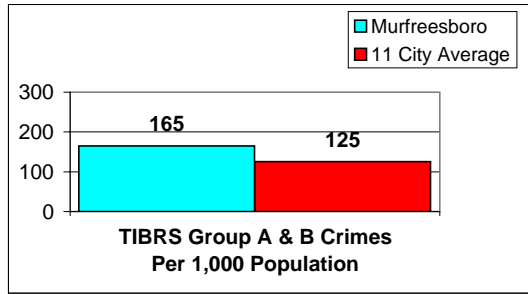
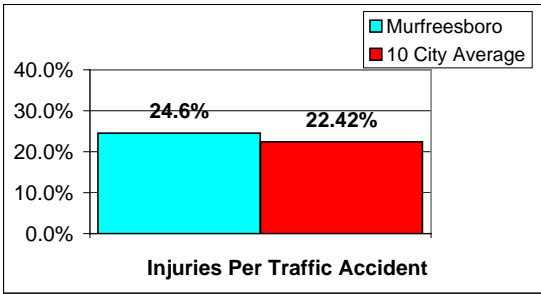
Murfreesboro is home to Middle Tennessee State University, the state's largest undergraduate university, with a consistent enrollment of greater than 20,000 students per semester. MTSU is also home to the TSSAA Boys and Girls state basketball tournaments each spring, and the home of the TSSAA football championships each fall. In 2005, TSSAA elected to bring the Spring Fling series to Murfreesboro. MTSU and the events connected to that campus bring thousands of tourists into Murfreesboro each year, increasing law enforcement service demands.

Murfreesboro is served by I-24 and I-840 and is a regional destination for commercial, retail and medical services. The City's proximity to Nashville provides opportunity for residents to commute to Nashville for work, while allowing Nashvillians to commute to MTSU for classes. Nissan operates a major manufacturing plant less than five minutes from the Murfreesboro City limits, and fuels a number of satellite suppliers in the surrounding area. As a result, the City is experiencing unprecedented growth and development.

Conditions Affecting Service, Performance and Cost

To extend police services into annexed areas and for the City's increasing population, additional police employees are being hired, trained and deployed. This process of integrating new positions into the workforce takes time. To maintain staffing levels and provide an expected level of service delivery during peak periods, overtime assignments are frequently used.

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.

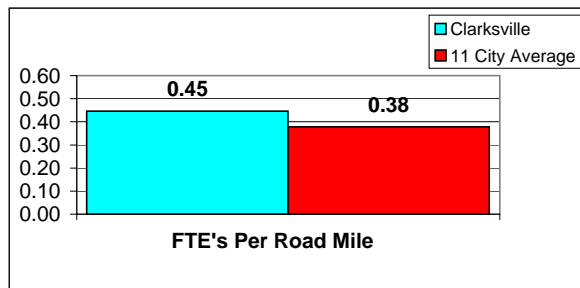
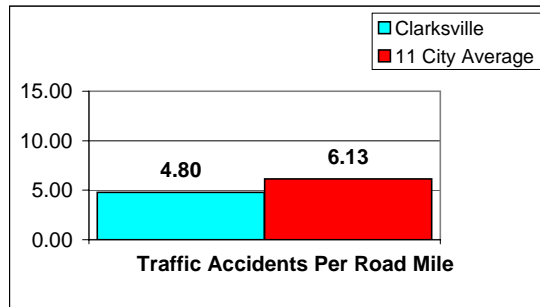
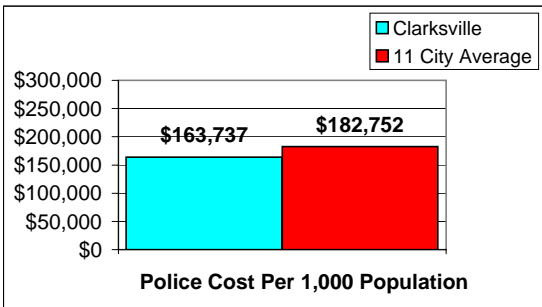
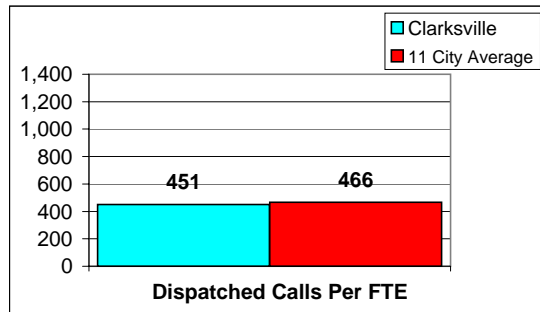
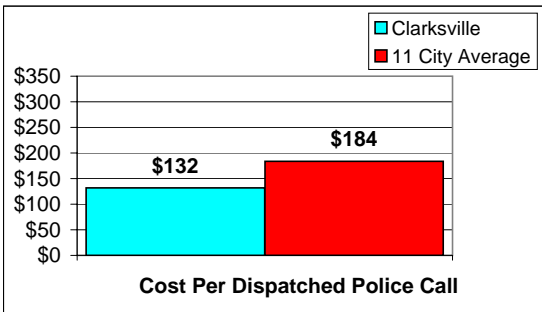
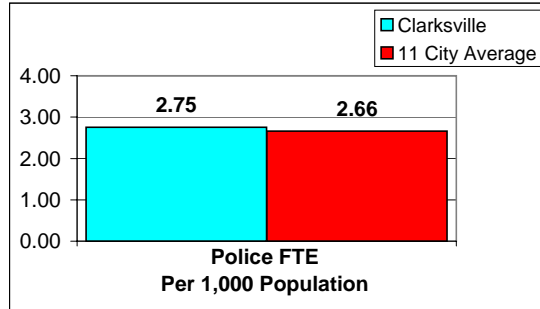
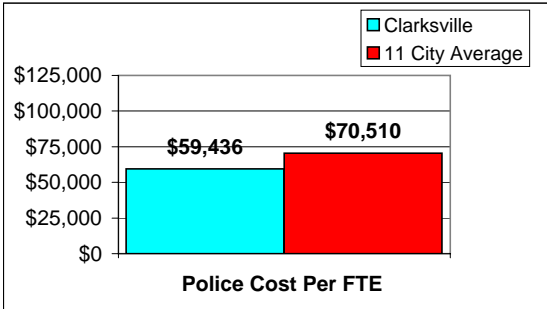
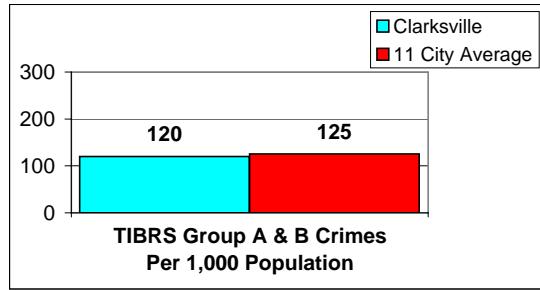
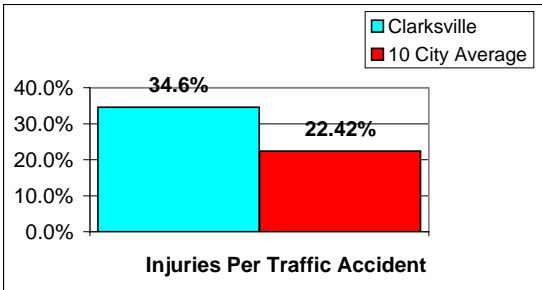
The department has a headquarters building, and two districts have their own office space in other buildings. The department maintains a “home fleet” with officers allowed to drive the police vehicles home.

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.

POLICE - ALL CITIES



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.

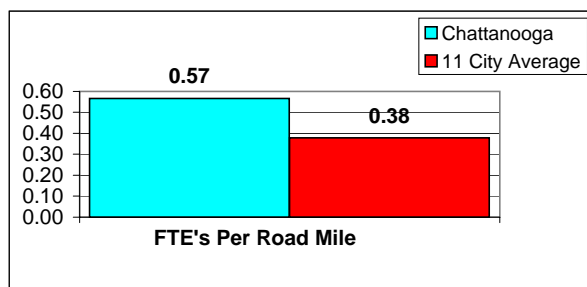
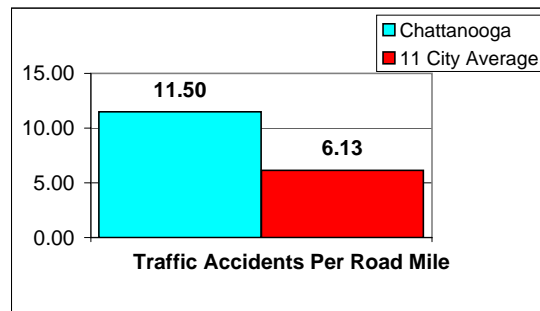
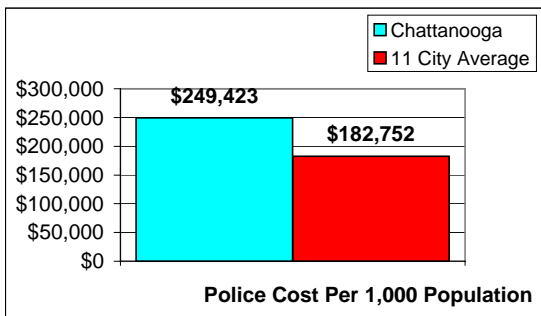
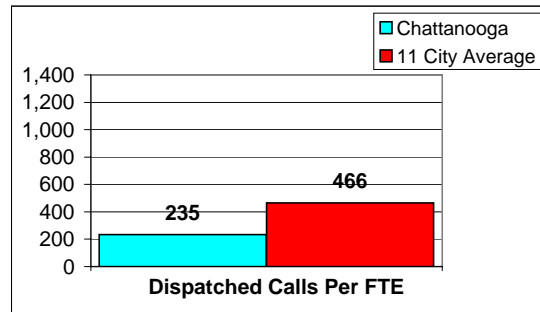
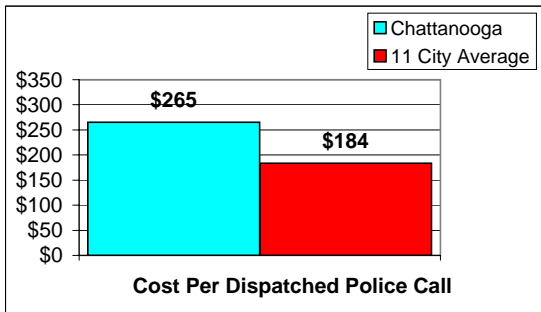
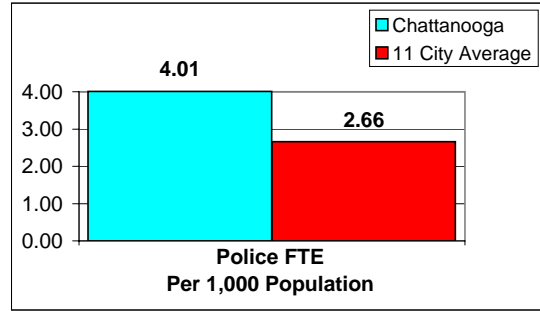
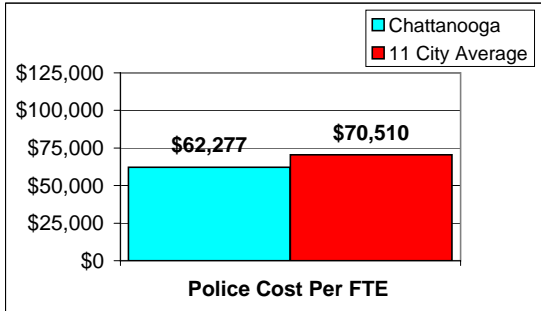
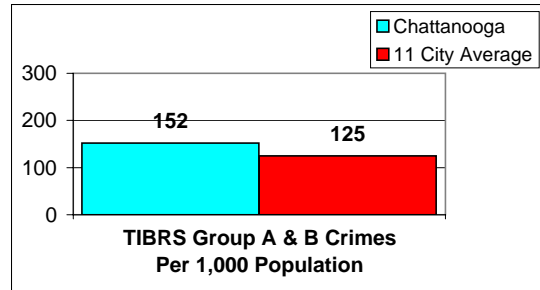
The officers generally work eight-hour shifts. The department has a partial “home fleet,” with some officers allowed to drive the police vehicles home.

For the purpose 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



FIRE SERVICES

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2005 ANNUAL REPORT

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.

Fire 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 the classic Fire Response Time.

TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

Tennessee Municipal Benchmarking Program

7/1/2004 - 6/30/2005

Fire Performance Data

1/31/06

Cities By Increasing Population

Athens Maryville Brentwood Cleveland Collierville Bartlett

Population	13,334	23,120	30,617	37,192	41,923	43,354
City Area (sq. miles)	15	14	41	26	29	23
City Road Miles	146	163	225	268	221	221
Non-Emergency Calls for Service	154	469	250	881	676	0
Emergency Calls for Service	298	1,234	1,891	193	1,499	3,152
Fire Calls	74	107	73	157	110	778
Structure Fires	30	16	9	36	30	34
Inspections by Fire Inspectors	420	3,541	436	450	2,518	2,589
Inspections by Fire Companies	33	621	173	0	0	180
Fire Code Citations- Notice	0	0	0	0	0	0
Fire Code Violations Issued	107	28	1,377	390	1,371	483
Fire Code Violations-% Cleared	94%	100%	93%	94%	56%	95%
# of Full Time Equivalent	20.6	42.4	43.6	83.0	59.1	60.8
# of Budgeted Certified Positions	20.0	0.0	57.0	0.0	0.0	59.0
City Appraised Value (Millions)	\$ 1,052	\$ 1,851	\$ 5,154	\$ 2,462	\$ 4,121	\$ 2,838
Total Response Time	3:36	N/A	5:57	6:58	5:08	0:00
Dispatch Time	1:18	N/A	0:53	3:28	0:35	0:00
Emergency Response Time	2:18	4:01	5:04	3:30	4:33	5:52
Fire Cause Determined	100%	93%	100%	97%	90%	96%
Fire Loss	\$469,505	\$606,800	\$339,380	\$693,375	\$401,600	\$487,114
EMS Service Levels	None	1st responder	BLS	None	ALS	Transport
EMS Calls	N/A	883	1,080	N/A	1,395	2,374
ISO Rating	3	3	4	3	4	3
Number of Fire Stations	2	3	4	4	5	4
Median Age of Population	36.5	38.4	40.3	34.0	35.2	36.6
Total Cost	\$1,324,502	\$2,907,377	\$4,913,233	\$5,581,159	\$5,362,204	\$4,723,270

CALCULATED BENCHMARKS

Fire Service Cost Per 1,000 Pop.	\$99,333	\$125,752	\$160,474	\$150,063	\$127,906	\$108,947
Calls for Service Per 1,000 Pop.	34	74	70	29	52	73
Fire Inspections Per 1,000 Pop.	34	180	20	12	60	64
Fire Code Violations-% Cleared	94.00%	100.00%	93.00%	94.00%	56.00%	95.00%
Structure Fires Per 1,000 Pop.	2.2	0.7	0.3	1.0	0.7	0.8
Emergency Response Time	2:18	4:01	5:04	3:30	4:33	5:52
Cost Per Calls For Service	\$2,930	\$1,707	\$2,295	\$5,197	\$2,465	\$1,498
Fire Cause Determined	100%	93%	100%	97%	90%	96%

Tennessee Municipal Benchmarking Program

Fire Performance Data

7/1/2004 - 6/30/2005

1/31/06

Kingsport Franklin Murfreesboro Clarksville Chattanooga

Population	44,905	46,416	81,393	103,455	155,554
City Area (sq. miles)	45	38	49	100	144
City Road Miles	423	330	474	638	1,100
Non-Emergency Calls for Service	1,476	0	0	334	0
Emergency Calls for Service	4,207	4,613	5,577	5,811	9,769
Fire Calls	1,572	124	293	523	5,428
Structure Fires	84	50	144	88	287
Inspections by Fire Inspectors	2,507	320	4,470	1,615	2,566
Inspections by Fire Companies	0	1,273	2,010	0	3,883
Fire Code Citations- Notice	0	0	15	0	0
Fire Code Violations Issued	7,579	960	6,330	1,132	N/A
Fire Code Violations-% Cleared	98%	95%	85%	100%	N/A
# of Full Time Equivalent	96.0	136.5	177.0	176.0	418.0
# of Budgeted Certified Positions	0.0	0.0	0.0	0.0	0.0
City Appraised Value (Millions)	\$ -	\$ 5,514	\$ 4,889	\$ 4,352	\$ 10,057
Total Response Time	6:51	6:02	3:46	5:03	6:04
Dispatch Time	1:36	1:43	:33	:15	0:55
Emergency Response Time	4:29	4:19	3:13	4:48	5:11
Fire Cause Determined	90%	73%	70%	80%	90%
Fire Loss	\$4,070,495	\$2,864,719	\$1,634,452	\$1,226,100	\$7,861,044
EMS Service Levels	ALS	1st responder	1st responder	1st responder	1st responder
EMS Calls	4,203	3,215	3,435	4,057	4,341
ISO Rating	3/7	3/9	3	3	2
Number of Fire Stations	6	5	9	10	17
Median Age of Population	41.9	33.0	28.7	28.8	37.1
Total Cost	\$6,159,362	\$10,393,285	\$11,772,124	\$10,634,160	\$27,888,621

CALCULATED BENCHMARKS

						11 City Average
						11 City Average
Fire Service Cost Per 1,000 Pop.	\$137,164	\$223,916	\$144,633	\$102,790	\$179,286	\$141,842
Calls for Service Per 1,000 Pop.	127	99	69	59	63	68
Fire Inspections Per 1,000 Pop.	56	34	80	16	41	54
Fire Code Violations-% Cleared	98.00%	95.00%	85.00%	100.00%	N/A	91.00%
Structure Fires Per 1,000 Pop.	1.9	1.1	1.8	0.9	1.8	1.2
Emergency Response Time	5:29	4:19	3:13	4:48	5:11	4:23
Cost Per Calls For Service	\$1,084	\$2,253	\$2,111	\$1,731	\$2,855	\$2,109
Fire Cause Determined	90%	73%	70%	80%	90%	89%

City Profile

Explanatory Information

Population: 13,334

Service Level and Delivery

Land Area: 15 sq. mi.

Athens operates a full-service fire department, and provides almost all of the services offered in Fire departments across the state.

Calls For Service: 452

Emergency Calls: 298

The department provides fire prevention, public fire education, and code enforcement services.

Fire Calls: 74

Structure Fires: 30

Their fleet management fund allows for timely purchase of capital needs.

FTE Positions: 20.6

The employees work three 4 day cycles. Four days from 7 to 5; Four days from 5 to 7; Four days off.

Fire Inspections: 453

Fire Code Violations:
107

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

Fire Code Violations
Cleared Within
90 Days: 94%

**Conditions Affecting Service, Performance,
and Cost**

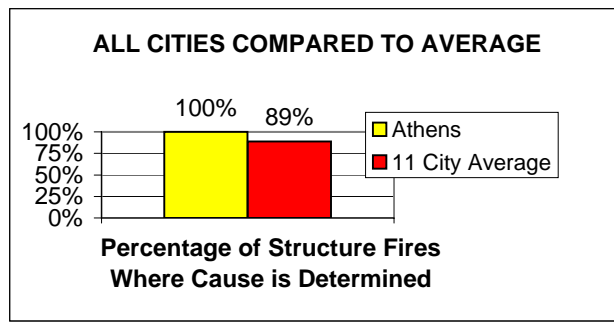
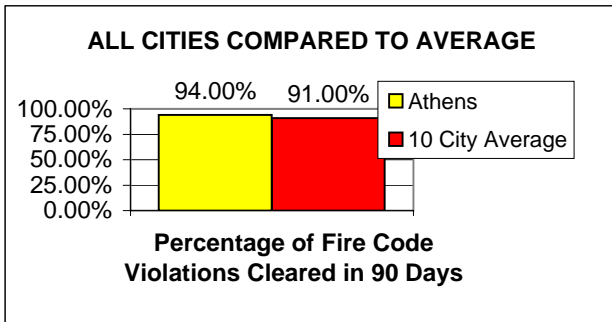
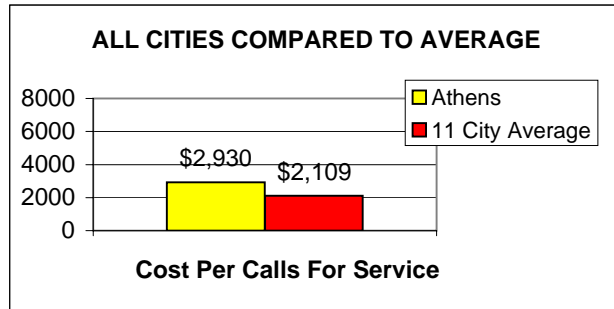
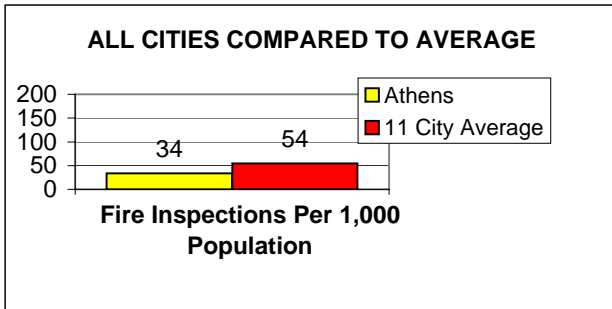
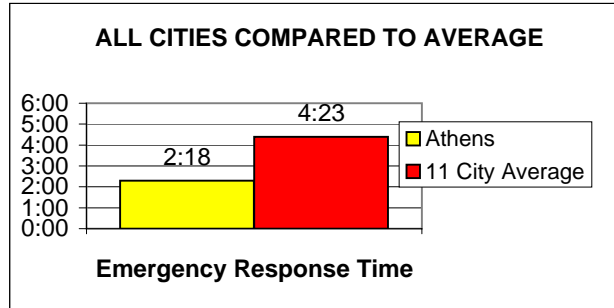
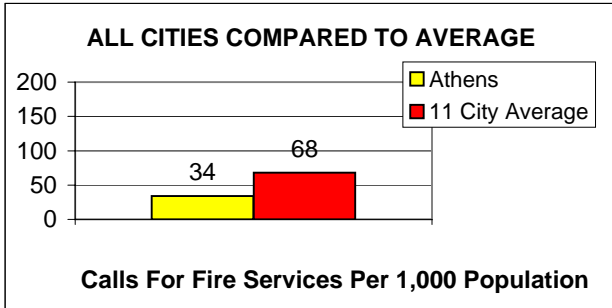
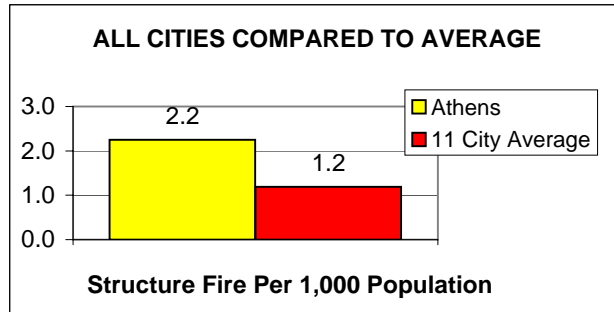
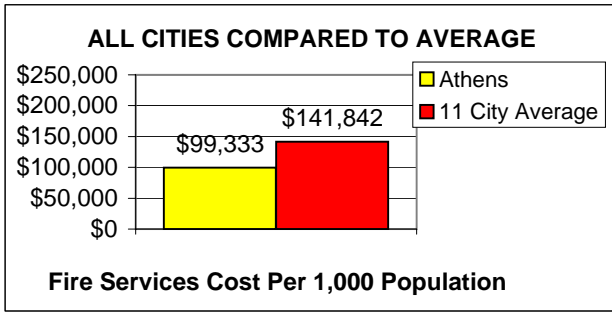
None

Fire Response Time:
2:18

EMS Level:
None

EMS Calls: 0

FIRE CHARTS - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

City Profile

Explanatory Information

Population: 23,120

Service Level and Delivery

Land Area: 14 sq. mi.

Maryville operates a full-service fire department, and provides almost all of the services offered in Fire departments across the state.

Calls For Service: 1,703

Emergency Calls: 1,234

The department provides fire prevention, public fire education, and code enforcement services.

Fire Calls: 107

Structure Fires: 16

FTE Positions: 42.4

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

Fire Inspections: 4,162

Fire Code Violations:
28

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

Fire Code Violations
Cleared Within
90 Days: 100

**Conditions Affecting Service, Performance,
and Cost**

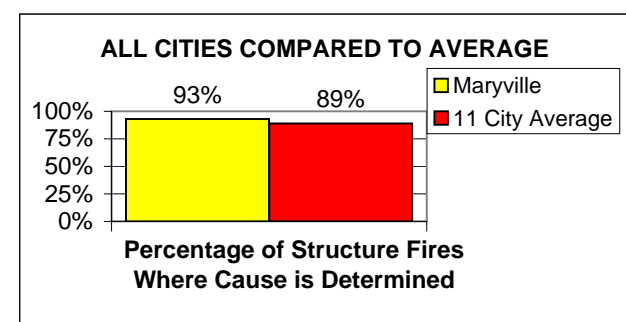
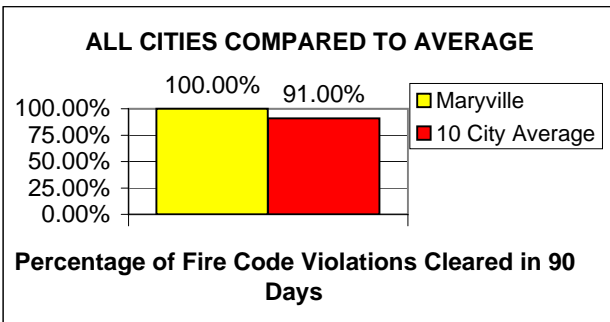
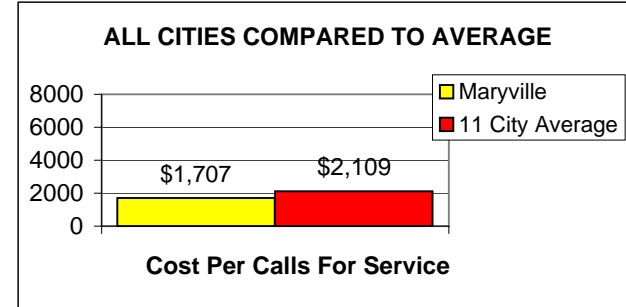
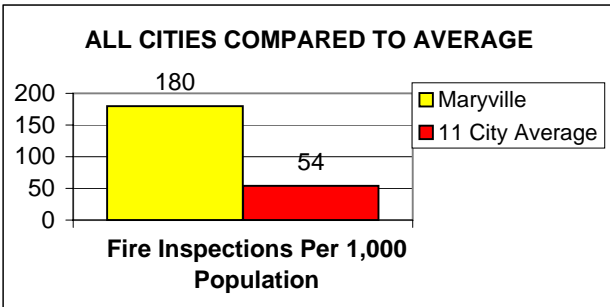
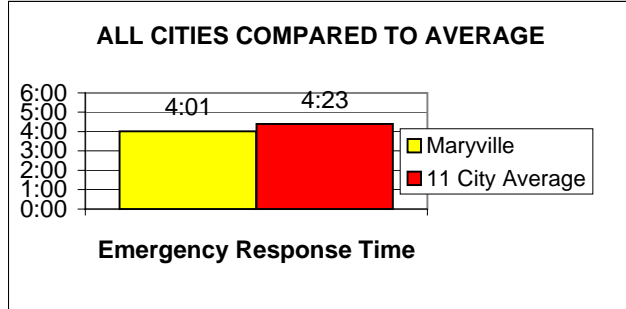
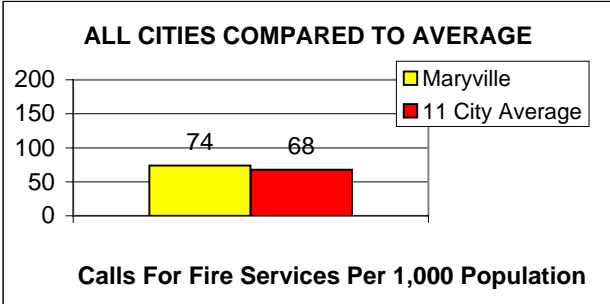
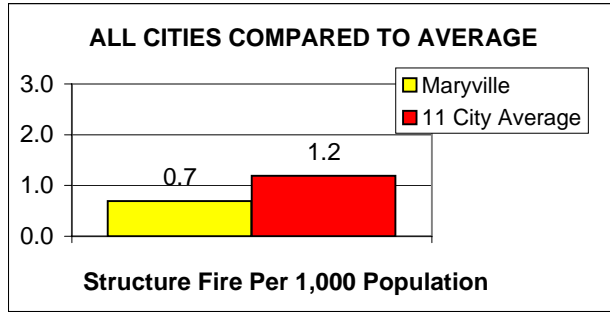
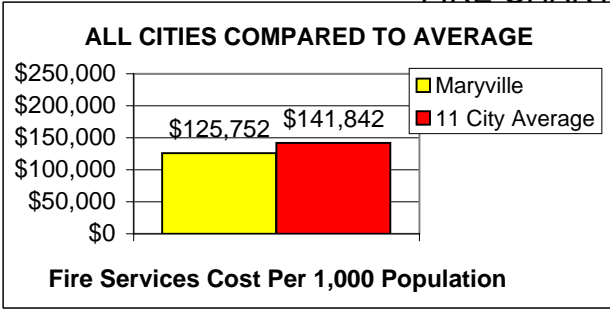
None

Fire Response Time:
4:01

EMS Level:
1st Responder

EMS Calls: 883

FIRE CHARTS - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

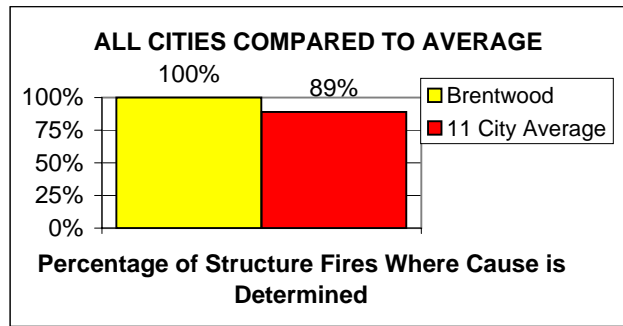
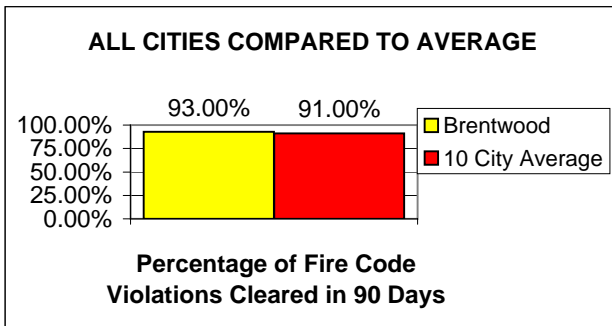
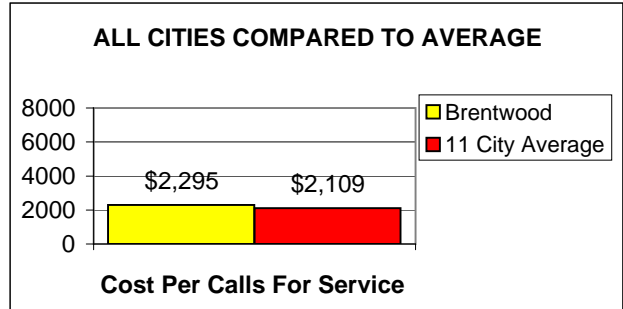
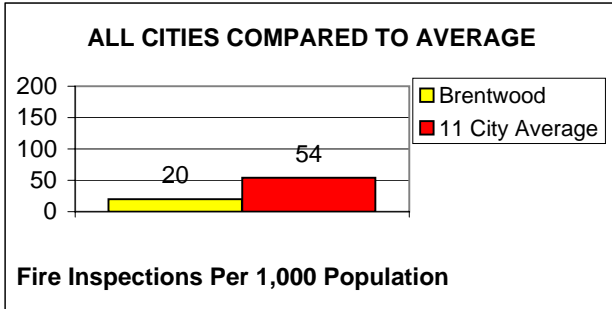
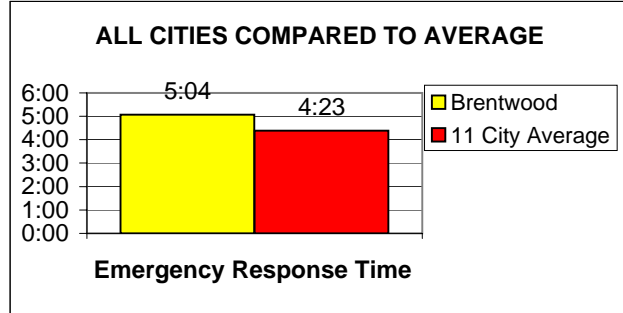
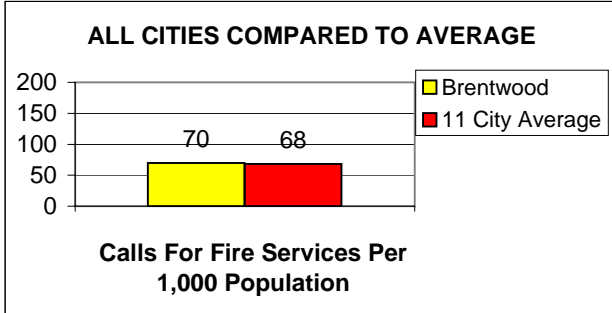
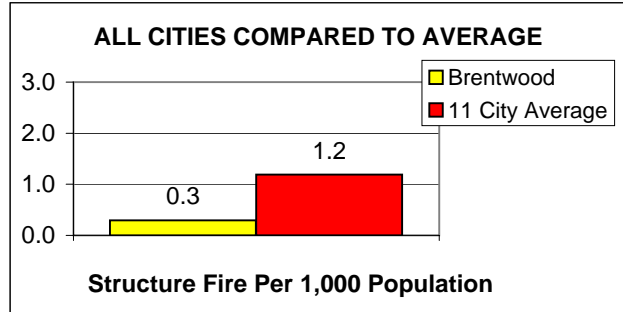
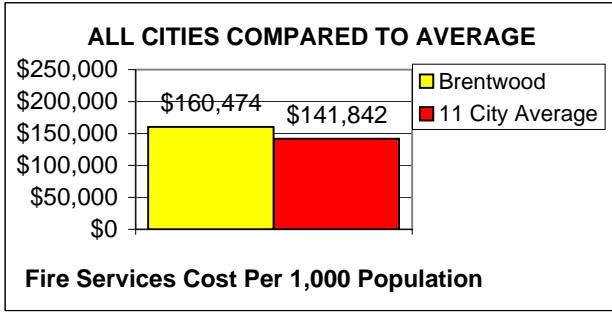
Brentwood

Fire Service

City Profile		Explanatory Information
Population:	30,617	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.
Land Area:	41 sq. mi.	
Calls For Service:	2,141	The department also offers a wide range of non-emergency services including fire prevention, public fire education, and code enforcement activities. They also provide 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 Definitions" table at the beginning of this section for more details.
Emergency Calls:	1,891	
Fire Calls:	73	
Structure Fires:	9	
FTE Positions:	43.6	
Fire Inspections:	609	
Fire Code Violations:	1,377	
Fire Code Violations Cleared Within 90 Days	93%	
Fire Response Time	5:04	
EMS Level:	BLS	
EMS Calls:	1,080	Conditions Affecting Service, Performance and Cost None

TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

FIRE CHARTS - ALL CITIES



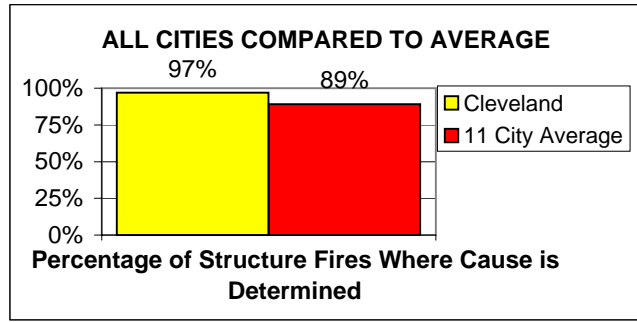
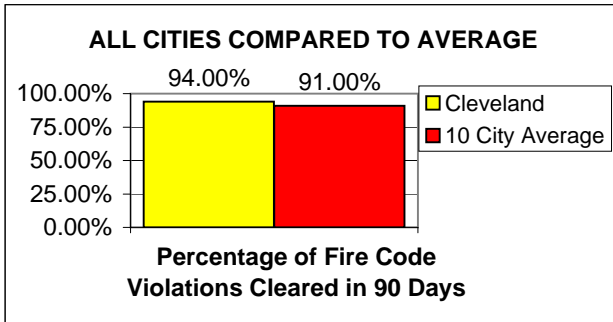
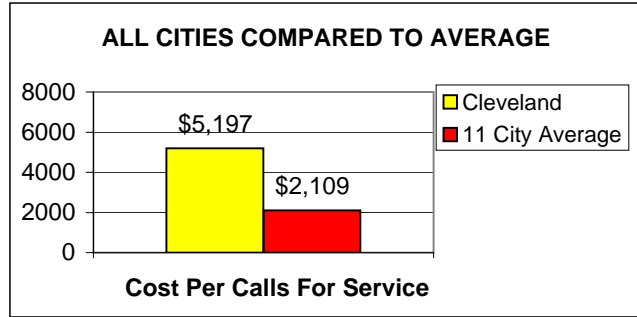
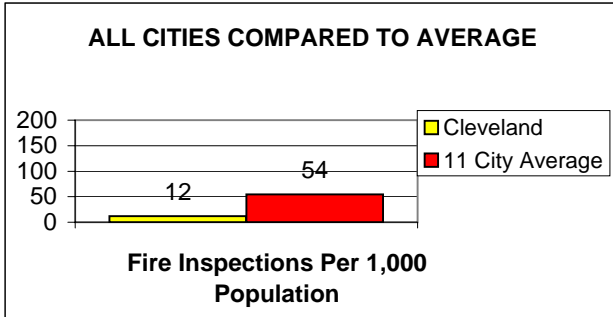
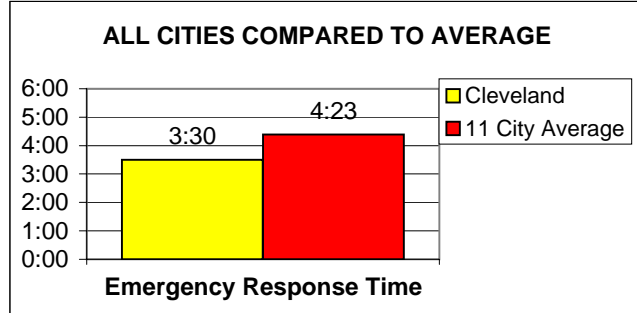
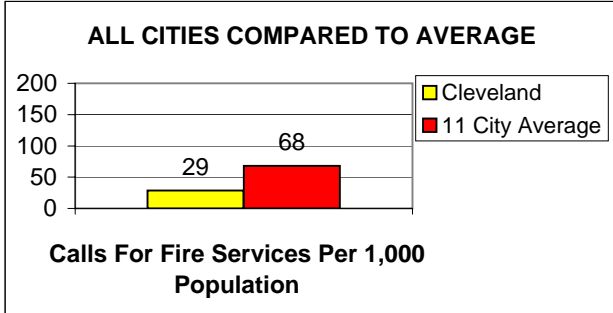
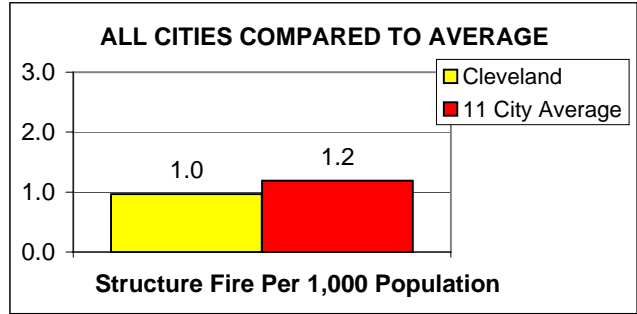
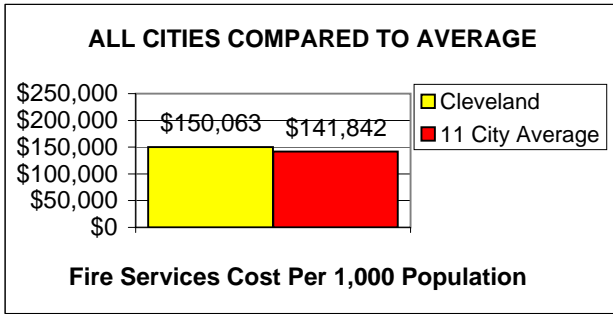
TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

Cleveland

Fire Service

City Profile	Explanatory Information
Population: 37,192	Service Level and Delivery
Median Age: 34	Cleveland operates a modern, up-to-date fleet of fire apparatus and provides the traditional services offered by most departments.
Calls For Service: 1,074	However, they do not provide emergency medical services.
Emergency Calls: 193	The fire department also provides fire prevention education and code enforcement services.
Fire Calls: 157	Cleveland also provides fire protection services for Bradley County (337 square miles).
Structure Fires: 36	Costs and incidents outside the city limits are not included in this data.
Fire Inspections:450	See the “Fire Services Definitions” table at the beginning of this section for more detail.
Fire Code Violations: 390	
Fire Code Violations Cleared Within 90 Days: 94	
Number of full time equivalents (FTE’s): 83	
Fire Response Time: 3:30	Conditions Affecting Service, Performance, and Cost
ISO Rating: 3	
EMS Level: None	Fire Inspector provides plan review and administers the City’s safety program.
EMS Calls: None	

FIRE CHARTS - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

City Profile

Explanatory Information

Population: 41923

Service Level and Delivery

Land Area: 29 sq. mi.

Calls For Service: 2,175

Collierville operates a full-service fire department, and provides almost all of the services offered in any fire department in the state.

Emergency Calls: 1,499

The department also offers a wide range of non-emergency services including fire prevention, public fire education, and code enforcement activities.

Fire Calls: 110

Structure Fires:
30

FTE Positions: 59

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

Fire Inspections:
2,518

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

Fire Code Violations:
1,371

Conditions Affecting Service, Performance and Cost

Fire Code Violations
Cleared Within

None

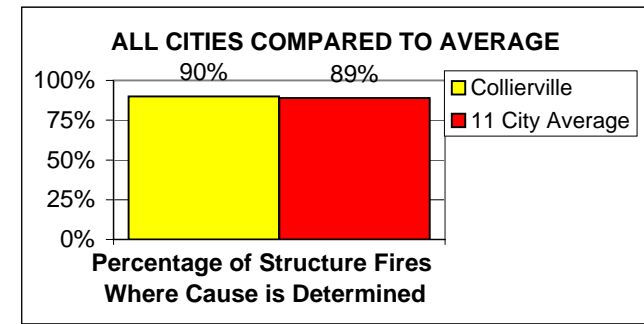
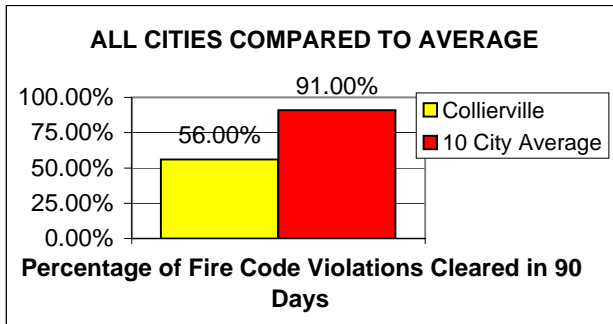
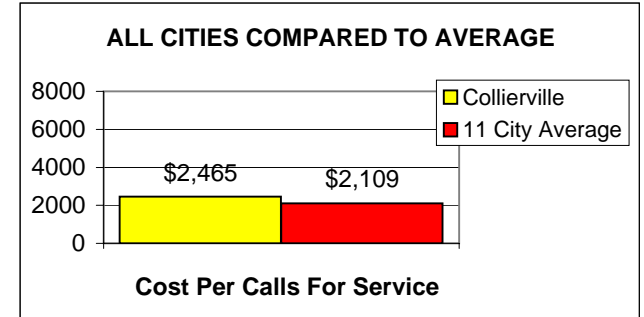
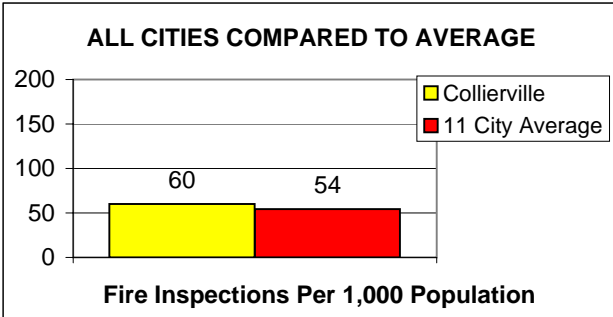
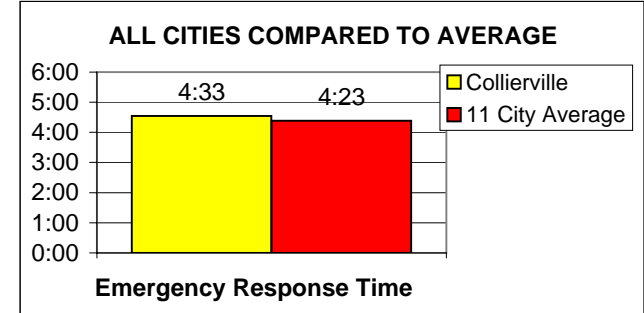
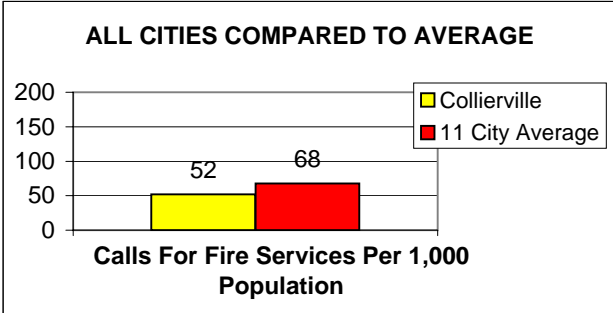
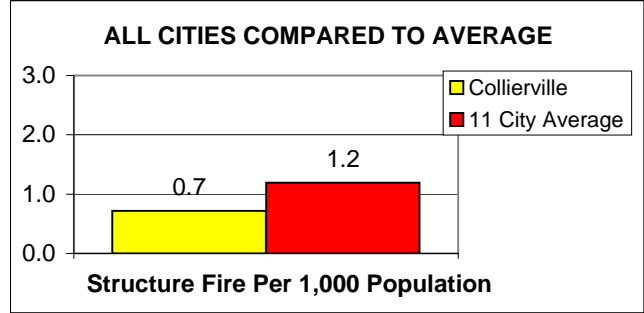
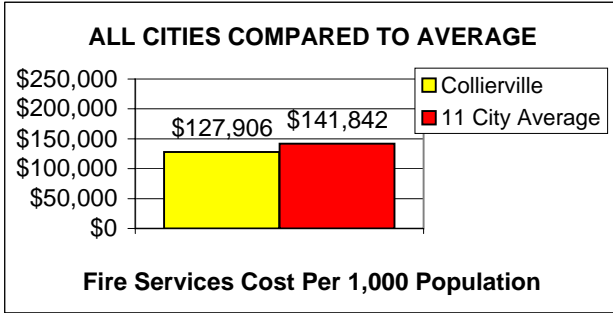
90 Days: 56%

Fire Response Time:
4:33

EMS Level: ALS

EMS Calls: 1,395

FIRE CHARTS - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

City Profile

Explanatory Information

Population: 43,354

Service Level and Delivery

Land Area: 23 sq. mi.

Bartlett operates a full-service fire department, and provides all of the services offered in any Fire department in the state.

Calls For Service: 3,152

Emergency Calls: 3,152

The department provides fire prevention, public fire education, code enforcement services, and ambulance transport.

Fire Calls: 778

Structure Fires: 34

FTE Positions: 60.8

See the "Fire Services Definitions" table at the beginning of this section for more detail.

Fire Inspections: 2,769

Fire Code Violations: 483

Fire Code Violations
Cleared Within
90 Days: 95%

Response Time: 5:52

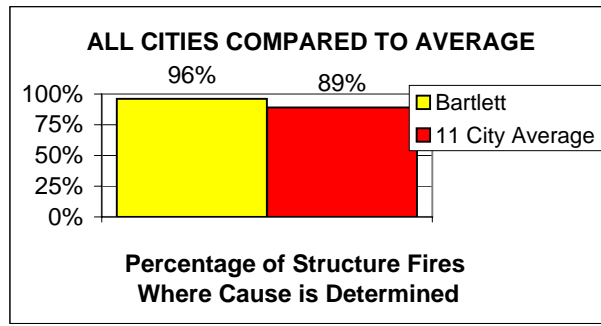
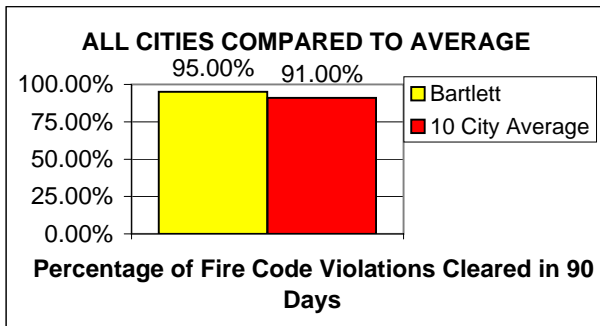
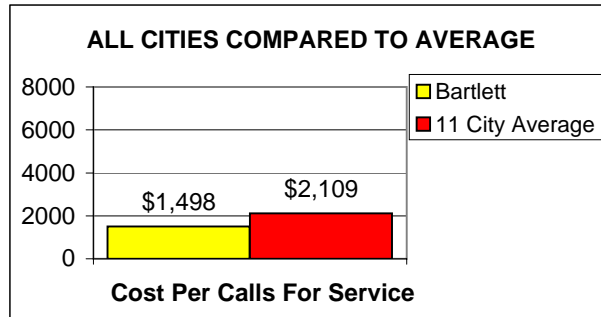
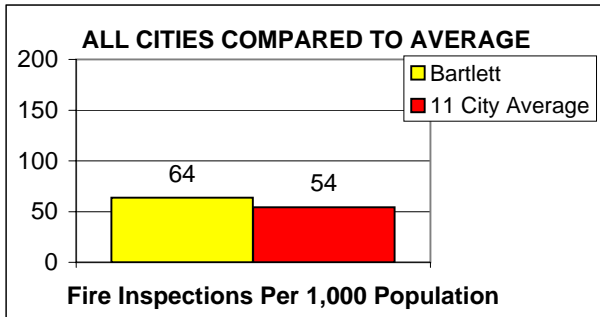
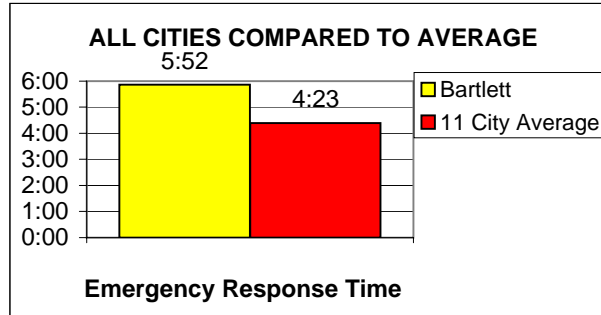
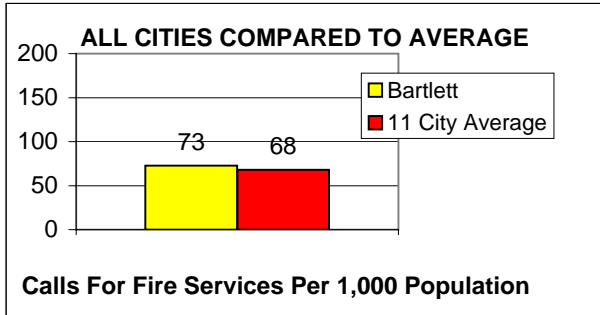
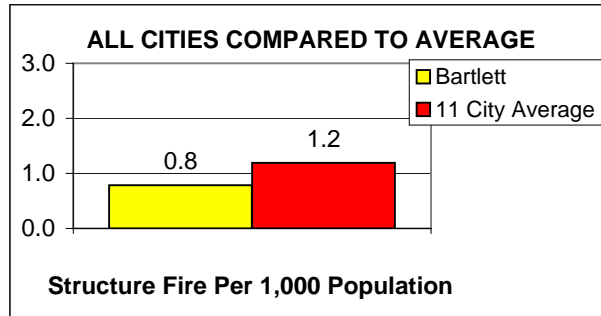
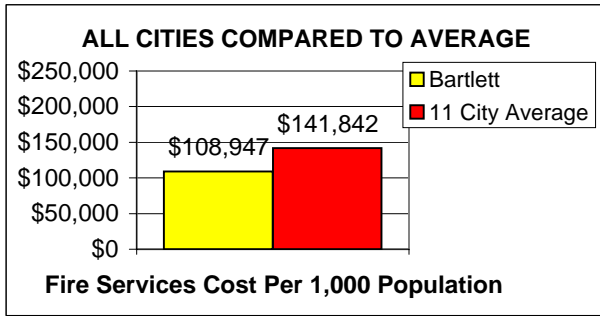
EMS Level: Transport

Conditions Affecting Service, Performance, and Cost

EMS Calls: 2,374

This is the only city providing ambulance transport services. Therefore, the costs of ambulance transport is not included in this cost analysis.

FIRE CHARTS - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

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 any fire department in the state.

Calls For Service: 5,683

Emergency Calls: 4,207

The department provides fire prevention, public fire education, and code enforcement services.

Fire Calls: 1,572

Structure Fires: 84

FTE Positions: 96

The fire department has a written Master Plan.

Fire Inspections: 2,507

See the "Fire Services Definitions" table at the beginning of this section for more detail.

Fire Code Violations:
7,579

Conditions Affecting Service, Performance, and Cost

Fire Code Violations
Cleared Within
90 Days: 98%

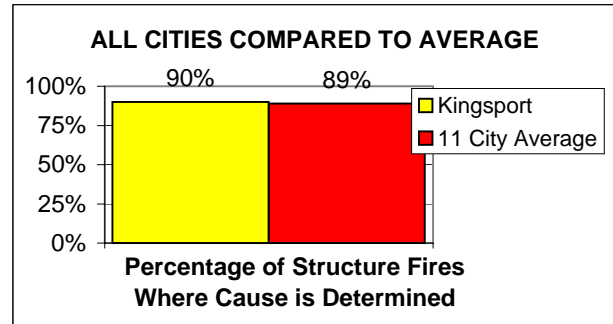
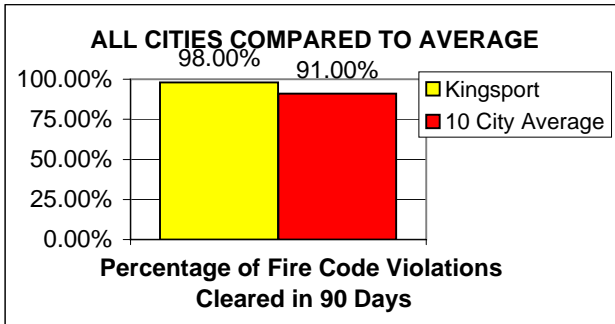
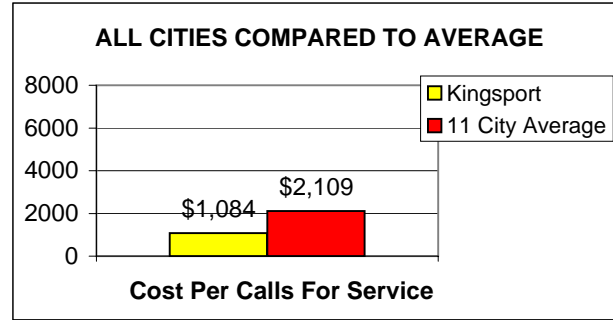
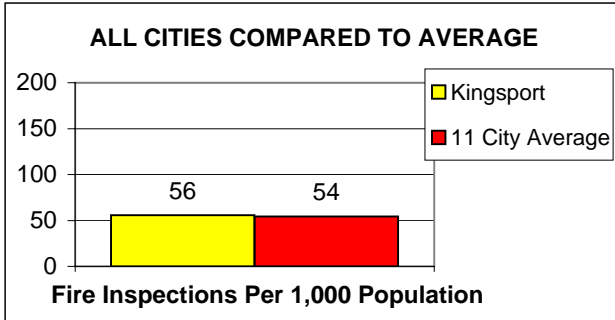
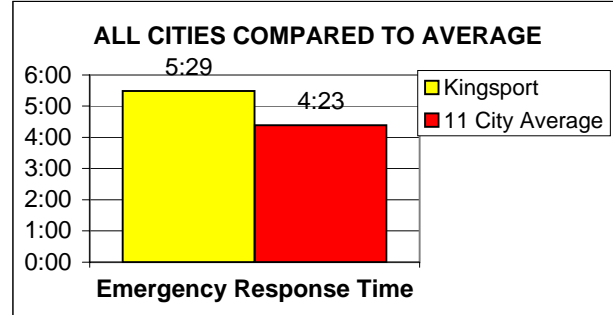
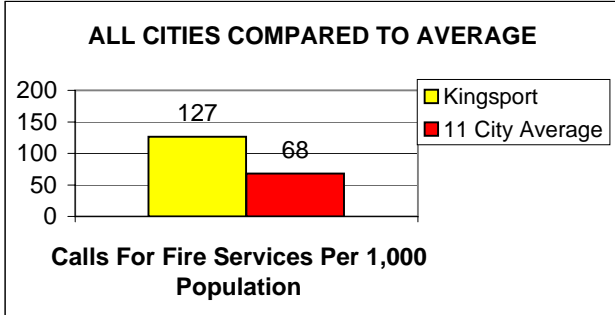
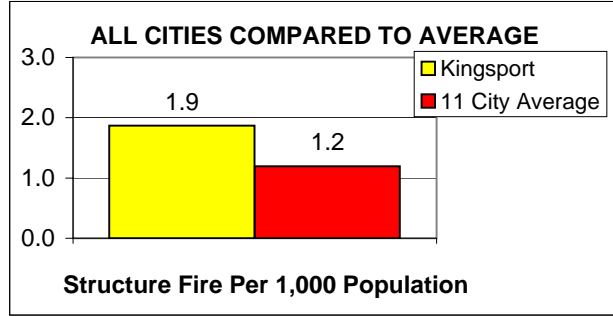
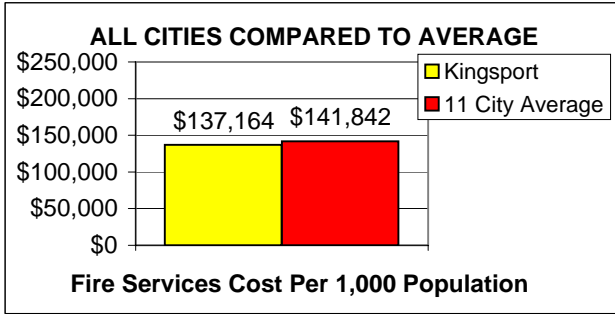
Response time for the Kingsport department is affected by the city's past annexation policy, which has resulted in lengthy, irregular extensions of the city limits which add to response time.

Response Time: 4:29

EMS Level: ALS

EMS Calls: 4,203

FIRE CHARTS - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

Franklin 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.

A delay in development has stalled the construction of a new fire station that has prevented us from receiving a Class 2 ISO rating. The department currently has a Class 3 ISO rating.

Franklin provides staffing equal to four personnel for each engines, quints, and trucks with two personnel allocated for each rescue. We staff four engines, two quints, three trucks, four rescues, and one shift commander housed at five fire stations. The department responds with two engines, one truck, one rescue and one shift commander to all fire alarms. For structure fires, the department adds one truck and one rescue. Apparatus is maintained to the highest level.

Suppression is operated on a 24 hour on duty and 48 hour off duty shift rotation and does not have sleep time differential.

The department has three personnel in prevention; one who primarily handles plans reviews and administrative related duties, one who primarily conducts all new construction inspections and complaints, and one dedicated to public education.

In FY05, overtime was elevated due to backfill for several military deployments, several employees on extended medical leave, and training initiatives.

Franklin has a full scale training center that includes a 350' X 350' driving pad, a 4 story tower with a Class A burn room, and a two story annex with one Class A burn room and one Natural gas powered prop. The department conducts most multi-company training at this facility.

The department investigates all fires for cause and origin but can only rule 73% with conclusive causes.

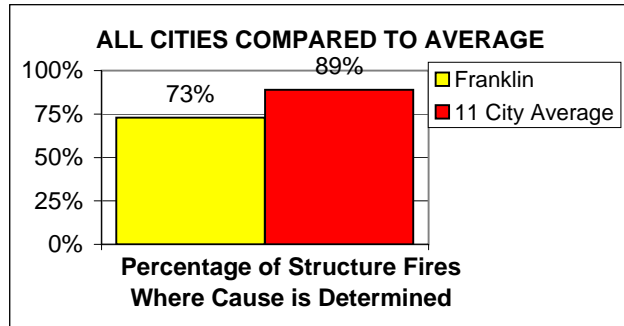
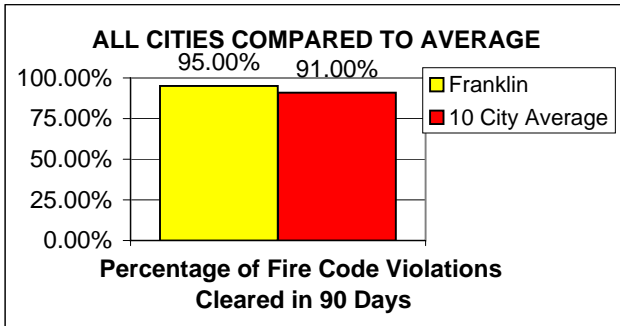
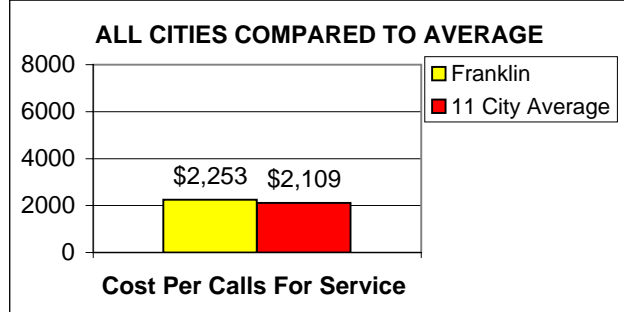
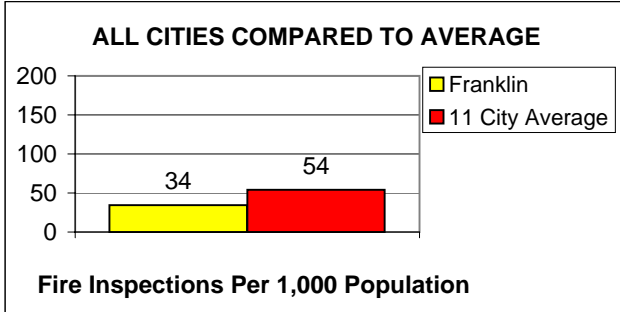
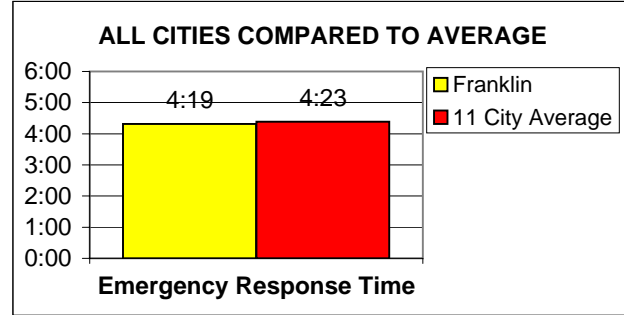
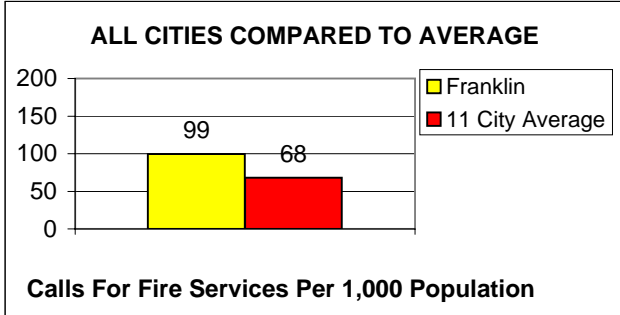
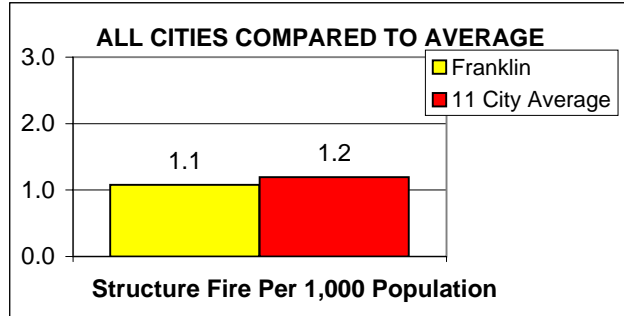
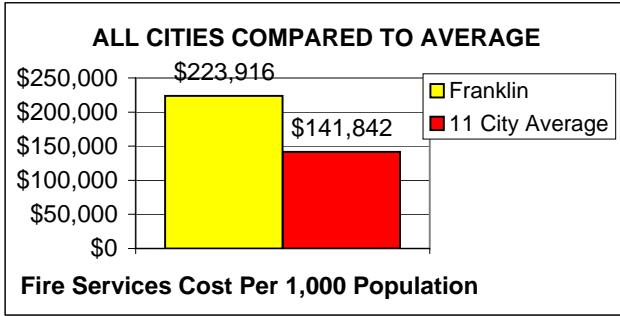
The City of Franklin has a fringe benefit program that is beneficial to its employees.

Franklin revised its pension formula in 2003 to a level that is 33% higher than the Tennessee Consolidated Retirement System. Additionally, Franklin adopted a "25 and out" program that provides full benefits after 25 years of service, regardless of retirement age. Those changes increased pension contributions by the City to 22% of covered payroll.

The City also provides comprehensive medical insurance to employees. The City requires employees to pay 8% of individual coverage and 12% of family coverage premiums. Other benefits, such as blanket life insurance and dental coverage, are provided at low cost or no cost to employees.

For FY06, the employee benefits totaled 43.2% of wages in the General Fund.

FIRE CHARTS - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

City Profile

Explanatory Information

Population: 81,393

Service Level and Delivery

Land Area: 49 sq. mi.

Calls For Service: 5,577

Murfreesboro operates a full-service fire department, and provides all of the services offered in any Fire department in Tennessee.

Emergency Calls: 5,577

Fire Calls: 293

The department provides fire prevention, public fire education, and training.

Structure Fires: 144

FTE Positions: 177

Fire Inspections: 6,480

See the "Fire Services Definitions" table at the beginning of this section for more detail.

Fire Code Violations:
6,330

Conditions Affecting Service, Performance, and Cost

Fire Code Violations
Cleared Within
90 Days: 85%

Response Time: 3:13

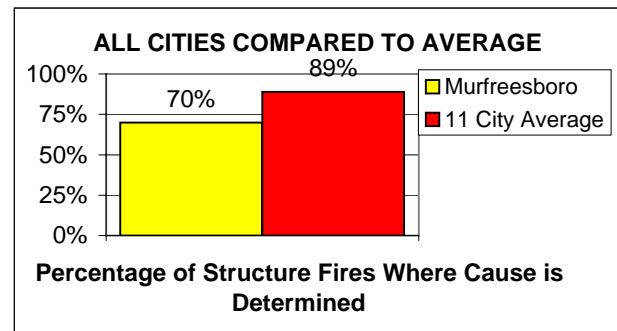
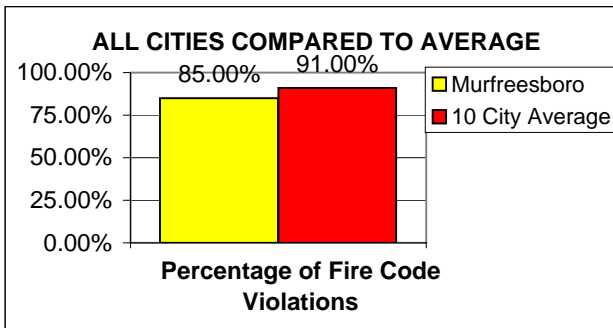
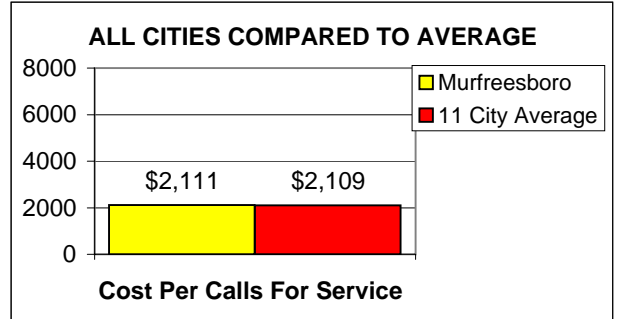
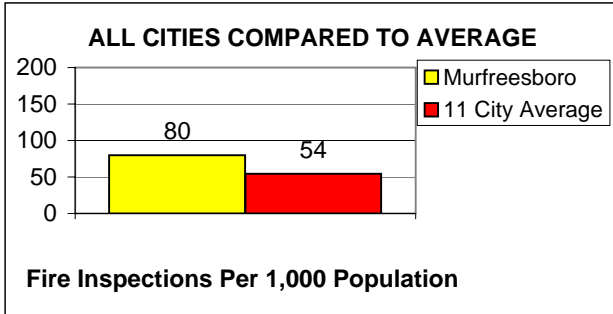
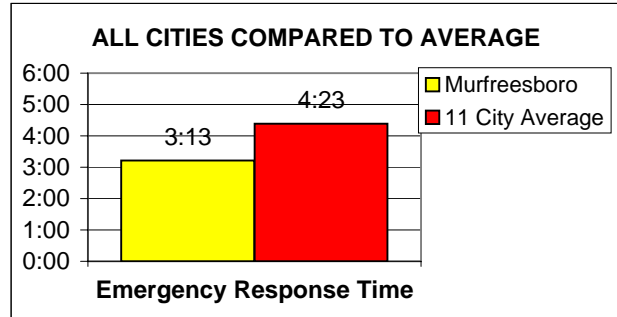
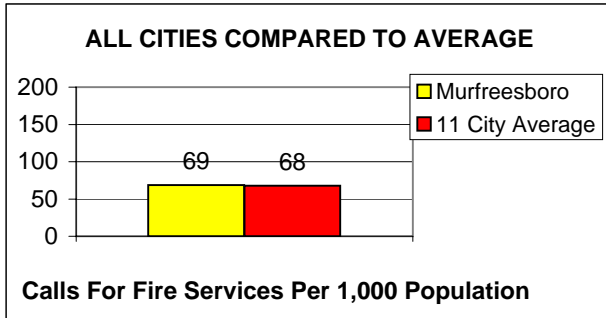
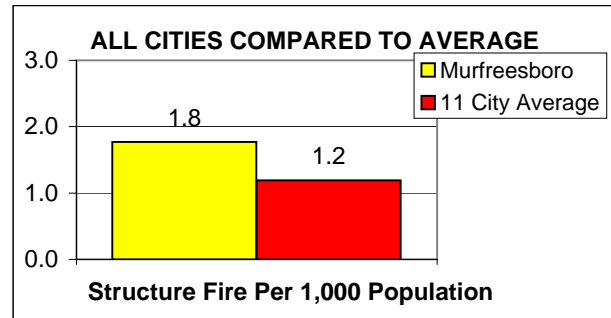
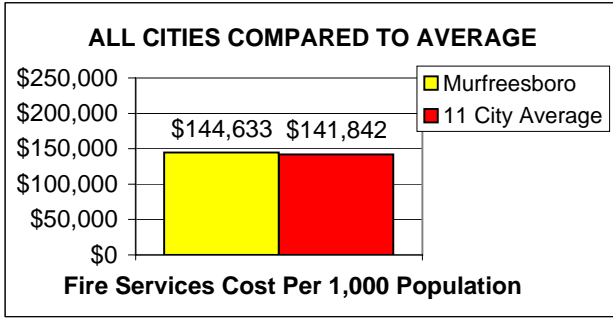
Operational readiness is assured by proper staffing, equipment, and training.

EMS Level: 1st Responder

Management plans capital improvement projects and timetables for implementation. Also, specifications for new equipment and apparatus are developed, reviewed, and approved.

EMS Calls: 3,435

FIRE CHARTS - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

City Profile

Explanatory Information

Population: 103,455

Land Area: 100 sq. mi.

Calls For Service: 6,145

Emergency Calls: 5,811

Fire Calls: 523

Structure Fires: 88

FTE Positions: 176

Fire Inspections: 1,615

Fire Code Violations: 1,132

Fire Code Violations
Cleared Within
90 Days: 100%

Response Time: 4:48

EMS Level:
1st Responder

EMS Calls: 4,057

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.

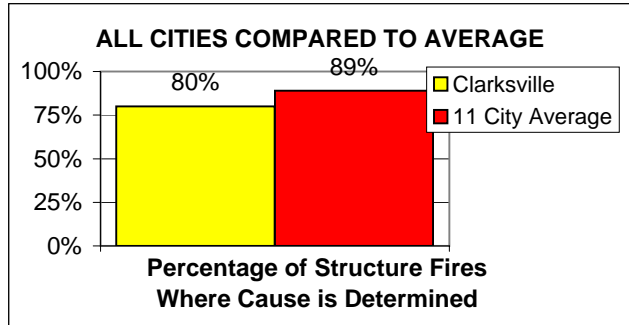
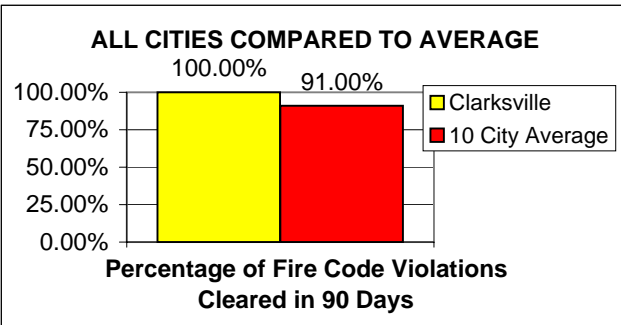
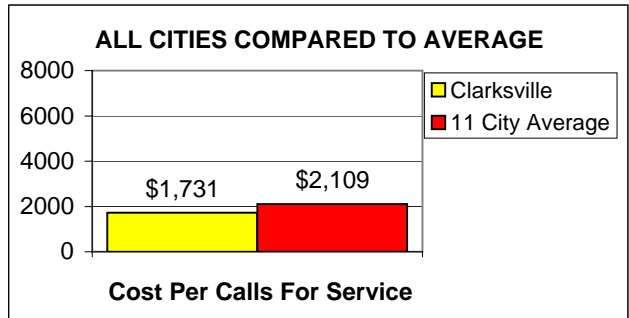
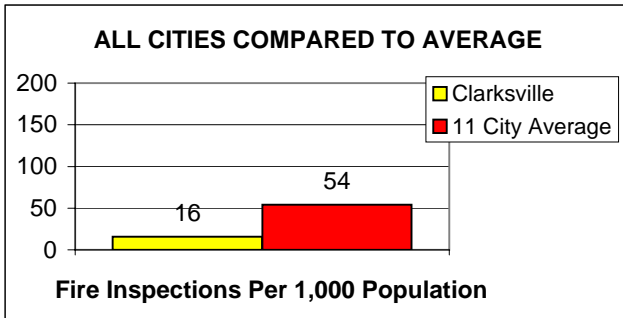
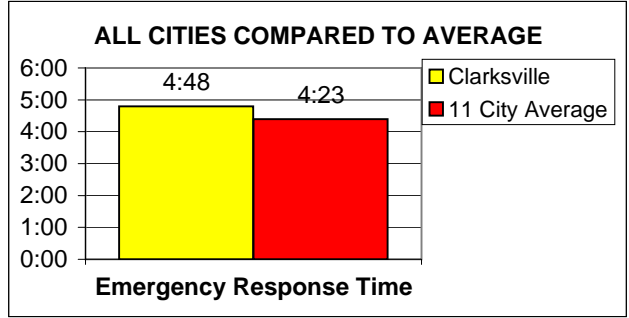
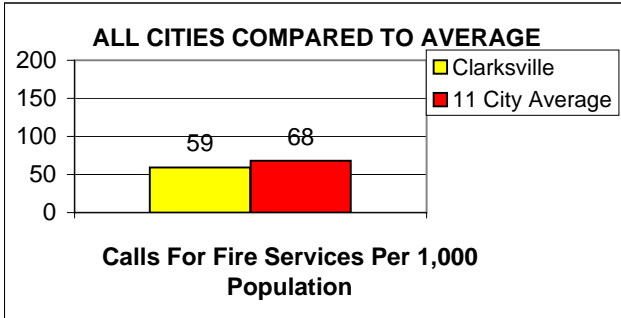
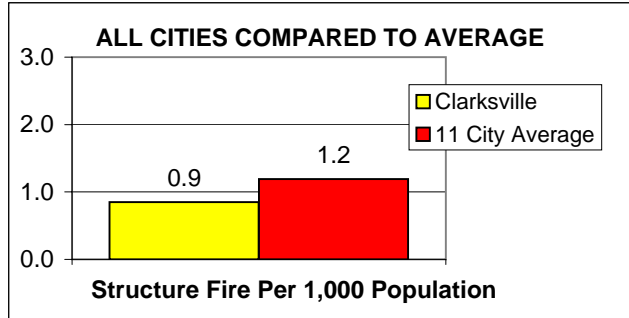
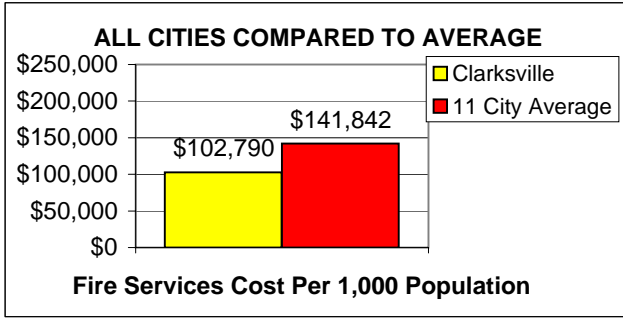
See the “Fire Services Definitions” table at the beginning of this section for more details.

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 21 years old, which could affect performance.

FIRE CHARTS - ALL CITIES

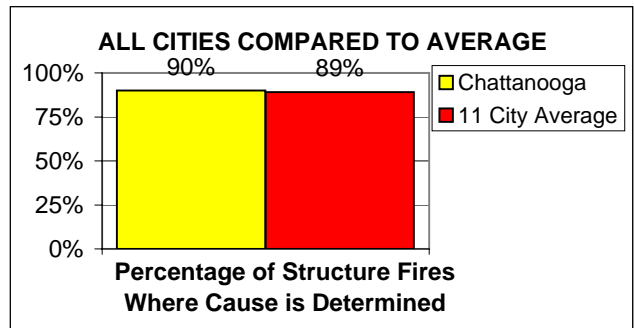
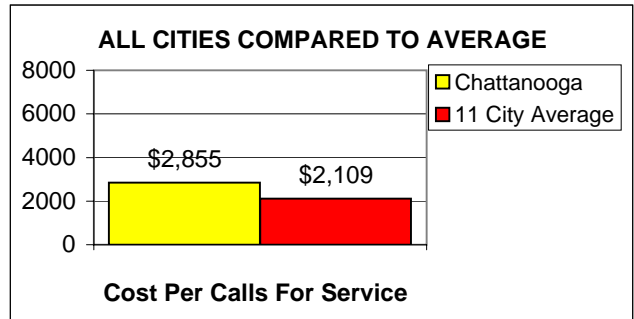
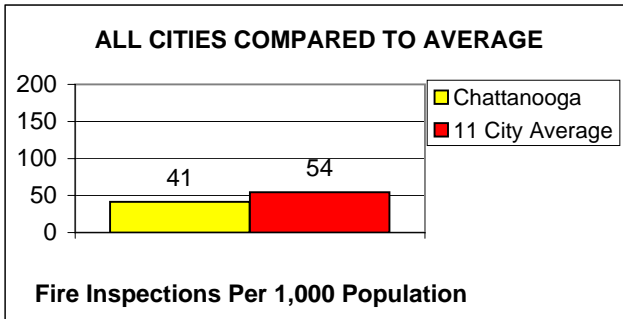
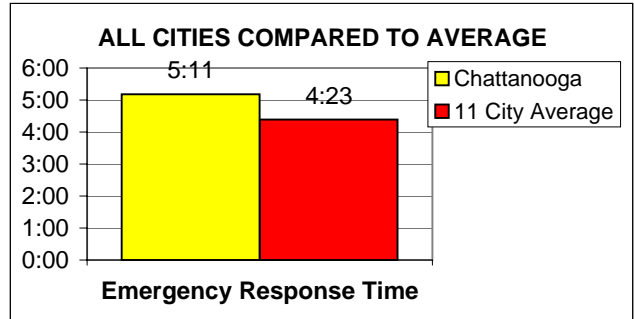
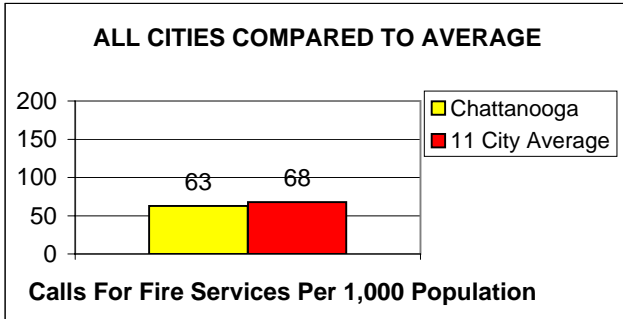
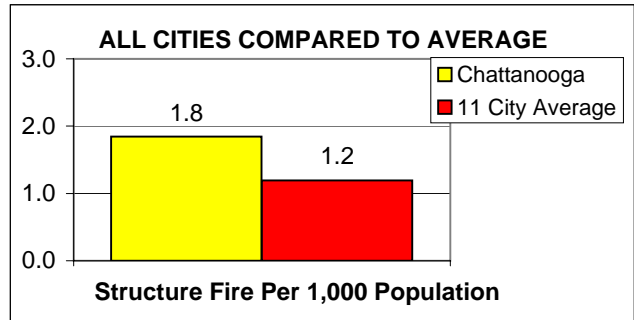
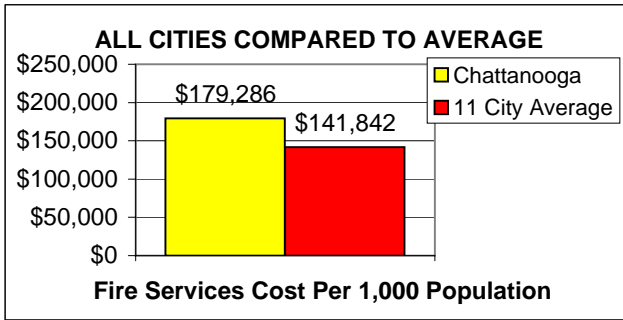


TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT

City Profile	Explanatory Information
Population: 155,554	Service Level and Delivery
Land Area 144 sq. mi.	
Calls For Service: 9,769	Chattanooga has made a major effort in the past few years to modernize and upgrade their fire department.
Emergency Calls: 9,769	A significant capital investment is being made to modernize the fire department fleet.
Fire Calls: 5,428	The department provides fire prevention, public fire education, and code enforcement services.
Structure Fires: 287	
FTE Positions: 418	Firefighter pay scales are related to levels of training and certification.
Fire Inspections: 6,449	
Fire Code Violations: N/A	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: N/A	
Response Time: 5:11	The department has many first-out, emergency response that are over 21 years old, which could affect performance.
EMS Level: 1 st Responder	Replacement of those vehicles could affect future operational costs.
EMS Calls: 4,341	

**TENNESSEE MUNICIPAL BENCHMARKING PROJECT
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FIRE CHARTS - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2005 ANNUAL REPORT