



**TENNESSEE MUNICIPAL  
BENCHMARKING PROJECT**

# Annual Report FY2016

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April 2017



*... Investing in the Future of Tennessee Cities Since 2001*

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## Acknowledgements

Throughout FY2016 cycle, the TMBP Steering Committee provided the leadership needed to keep things moving forward. A special thank you to Tony Cox, city manager, Morristown, for serving as the chair of the Steering Committee from May 2015—May 2017.

The members of the FY2016 steering committee are:

Athens, Mitchell Moore, City Manager (retired)  
Bartlett, Dick Phebus, Finance Director  
Brentwood, Jay Evans, Assistant City Manager  
Chattanooga, Brian Smart, Manager of Financial Operations  
Crossville, David Rutherford, City Manager  
Franklin, Michael Walters Young, Business Process Improvement Manager  
Johnson City, Pete Peterson, City Manager  
Kingsport, Judy Smith, Budget Officer  
Knoxville, Russ Jensen, Director of 311  
Lewisburg, Randall Dunn, City Manager  
Morristown, Tony Cox, City Manager  
Red Bank, Randall Smith, City Manager  
Sevierville, Tracy Baker, Assistant City Manager  
Springfield, Gina Holt, Assistant City Manager  
Tulahoma, Jody Baltz, City Administrator

Additional gratitude goes to the awesome city staff members who serve as the data coordinators for each member city. These city staff members collect the data, enter the data, and repeatedly review the data to ensure the accuracy of their city's information. This task is critical to the integrity of the overall data provided by TMBP.



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## Acknowledgements (cont.)

The FY2016 data coordinators are:

Mike Keith, City of Athens; Dick Phebus, City of Bartlett; Jay Evans, City of Brentwood; Fredia Kitchen, City of Chattanooga; Valerie Hale, City of Crossville; DeAnn Kraft, City of Franklin; John Morris, City of Kingsport; Russ Jensen, City of Knoxville; Larry Clark, City of Morristown; Randall Smith, City of Red Bank; Tracy Baker, City of Sevierville; Gina Holt, City of Springfield; and Susan Wilson, City of Tullahoma.

This program would not be able to provide the unique assistance that it does without the MTAS staff who provide expertise, advice and guidance to the project:

Rex Barton, Police Management Consultant (Police)  
Jeff Broughton, Management Consultant (Building Codes and Property Maintenance)  
Al Major, Finance and Accounting Consultant (Finance and general advice)  
Warren Nevad, Management Consultant (Parks and Recreation assistance)  
Justin O'Hara, IT Consultant (IT)  
Honna Rogers, Management Consultant (Planning and Zoning)  
Sharon Rollins, Technical Consulting Team Program Manager (Refuse and Recycling)  
Richard Stokes, HR Consultant (HR and Benefits)  
John Grubbs, HR Consultant (HR and Benefits)  
Dennis Wolf, Fire Management Consultant (Fire)

We would also like to thank David Folz, Professor of Political Science and Director of the MPPA Program, UT Knoxville, for continuing to serve as a faculty advisor to the group.

Note: A complete list of the current members as well as history of city participation in the TMBP is available in the appendix of this report.



# Introduction

This report marks the fifteenth year of the Tennessee Municipal Benchmarking Project (TMBP). This year's annual report provides performance data for the period July 1, 2015 through June 30, 2016 (Fiscal Year 2016 or FY2016) and continues our practice of comparing data over a three-year period for selected benchmarks.

Data were collected in a total of eleven service areas: building code enforcement, employment benefits, finance services, fire services, human resources, information technology, parks and recreation, planning and zoning, police, property maintenance code enforcement, and refuse and recycling.

The FY2016 data cycle was our third year using the Covalent performance management product. For this data cycle, Covalent was open to members for data entry on July 1, 2016 and the system was closed to data entry on October 31, 2016.

We are also excited to welcome to new cities to our data collaborative: Johnson City and Lewisburg. Both cities bring differing service levels and geographic situations. As with all our members, we are proud to be able to work with them and welcome them aboard.

## Presentation of the Data in Annual Report

### *Changes to Charts in FY2016 Report*

Readers of this year's report will notice that we have far fewer charts in the report this year than in previous reports. Instead of multiple charts for each city which compares each city individually to the average for three years, we have created one chart per benchmark to display all members for a three year period compared to the all-city average on one chart.

Our goal is to shorten the report and therefore making the report easier to read and digest. Going forward, members can request custom reports and charts that are not provided in the Annual Report. Additionally, prepared reports and charts will be made available on the Covalent member portal for downloading on demand.

### *Types of Benchmarks*

TMBP benchmarks are presented using four classifications of performance measures: workload, resource, efficiency, and effectiveness measures. Presenting benchmarks in these categories is meant to make the data more applicable to the real world decision-making process that managers are engaged in on a daily basis. Managers may sometimes struggle to answer the following questions in a meaningful way: How do we best allocate scarce resources that we are responsible for?



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Are we effectively using those resources as they are allocated? Are we putting resources where they are really needed based on community priorities?

The goal is to make it easier for members to use the TMBP data and benchmarks as a framework, not only for deciding which data can best help answer the important questions, but to also better understand the questions being asked.

Definitions for the four benchmark types are provided here:

- **Workload measures** demonstrate the amount of work performed or number of services received by customers and clients. They are basic measures of what work is being done but not how well or efficiently it is done.  
Example: police calls for service per 1,000 population.
- **Resource measures** track the amount of inputs and resources local governments allocate to their given service areas. Whereas efficiency measures gauge how cost-effective programs are in using resources to provide a given service, resource measures are more basic, tracking how much of a resource is allocated.  
Example: refuse full-time equivalents per 1,000 population.
- **Efficiency measures** capture the relationship between work performed and the amount of resources expended in performing the work. It is common to see these measures expressed as cost per unit produced or performed. Efficiency measures often entail the cost effectiveness of service delivery.  
Example: fire cost per call for service.
- **Effectiveness (outcome) measures** indicate the quality or successfulness of work performed. They are tied to goals or targets established by agencies to achieve desired standards or results.  
Example: fire department response time.

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## How TMBP Data is Analyzed

### *Averages in TMBP Data*

As has been stressed throughout the existence of the TMBP, averages are calculated for the group of cities participating in the project that year. Each year, there are changes in the membership of cities in the project. Therefore, while we do place a high value on averages as useful benchmarks for members, we do remind members that averages and benchmarks are only a starting point in measuring performance in the local jurisdiction and not the final comparison.

An even greater value in the data can be found by cities that maintain on-going membership in the TMBP. Consistent participation from year to year allows members to track their own performance over time, which can help build a true culture of performance management and continuous improvement in the member city.

### *Exclusion of Selected Data from Average Calculations*

At times, we have chosen to exclude individual data from the calculation of the average for a particular benchmark measure. In these cases, a note of explanation is provided in the report. Examples of reasons to exclude data include:

- Cost benchmarks are calculated from total costs reported per service area. Some cities have one department that provides multiple services and are not able to separate the costs for the different service. For example, the combining of building code enforcement and property maintenance code enforcement costs or refuse and recycling costs. In these cases, this data is excluded from the calculation of the all-cities average.
- In a few cases, the calculated benchmark numbers for individual cities were such extreme outliers that they would have significantly compromised the validity of the all-cities average. When attempts to obtain revised numbers were unsuccessful, these numbers were excluded from the averages.
- In rare cases, members have asked us to specifically exclude a value from the average calculation due to special circumstances.

### *Multi-year Comparisons*

In addition to comparing members to the average, we also look at those benchmarks over a three year period. Having multiple years of comparable performance data for particular services enables managers to have a clearer picture of the trends in costs and outputs in a municipality and helps to account for the impact of unforeseen events that may arise during any single year. As mentioned earlier, we believe that the principal diagnostic value of a multi-year analysis is that it enables managers to track and



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compare their own jurisdiction's performance over time and can facilitate an assessment of which aspects of services are moving in the desired direction.

Each city is unique and may experience a number of different circumstances or events that affect service costs and outputs. The value of trend analysis among member cities is to provide a catalyst to investigate the methods, practices, or strategies employed by some cities that may help to explain how a city compares favorably to its benchmarking peer, and to ultimately share how any method or practice may have led to the favorable comparison.

### *Cost Measures*

In order to measure the use of resources and the efficiency of service delivery, cost information must be considered and collected. TMBP's selection of cost measures was originally based on a recommended chart of accounts for municipalities created by the state of Tennessee. Not all members adhere to the states' suggested chart of accounts, but the groupings are pretty standard and provided a good framework for our benchmarking cost data. With clear definitions of what we expect to be included in each measure, TMBP is confident that the cost information effectively contributes to the benchmarking effort regarding resource allocation and efficiency management.

Members are asked to provide actual costs, not budgeted costs, and we encourage members not to wait on their audit to be completed before providing their cost data.

### **TMBP uses four primary kinds of costs for inclusion in our project:**

- **Personnel service costs** include the salaries and benefits paid to those who provide the service. Full-time and part-time personnel are considered in this cost area.
- **Direct operating costs** are costs that can be directly allocated to a department and represent the most basic operating costs.
- **Indirect costs**, sometimes called 'overhead', may be budgeted in another department and must be allocated to the service department. For example, the city's administrative services department might budget for insurance for city vehicles. Even though police cruisers and other vehicles may represent a significant portion of the city's vehicle insurance, the insurance costs

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may not appear in the police budget. We recommend that the member separate the insurance cost of police vehicles from the rest of the city's fleet and report them as an indirect cost for the police department.

- **Depreciation costs** capture the loss of value to the department from the aging of its buildings, equipment, and other capital assets. It is calculated by allocating an equal portion of the acquisition cost of the asset over the useful life of the asset.

For example, if a municipality buys a front loader for \$150,000 that is expected to last for 15 years, the annual depreciation cost would be \$10,000 per year. Depreciation is an indirect cost of service delivery, but it is separated from other indirect costs for the purposes of this report.

## Fundamental Challenge of Benchmarking

The members of the TMBP work diligently to ensure that the data collected are based on accurate and comparable cost and service data. However, every city faces a different service environment and varying community priorities. The job of cities is to be responsive to the service demands of their citizens, not to strive for comparability with other cities.

While we have made every attempt to account for the differences in service delivery systems among our member cities, we acknowledge that variations remain and should be taken into account when reviewing the comparison charts.

Each service area reporting chapter provides a list of influencing factors related to the delivery of that particular service. Each comparison chart should be interpreted in light of these influencing factors.

Additionally, we have provided new charts this year which compare members on selected demographic variables such as population, per capita income, education levels, etc. This information is contained in *Appendix A. Member Demographics*.

As has been mentioned throughout this introduction, we emphasize that the information provided in this report should serve as a starting point in the conversation of performance management. It is not meant to be the end of the conversation.

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# Building Code Enforcement Services

Even though TMBP considers building code enforcement a distinct reporting area, some member cities indicate a variety of arrangements in locating building and property maintenance codes enforcement, building inspections, and planning and zoning functions among departmental units. In some cities, these functions are handled in single integrated departments, while in others the functions are housed in separate departments. This can explain some of the differences in the data reported although any true outliers have been excluded from the group averages.

Other influencing factors in this service area include number of FTEs devoted to inspections, number of trade inspectors, rate of new construction activity in the community, and version of building code adopted.

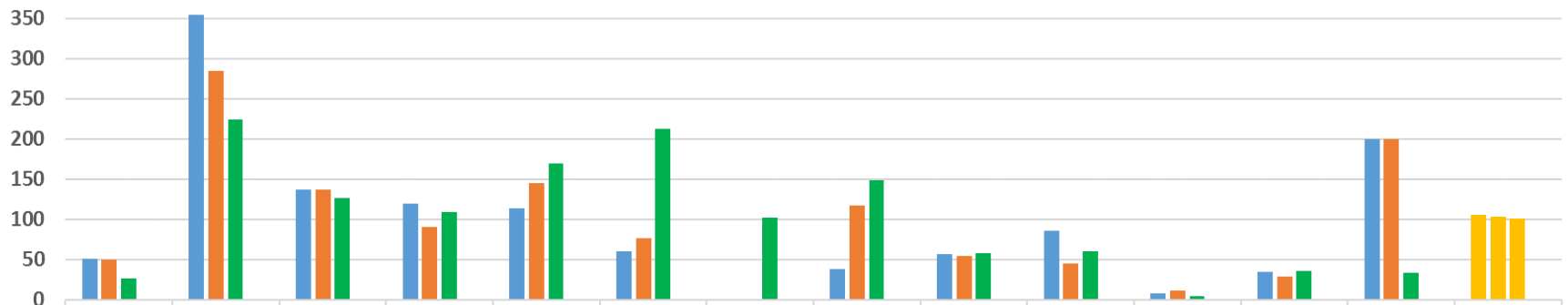
Benchmarks charted in this section are:

- Number of Construction Plans Reviewed per FTE (Inspectors only) (Workload/Effectiveness)
- Building Inspections per FTE (Inspectors only) (Workload)
- Building Codes Inspectors/Certified Plans Reviewers FTE per 1000 Population (Resource)
- Building Code Enforcement Cost Per Permit Issued (Efficiency)
- Revenue per Permit Issued (Efficiency)
- Building Code Enforcement Program Cost Per Capita (Efficiency)
- Total Building Code Enforcement Cost per Building Inspection (Efficiency)



# Building Code Enforcement Services

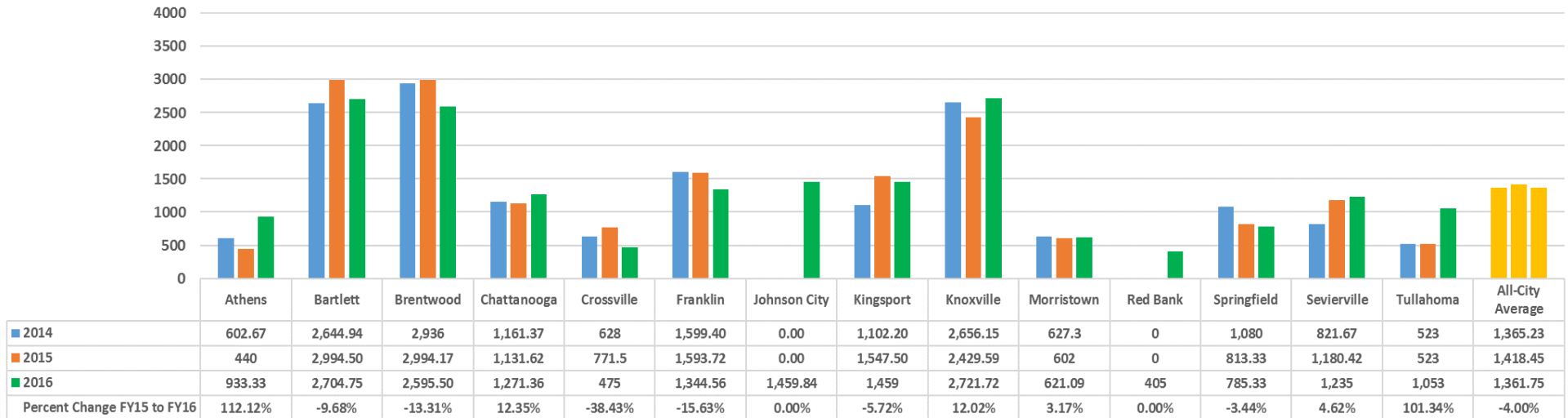
*Workload/Effectiveness Benchmark – Number of Construction Plans Reviewed per FTE (Inspectors Only) (P.BC032f)*



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Johnson City	Kingsport	Knoxville	Morristown	Springfield	Sevierville	Tullahoma	All-City Average
■ 2014	50.67	355.06	137.33	119.72	114	59.73	0	38.4	57	86.03	8	35	200	105.08
■ 2015	49.33	285.32	137.17	90.89	145	76.89	0	117.25	53.82	44.67	10.67	29.17	200	103.35
■ 2016	26.67	224.25	126.83	109.34	169.5	212.22	101.92	148.25	57.32	59.64	4	36.25	33	100.71
Percent Change FY15 to FY16	-45.94%	-21.40%	-7.54%	20.30%	16.90%	176.00%	0.00%	26.44%	6.50%	33.51%	-62.51%	24.27%	-83.50%	-2.56%

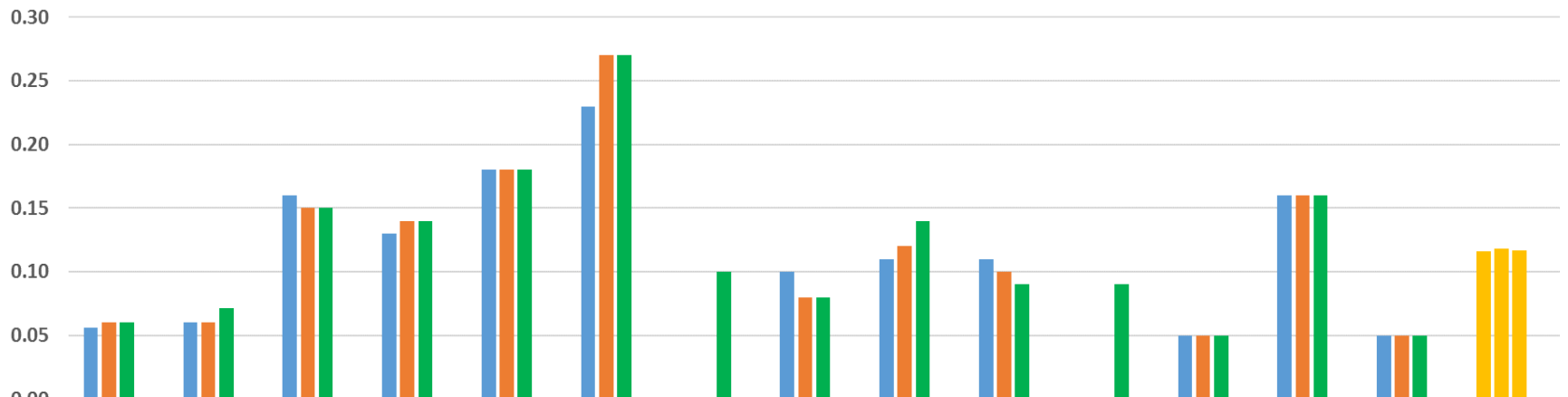
# Building Code Enforcement Services

*Workload Benchmark – Building Inspections per FTE (Inspector FTEs Only)  
(P.BC037f)*



# Building Code Enforcement Services

*Resource Benchmark – Building Codes Inspectors/Certified Plan Reviewer  
FTE per 1000 Population (P.BC031f)*



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Johnson City	Kingsport	Knoxville	Morristown	Red Bank	Springfield	Sevierville	Tullahoma	All-City Average
■ 2014	0.06	0.06	0.16	0.13	0.18	0.23	0.00	0.10	0.11	0.11	0.00	0.05	0.16	0.05	0.12
■ 2015	0.06	0.06	0.15	0.14	0.18	0.27	0.00	0.08	0.12	0.10	0.00	0.05	0.16	0.05	0.12
■ 2016	0.06	0.07	0.15	0.14	0.18	0.27	0.10	0.08	0.14	0.09	0.09	0.05	0.16	0.05	0.12
Percent Change FY15 to FY16	0.00%	18.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	16.67%	-10.00%	0.00%	0.00%	0.00%	0.00%	-1.55%

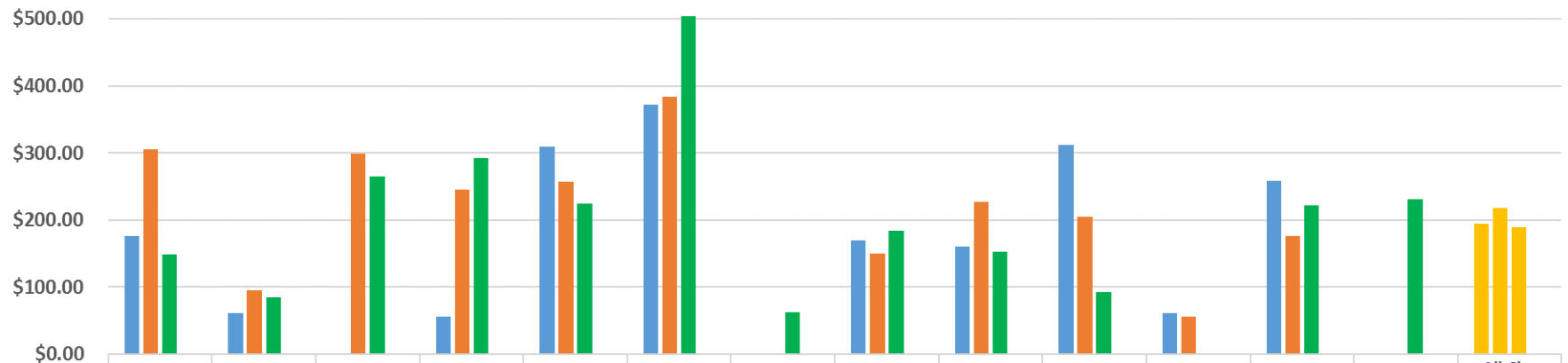
# Building Code Enforcement Services

## Efficiency Benchmark – Building Enforcement Cost per Permit Issued (P.BC035.1f)



# Building Code Enforcement Services

## Efficiency Benchmark – Revenue per Permit Issued (P.BC036.1f)



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Johnson City	Kingsport	Knoxville	Morristown	Springfield	Sevierville	Tullahoma	All-City Average
2014	\$176.82	\$61.54	\$0.00	\$55.48	\$309.47	\$372.02	\$0.00	\$170.14	\$159.90	\$312.59	\$61.56	\$258.90	\$0.00	\$193.84
2015	\$305.98	\$95.41	\$299.46	\$245.36	\$257.39	\$383.52	\$0.00	\$150.59	\$227.53	\$205.44	\$56.17	\$176.78	\$0.00	\$218.51
2016	\$149.05	\$85.00	\$265.50	\$292.93	\$224.09	\$503.61	\$63.05	\$184.02	\$152.98	\$92.75	\$0.00	\$221.47	\$231.08	\$189.66
Percent Change FY15 to FY16	-51.29%	-10.91%	-11.34%	19.39%	-12.94%	31.31%	0.00%	22.20%	-32.76%	-54.85%	-100.00%	25.28%	0.00%	-13.21%



# Building Code Enforcement Services

## Efficiency Benchmark – Building Code Enforcement Program Cost per Capita (C.BC067f)



# Building Code Enforcement Services

## Efficiency Benchmark – Total Building Code Enforcement Cost per Building Inspections (P.BC038f)



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## Employment Benefits Services

General personnel costs represent a majority of any municipal budget and can exceed 75%, particularly for public safety and other labor-intensive services. An escalating and less easily defined component of these costs are employment benefits.

Employment Benefits are viewed as part of the total compensation received by an employee in exchange for performance of the duties of his/her position. It is common to treat employees in similar work classes in a similar fashion for the purposes of benefits and compensation. It is also important to understand each agency's position within the relative labor market in order to design a recruitment and retention strategy.

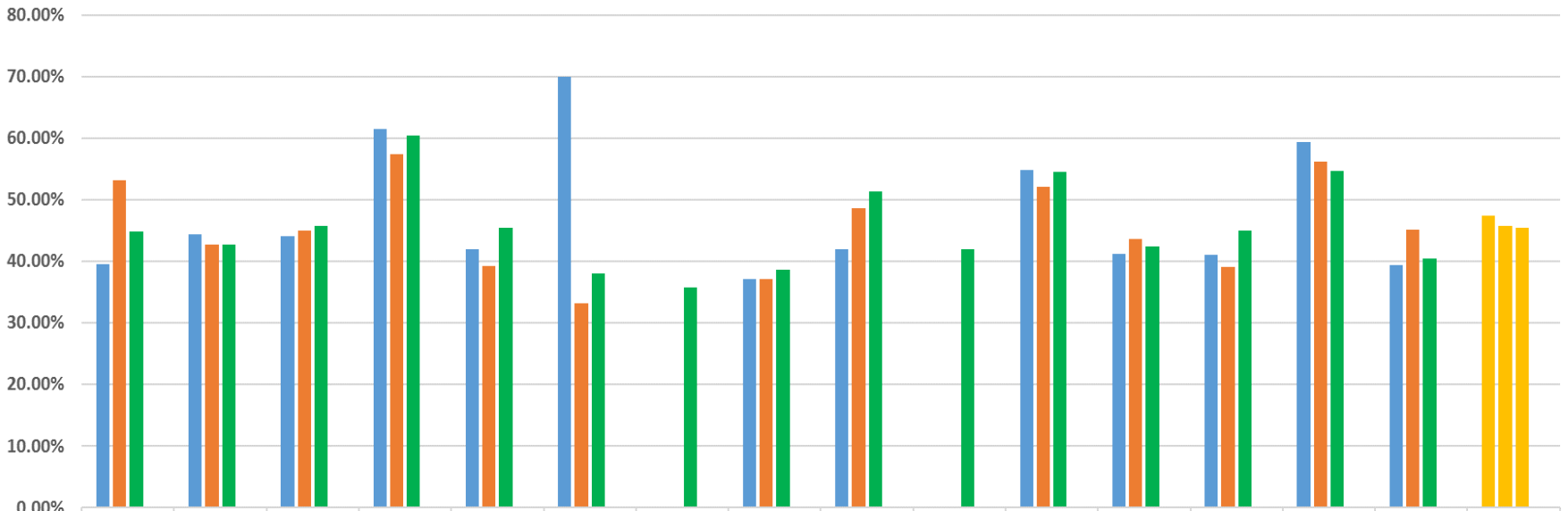
Benchmarks charted in this section are:

- Benefit to Salary Ratio All Funds (Resource)
- Personnel Costs per FTE (Resource)
- Worker Compensation Cost per Claim (Efficiency)



# Employment Benefits Services

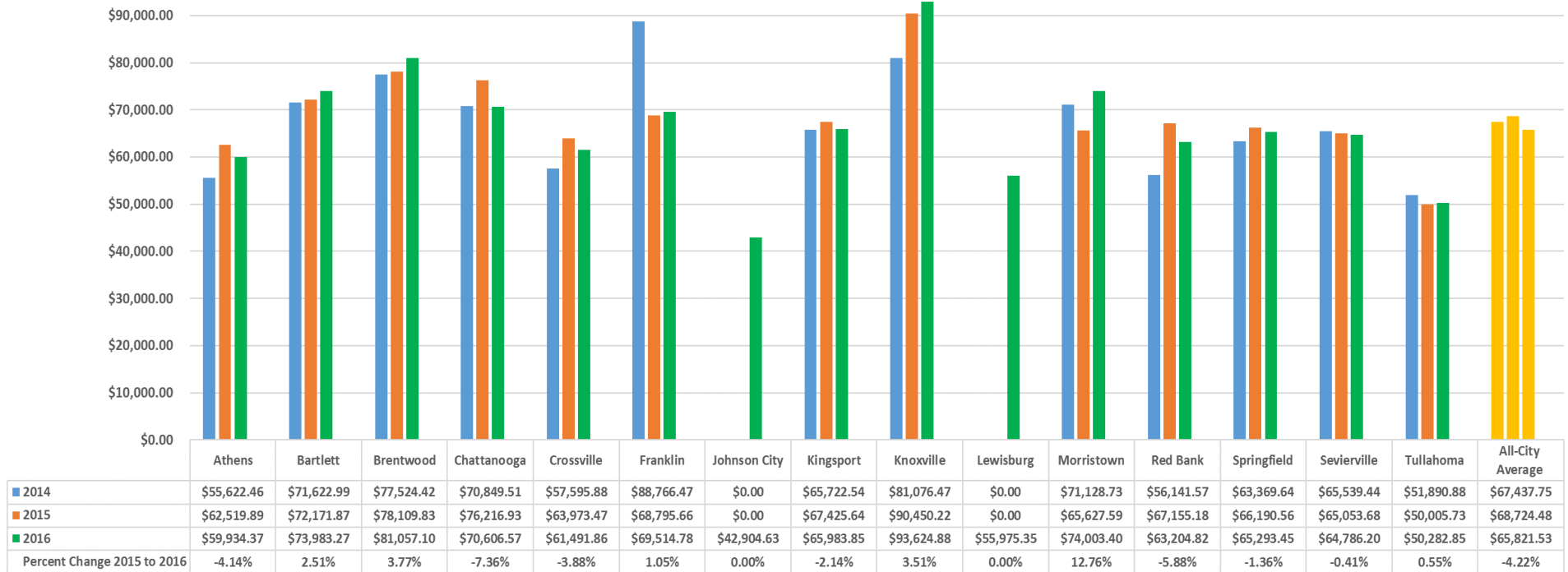
## Resource Benchmark – Benefit to Salary Ratio All Funds (C.BF046f)



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Johnson City	Kingsport	Knoxville	Lewisburg	Morristown	Red Bank	Springfield	Sevierville	Tullahoma	All-City Average
■ 2014	39.48%	44.34%	44.01%	61.48%	41.95%	69.96%	0.00%	37.07%	42.01%	0.00%	54.83%	41.13%	41.02%	59.32%	39.43%	47.36%
■ 2015	53.21%	42.73%	44.94%	57.45%	39.25%	33.21%	0.00%	37.17%	48.53%	0.00%	52.08%	43.58%	39.04%	56.11%	45.12%	45.68%
■ 2016	44.76%	42.69%	45.68%	60.35%	45.49%	37.98%	36%	38.63%	51.39%	41.92%	54.44%	42.47%	44.94%	54.64%	40.45%	45.50%
Percent Change FY15 to FY16	-15.88%	-0.09%	1.65%	5.05%	15.90%	14.36%	0.00%	3.93%	5.89%	0.00%	4.53%	-2.55%	15.11%	-2.62%	-10.35%	-0.39%

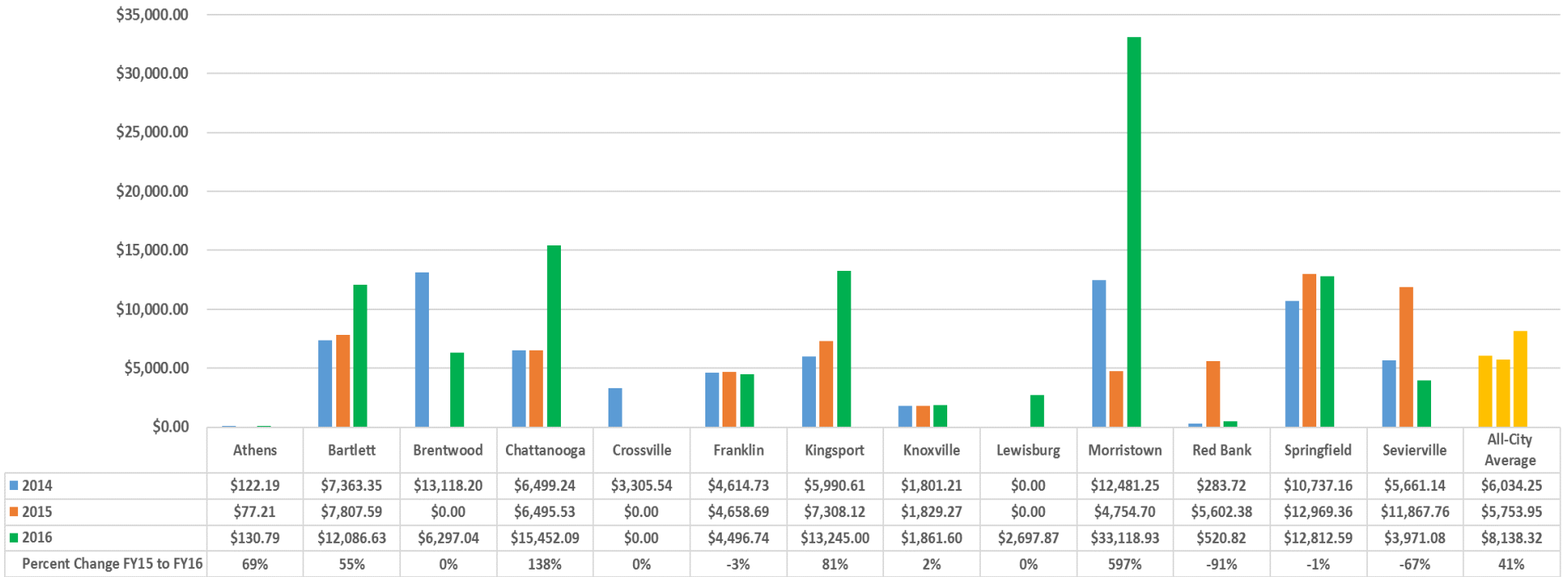
# Employment Benefits Services

## Resource Benchmark – Personnel Costs per FTE (P.BF071f)



# Employment Benefits Services

## Efficiency Benchmark – Worker Compensation Cost per Claim (P.BF072f)



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## Finance Services

Finance services generally consist of long and short term budgeting, debt-issuance, accounting, and financial reporting and record-keeping. In many cities, it also involves tax collections, payment services and purchasing, and investment of city funds. These functions encompass those activities which are related to financial management, control, and monitoring for the city. The service definition includes all support personnel and services, though in some cities these sorts of positions may not be fully reported.

Cities vary in how payroll, risk management, and other functions are allocated between their Finance, Human Resources, and other internal service delivery departments. In recent years, our project has focused attention on how the structure and housing of functions can impact costs and personnel resources used among departments. See the “Structure and Functions of Finance Department” table following the charted benchmarks for a summary of responses for this year.

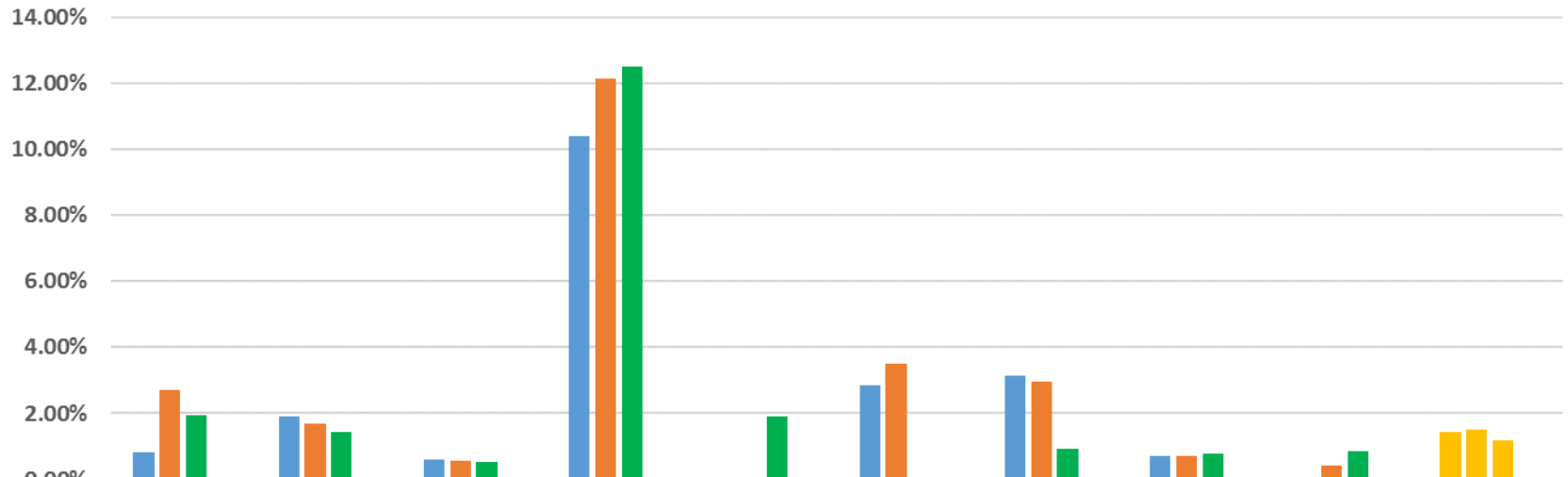
Benchmarks charted in this section are:

- Purchasing Card Purchasing Volume as a Percentage of Total Purchasing Volume (Resource)
- Collections as Percent Billed (Utilities) (Effectiveness)
- Collections as Percent Billed (Property Taxes) (Effectiveness)



# Financial Services

## Resource Benchmark – Purchasing Card Purchasing Volume as a Percent of Total Purchasing Volume (P.FN032f)



	Athens	Brentwood	Chattanooga	Franklin	Johnson City	Kingsport	Knoxville	Sevierville	Tullahoma	All-City Average
■ 2014	0.83%	1.90%	0.60%	10.41%	0.00%	2.84%	3.14%	0.70%	0.00%	1.43%
■ 2015	2.69%	1.69%	0.58%	12.13%	0.00%	3.49%	2.97%	0.69%	0.42%	1.51%
■ 2016	1.95%	1.45%	0.51%	12.50%	1.91%	0.00%	0.93%	0.77%	0.84%	1.19%
Percent Change FY15 to FY16	-27.51%	-14.20%	-12.07%	3.05%	0.00%	0.00%	-68.69%	11.59%	100.00%	-20.73%

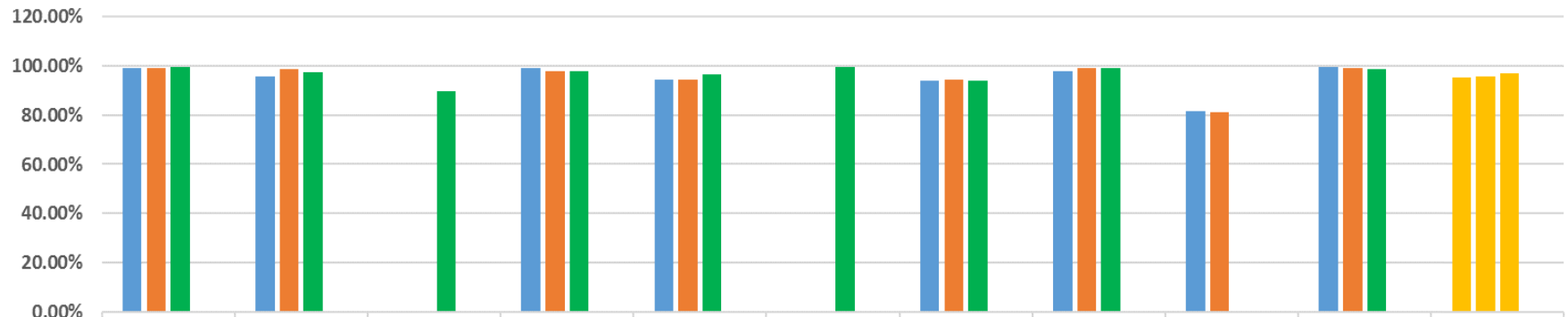
Franklin’s values were excluded from the All-City Average.

Kingsport’s values for 2016 were excluded from the All-City Average due to restructuring within the department.



# Financial Services

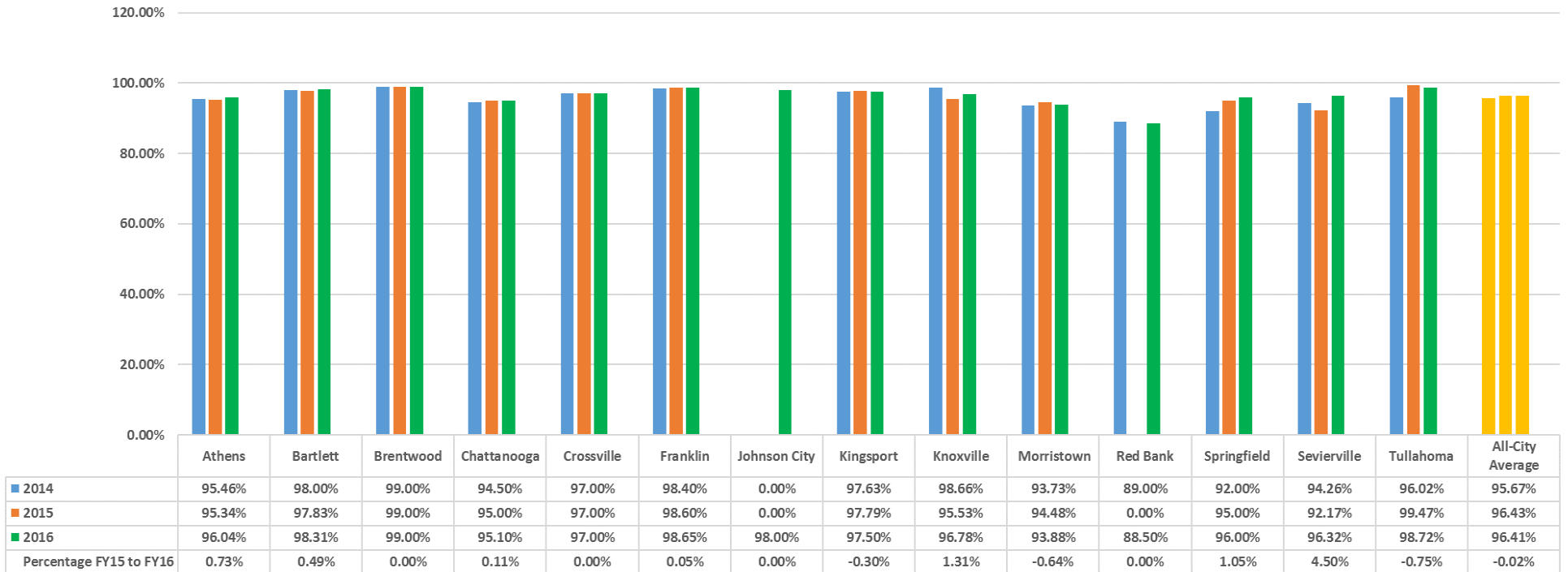
## Effectiveness Benchmark – Collections as Percent Billed (Utilities) (P.FN020)



	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Johnson City	Kingsport	Springfield	Sevierville	Tullahoma	All-City Average
■ 2014	99.20%	95.92%	0.00%	99.00%	94.30%	0%	94.14%	98.00%	81.50%	99.50%	95.32%
■ 2015	99.20%	98.70%	0.00%	98.00%	94.50%	0%	94.46%	99.00%	81.14%	99.22%	95.88%
■ 2016	99.50%	97.60%	89.80%	98%	96.70%	99.49%	94.04%	99%	0%	98.73%	96.98%
Percent Change FY15 to FY16	0.30%	-1.11%	0.00%	0.00%	2.33%	0.00%	-0.44%	0.00%	0.00%	-0.49%	1.16%

# Financial Services

## Effectiveness Benchmark – Collections as Percent Billed (Property Taxes) (P.FN021)



# Structure and Functions of Finance Departments

City	Finance Department Functions	Contracted Finance Functions
Athens	Tax collections, A/P, commercial refuse billing, business licenses, payroll processing, financial statements, annual budget	None
Bartlett	Accounting, reporting, payroll, purchasing, tax collections and utility billing and collection operations. Also responsible for CIP budget, bond and capital note issuance, payment of all debt principal and interest when due. Develop annual CAFR and budget documents; submit CAFR and Budget to GFOA for awards program. Billing and receipt of miscellaneous property maintenance charges, maintain data on all PILOT properties.	Printing of property tax notices is outsourced to private firm. Investment of Pension assets managed by professional investment firm with guidance from City of Bartlett Pension Board. Delinquent utility billing turned over to professional collection agency after 180 days. City contracts with independent audit firm for annual CAFR, architects and engineers for road and bridge construction and maintenance and other contract services over \$50,000. Financial adviser and bond counsel for bond and note issuance is contracted on yearly basis.
Brentwood	Accounts payables, accounts receivables, utility billing and collections, property tax collections, ECD revenue collections, sales tax and hall tax audit, cash receipting, cash management, fixed asset management and asset disposal, insurance reconciliation, fuel inventory, business licenses/peddler permits, fleet compliance, p-card program administration, records management, general ledger reconciliations, budget preparation, and financial reporting	Printing and mailing annual property tax notices and monthly utility bills. Lockbox for property tax, utility bills and court fines. Financial advisor for bond issues. Actuary used for other post employment benefit cost calculations.
Chattanooga	Treasury, City Court, accounting, budgeting, payroll, and accounts payable	None
Crossville	Payroll, Accounts Payable, Journal Entries, Bank Reconciliation, Fixed Asset Schedules, utility services customer billing	N/A
Franklin	Disbursement of funds, payroll, budgeting, financing, use of funds (investments), bank reconciliation, audit, regulatory reporting, management reporting, benchmarking, and financial analysis	External audit

## Structure and Functions of Finance Departments (cont.)

City	Finance Department Functions	Contracted Finance Functions
Kingsport	Finance, accounting, payroll, records management (City Clerk), and utility billing and collections	N/A
Knoxville	Revenues, Payables, Debt, Investment, Internal Control Reviews, Payroll/ Budget/CAFR/Reviews.	Lock Box
Morristown	Accounting, Payroll, Accounts Payable and Cash Collections	N/A
Sevierville	Payroll, all reports, 941, state reports, retirement reports, W-2, 1099, Accts payable, receivable, billing, minutes, bonds, lease contracts, CBID, hotel/motel/hospitality tax, sales tax, bank acct reconciliation, inventory, fixed assets, deposits, JE, letters of credit, W-9s, cashiering, receptionist for incoming calls, mail runs.	Audit and mailing of utility bills and tax notices
Springfield	General accounting, cash management, fixed assets, work orders, inventory, payroll, miscellaneous and utility accounts receivable, utility billing, cash collections, debt management, accounts payable, utility meter reading and customer service, and risk management (shared function of finance and HR)	Utility bill processing
Tullahoma	Payroll, risk management, accounts payable, grants and loans, budgeting and cost analysis, fixed assets, bank statement, reconciliation, and financial compliance	N/A

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## Fire Services

Data collected in this service area cover 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.

A special caution to the reader is appropriate for fire services benchmarks because there is considerable variation in how these services are provided. The source of some of that variation is emergency medical services. Athens, for instance, does not provide emergency medical services. Other cities, such as Brentwood, Chattanooga, Franklin, and Knoxville provide non-transport advanced life support (ALS).

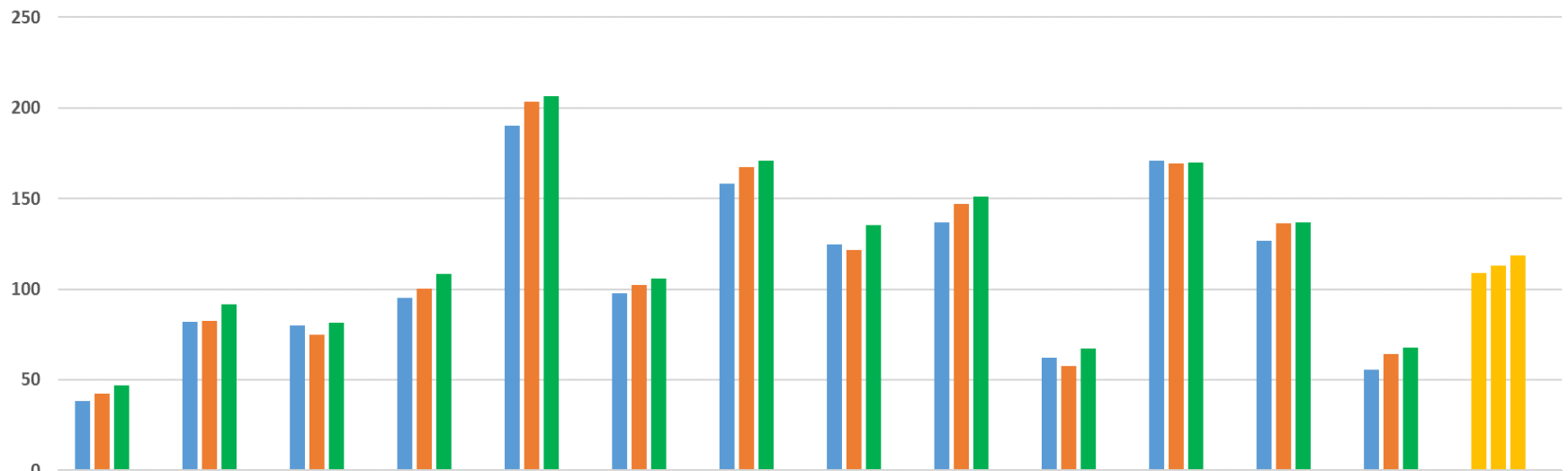


Benchmarks charted in this section are:

- Calls for Service per 1,000 Population (Workload)
- Structure Fires per 1,000 Population (Workload/Effectiveness)
- Fire Inspections Per 1,000 Population (Workload)
- Total Fire Cost Per Capita (Resource)
- Cost Per Call for Service (Efficiency)
- Department Fire Response Time—Average (Effectiveness)
- Percent of Structure Fires with Cause Determined (Effectiveness)

# Fire Services

## *Workload/Effectiveness Benchmark – Calls for Service per 1,000 Population (P.FR088f)*

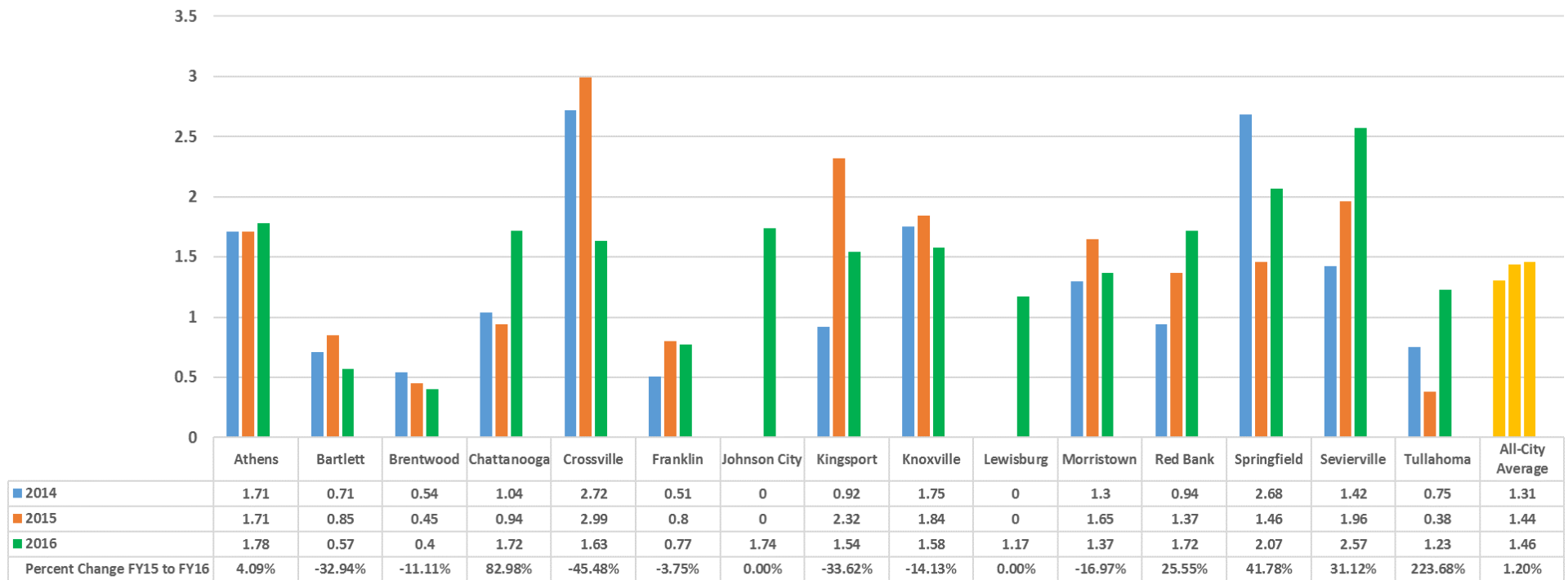


	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Kingsport	Knoxville	Morristown	Red Bank	Springfield	Sevierville	Tullahoma	All-City Average
■ 2014	38.27	82.02	79.9	94.98	190.35	97.95	158.27	124.74	136.73	62.23	171.11	126.7	55.48	109.13
■ 2015	42.13	82.66	74.7	100.15	203.23	102.31	167.59	121.8	147.17	57.76	169.59	136.56	64.06	113.05
■ 2016	46.89	91.7	81.46	108.34	206.59	106.04	171.06	135.12	151.29	67.29	170.07	137.1	67.81	118.52
Percent Change FY15 to FY16	11.30%	10.94%	9.05%	8.18%	1.65%	3.65%	2.07%	10.94%	2.80%	16.50%	0.28%	0.40%	5.85%	4.83%



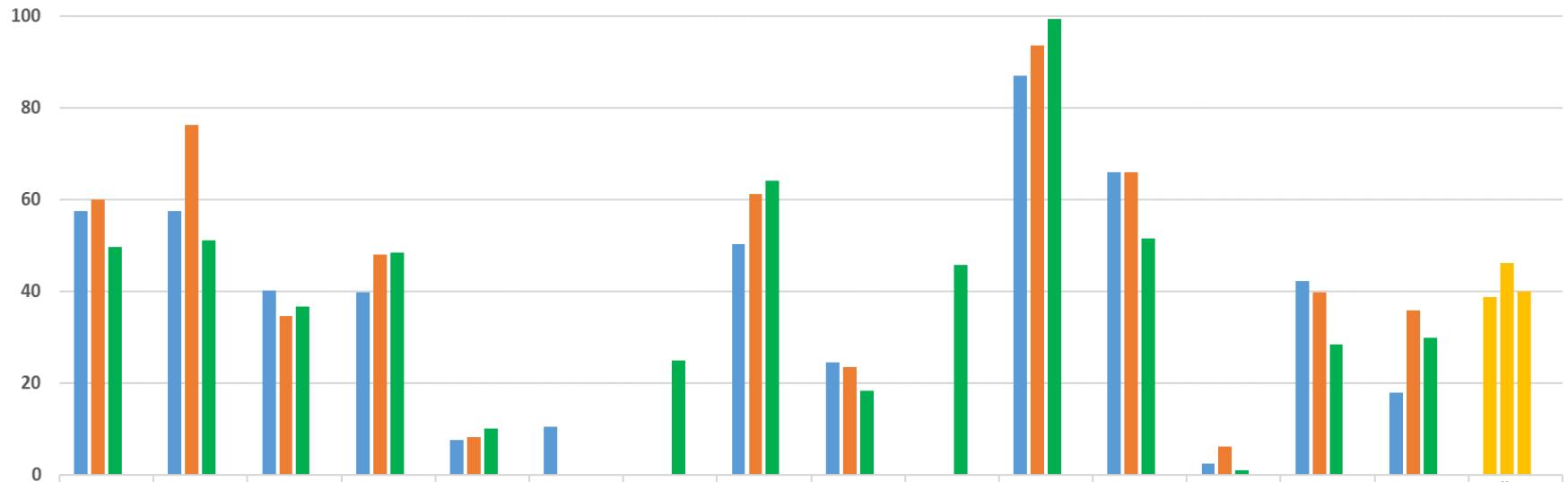
# Fire Services

## Workload Benchmark – Structure Fires per 1,000 Population (P.FR092f)



# Fire Services

## Workload Benchmark – Fire Inspections per 1,000 Population (P.FR093f)



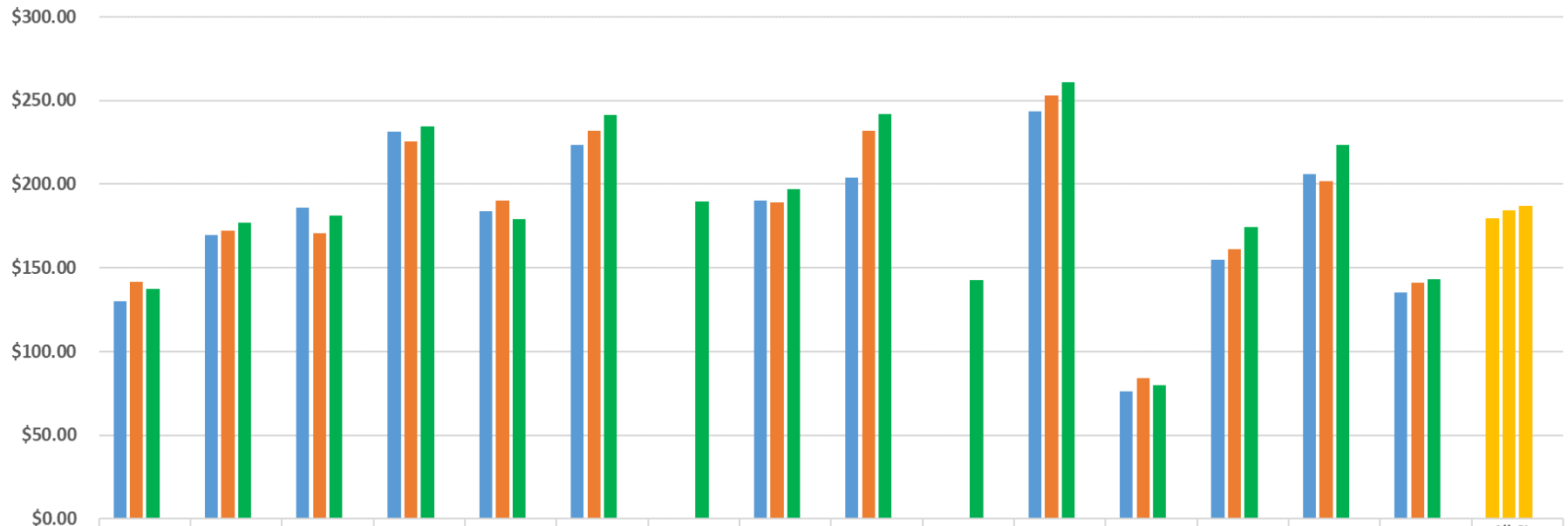
	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Johnson City	Kingsport	Knoxville	Lewisburg	Morristown	Red Bank	Springfield	Sevierville	Tullahoma	All-City Average
■ 2014	57.44	57.39	40.23	39.71	7.71	10.44	0	50.26	24.59	0	87	65.92	2.56	42.21	17.9	38.72
■ 2015	59.89	76.11	34.53	47.95	8.17	0	0	61.2	23.39	0	93.49	65.92	6.08	39.85	35.86	46.04
■ 2016	49.64	51.07	36.56	48.33	10.07	0	24.89	64.07	18.23	45.68	99.19	51.5	1.03	28.5	29.8	39.90
Percent Change FY15 to FY16	-17.11%	-32.90%	5.88%	0.79%	23.26%	0.00%	0.00%	4.69%	-22.06%	0.00%	6.10%	-21.88%	-83.06%	-28.48%	-16.90%	-13.34%

Note: Due to new software, Franklin was unable to extract numbers for fire inspections for FY14 and FY15, which is one of the drivers for this formula-based measure.



# Fire Services

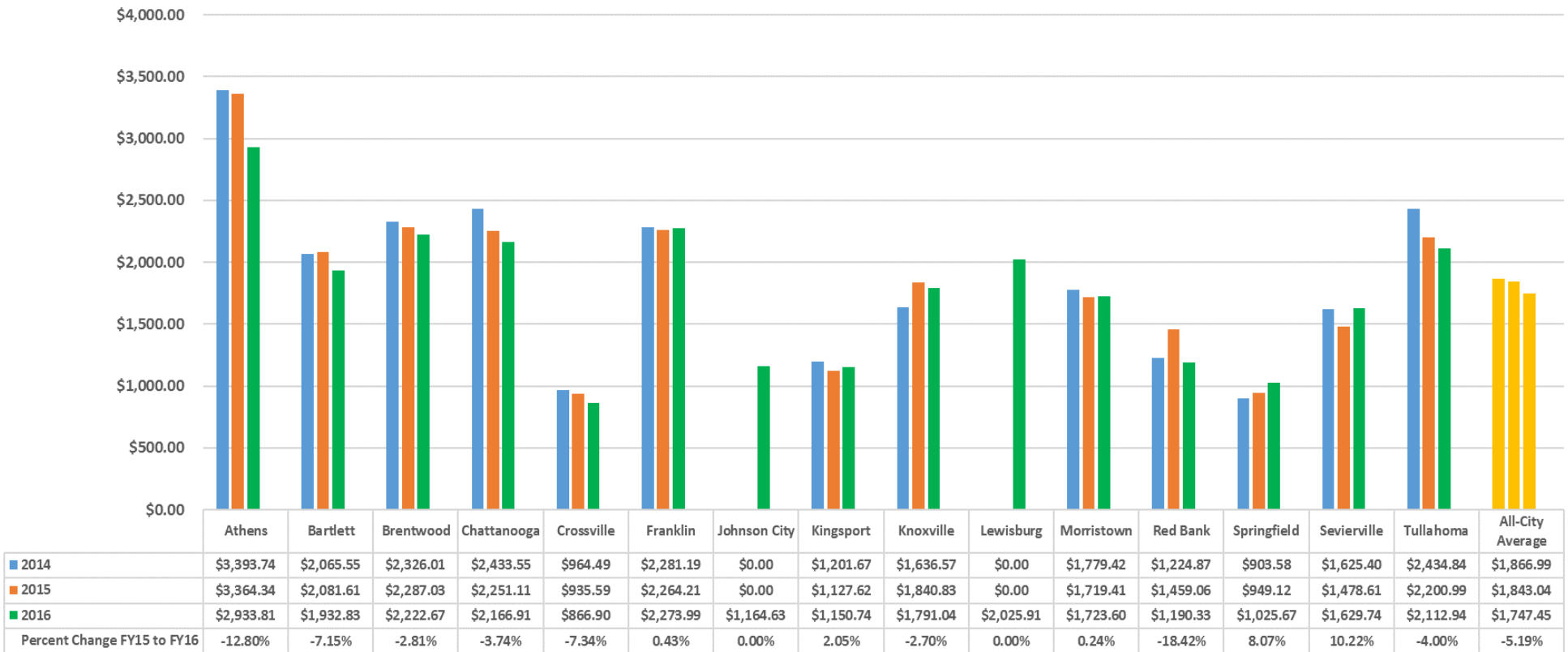
## Resource Benchmark – Total Fire Cost per Capita (C.FR067f)



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Johnson City	Kingsport	Knoxville	Lewisburg	Morristown	Red Bank	Springfield	Sevierville	Tullahoma	All-City Average
■ 2014	\$129.87	\$169.41	\$185.84	\$231.14	\$183.59	\$223.44	\$0.00	\$190.19	\$204.15	\$0.00	\$243.31	\$76.22	\$154.61	\$205.93	\$135.09	\$179.45
■ 2015	\$141.74	\$172.05	\$170.84	\$225.45	\$190.14	\$231.64	\$0.00	\$188.98	\$231.64	\$0.00	\$253.04	\$84.28	\$160.96	\$201.92	\$140.99	\$184.13
■ 2016	\$137.56	\$177.24	\$181.06	\$234.75	\$179.09	\$241.14	\$189.89	\$196.85	\$242.01	\$142.54	\$260.76	\$80.10	\$174.44	\$223.43	\$143.28	\$186.94
Percent Change FY15 to FY16	-2.95%	3.02%	5.98%	4.13%	-5.81%	4.10%	0.00%	4.16%	4.48%	0.00%	3.05%	-4.96%	8.37%	10.65%	1.62%	1.53%

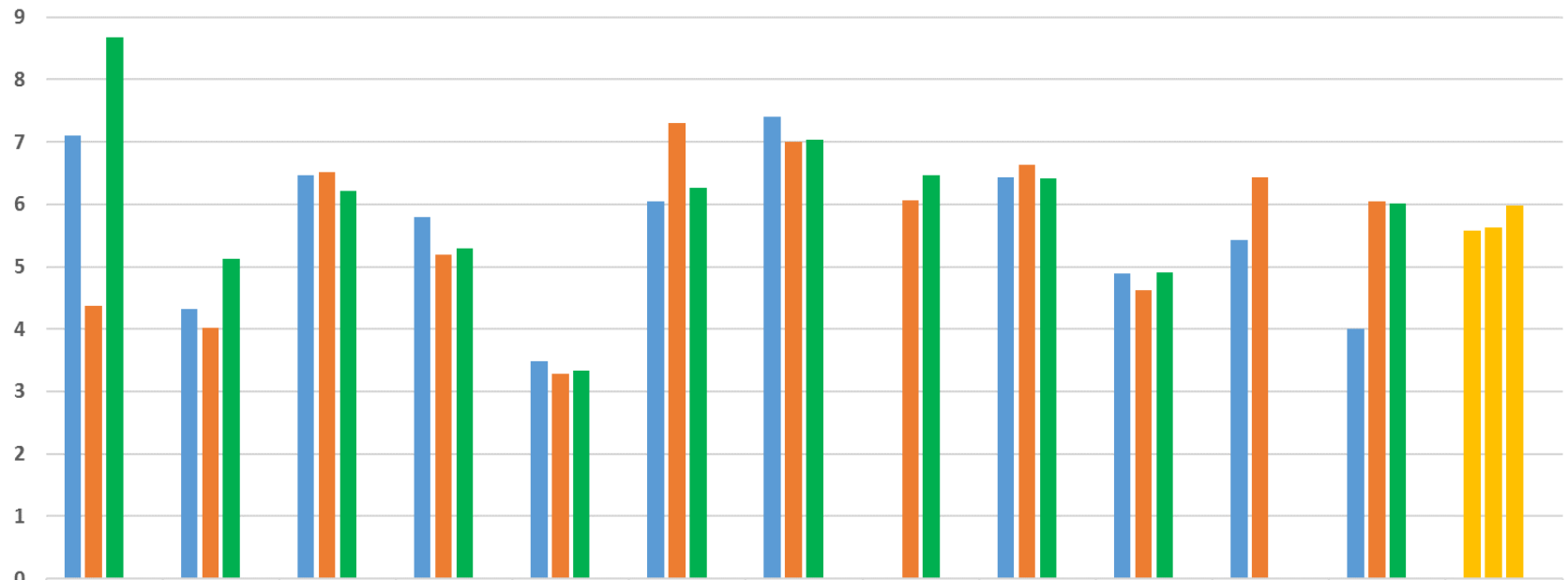
# Fire Services

## Efficiency Benchmark – Cost per Call for Service (P.FR110f)



# Fire Services

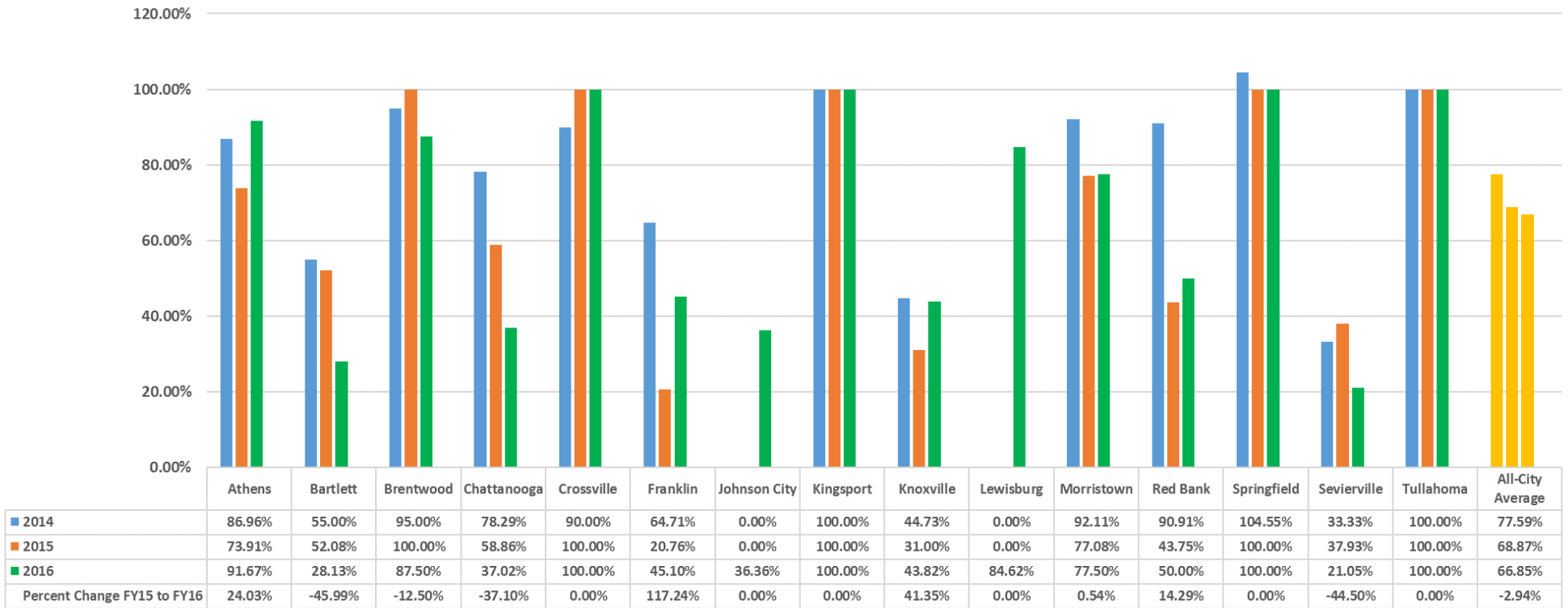
## Effectiveness Benchmark – Average Response Time (P.FR042)



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Kingsport	Knoxville	Morristown	Red Bank	Sevierville	Tullahoma	All-City Average
2014	7.1	4.33	6.47	5.8	3.49	6.04	7.4	0	6.43	4.9	5.43	4	5.58
2015	4.37	4.02	6.51	5.2	3.29	7.3	7	6.07	6.63	4.62	6.43	6.04	5.62
2016	8.67	5.13	6.22	5.3	3.34	6.26	7.04	6.47	6.41	4.91	0	6.02	5.98
Percent Change FY15 to FY16	98.40%	27.61%	-4.45%	1.92%	1.52%	-14.25%	0.57%	6.59%	-3.32%	6.28%	0.00%	-0.33%	6.33%

# Fire Services

## Effectiveness Benchmark – Percent of Structure Fires with Cause Determined (P.FR106f)



Springfield excluded from All-City Average for 2013. If the number of fires with cause determined (FR017) is higher than the total number of fires (FR013), then the formula generates a number greater than 100%. Covalent formula =  $(P.FR017 / P.FR013) * 100$ .

# Fire Services

## Percent Met Target Fire Response Time Components

In FY2013 we began collecting data on percent of target times met across the various time components for fire response, as defined by National Fire Protection Association (NFPA) 1710. As shown in the table on the top right, NFPA recommends the percentage goal to be met for each time component. While all cities are not able to report each of these time components, most cities are able to report on at least one. The data validity will likely improve as reporting continues in future years.

NFPA 1710 Component	Recommended Time in Seconds	Percent Goal to Meet
Ring-time (NFPA 1710 4.1.2.3.1)	15	95%
Call processing time (also known as alarm handling time) (NFPA 1710 4.1.2.3.3)	60	90%
Turnout time – fire call (NFPA 1710 4.1.2.1 (2))	80	90%
Travel time (NFPA 1710 4.1.2.1(3))	240	90%
<b>Total</b>	<b>395 (6 minutes, 35 seconds)</b>	<b>90%</b>

FY2016 TMBP Fire Response Time Components	Total Response Time	Ring Time	Call Processing Time	Turnout Time	Travel Time
Athens	25%	N/A	16%	85%	34%
Bartlett	N/A	N/A	N/A	N/A	20.50%
Brentwood	63.03%	97.57%	59.21%	73.21%	40%
Chattanooga	100%	N/A	N/A	90%	90%
Crossville	92%	0%	0%	100%	72%
Franklin	N/A	N/A	37.4%	N/A	62.12%
Johnson City	83.30%	N/A	N/A	65.80%	67.40%
Kingsport	N/A	N/A	N/A	54.39%	37.18%
Knoxville	51%	100%	24%	74%	56%
Lewisburg	90%	90%	N/A	100%	90%
Morristown	89%	100%	100%	80%	85%
Red Bank	N/A	N/A	N/A	N/A	N/A
Sevierville	N/A	N/A	N/A	70%	24%
Springfield	91.73%	N/A	N/A	N/A	N/A
Tullahoma	100%	100%	100%	100%	100%

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# Human Resources Services

Human Resources functions are largely internal aspects of municipal service delivery. Performance measures include, but are not limited to, employee staffing levels, employee turnover and recruitment, employee retention, and employee training.

Also note that cities report variation in whether certain functions, namely risk management and payroll, are included in their Human Resources or Finance Departments. See the Structure and Functions Table in the Finance Services section of the report for specifics on which services are included in the Human Resources department. It is important to recognize the variation in allocation of such functions when interpreting FTE and personnel cost figures reported for the Human Resources and Finance Service areas.

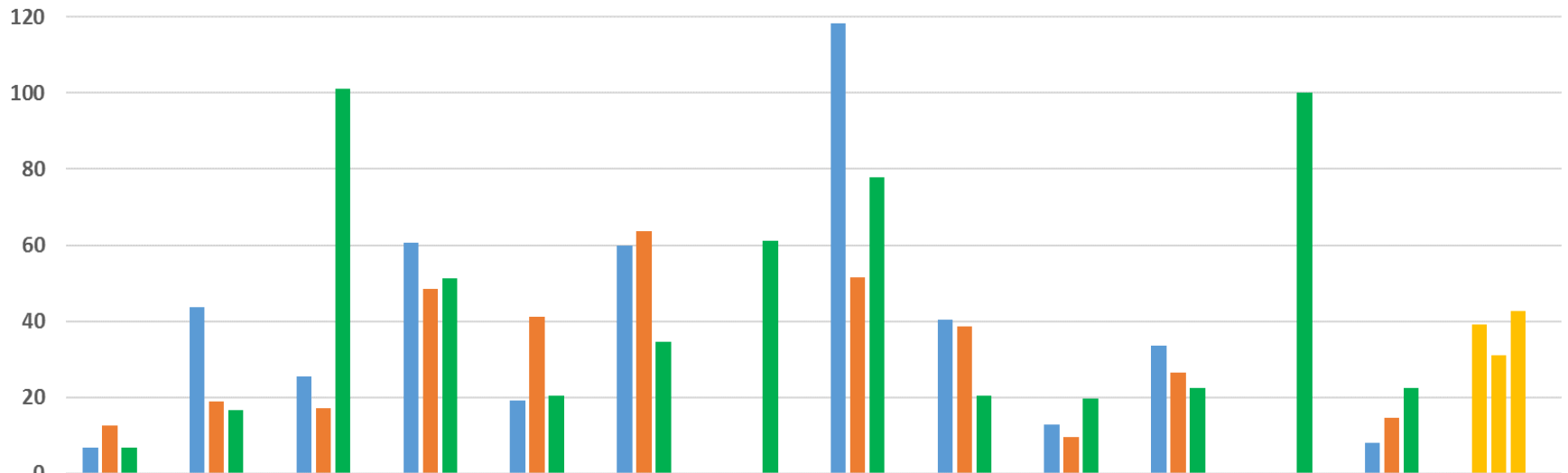


Benchmarks charted in this section are:

- Applications Processed Per Position Requisition Approved (Workload)
- Human Resource Cost Per Total FTE (City-Wide) (Resource)
- Applications Processed Per Human Resources FTE (Efficiency)

# Human Resources Services

## Workload Benchmark – Applications Processed per Position Requisition Approved (P.HR023f)



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Johnson City	Kingsport	Knoxville	Morristown	Springfield	Sevierville	Tullahoma	All-City Average
■ 2014	6.84	43.66	25.6	60.75	19.2	60	0	118.41	40.43	12.9	33.69	0	8.09	39.05
■ 2015	12.48	18.98	17.16	48.58	41.21	63.71	0	51.43	38.55	9.57	26.61	0	14.56	31.17
■ 2016	6.83	16.57	101.14	51.39	20.5	34.69	61.16	77.88	20.32	19.68	22.53	100	22.34	42.69
Percent Change FY15 to FY16	-45.27%	-12.70%	489.39%	5.78%	-50.25%	-45.55%	0.00%	51.43%	-47.29%	105.64%	-15.33%	0.00%	53.43%	36.99%

# Human Resources Services

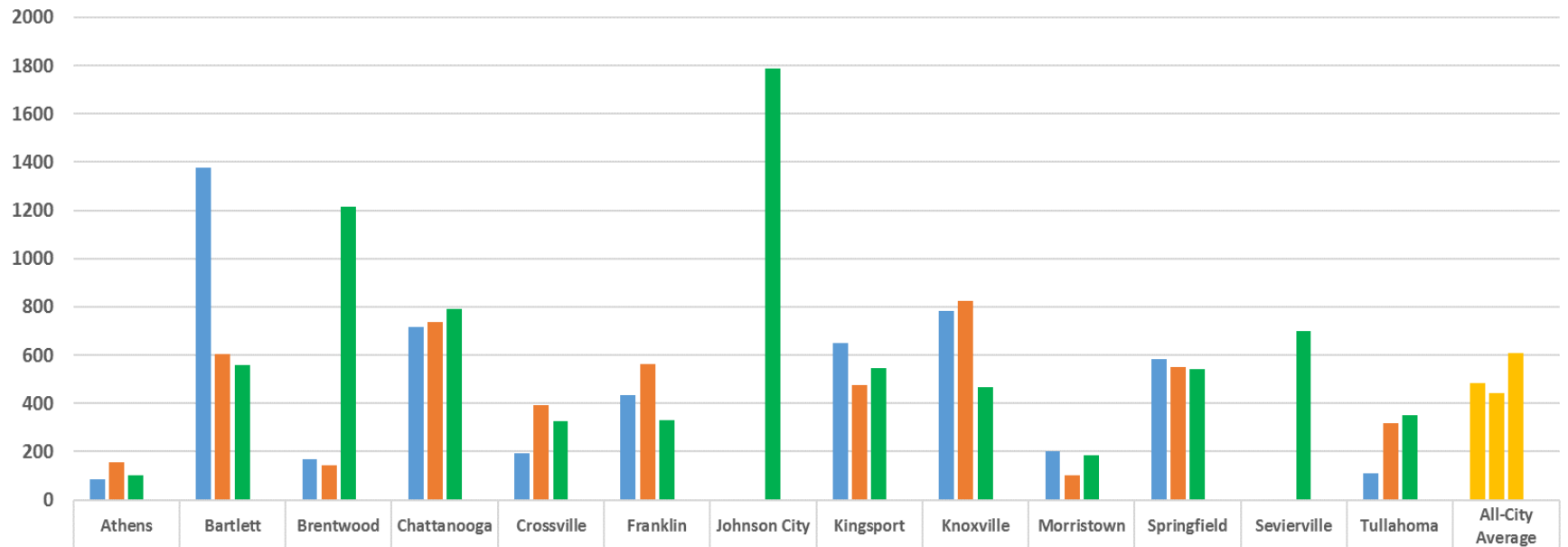
## Resource Benchmark — Human Resource Cost per Total FTE (City-Wide) (P.HR026f)





# Human Resources Services

## Efficiency Benchmark – Applications Processed per Human Resource FTE (P.HR022f)



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Johnson City	Kingsport	Knoxville	Morristown	Springfield	Sevierville	Tullahoma	All-City Average
2014	85.5	1,378.66	170.67	716.85	192	436.36	0	651.25	782.91	200	584	0	110.56	482.61
2015	156	602.75	143	736.29	391.5	561.82	0	475.75	824.9	100.5	550	0	317.58	441.83
2016	102.5	559.25	1,213.67	791.33	328	329.58	1,789	545.12	467.3	187	540.67	700	350.27	607.98
Percent Change FY15 to FY16	-34.29%	-7.22%	748.72%	7.48%	-16.22%	-41.34%	0.00%	14.58%	-43.35%	86.07%	-1.70%	0.00%	10.29%	37.61%

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## Information Technology Services

Information Technology (IT) services are largely an internal operation with clients being other city departments not citizens. However, as technology continues to expand and both internal and external clients become more technology dependent, advances in IT services are paramount. Performance measures collected in this service area include but are not limited to information technology devices managed, help desk requests, IT cost, and the percent of help desk requests resolved.

A special caution to the reader is appropriate in examining the city-specific Information Technology benchmarks because some of these measures are still being refined.

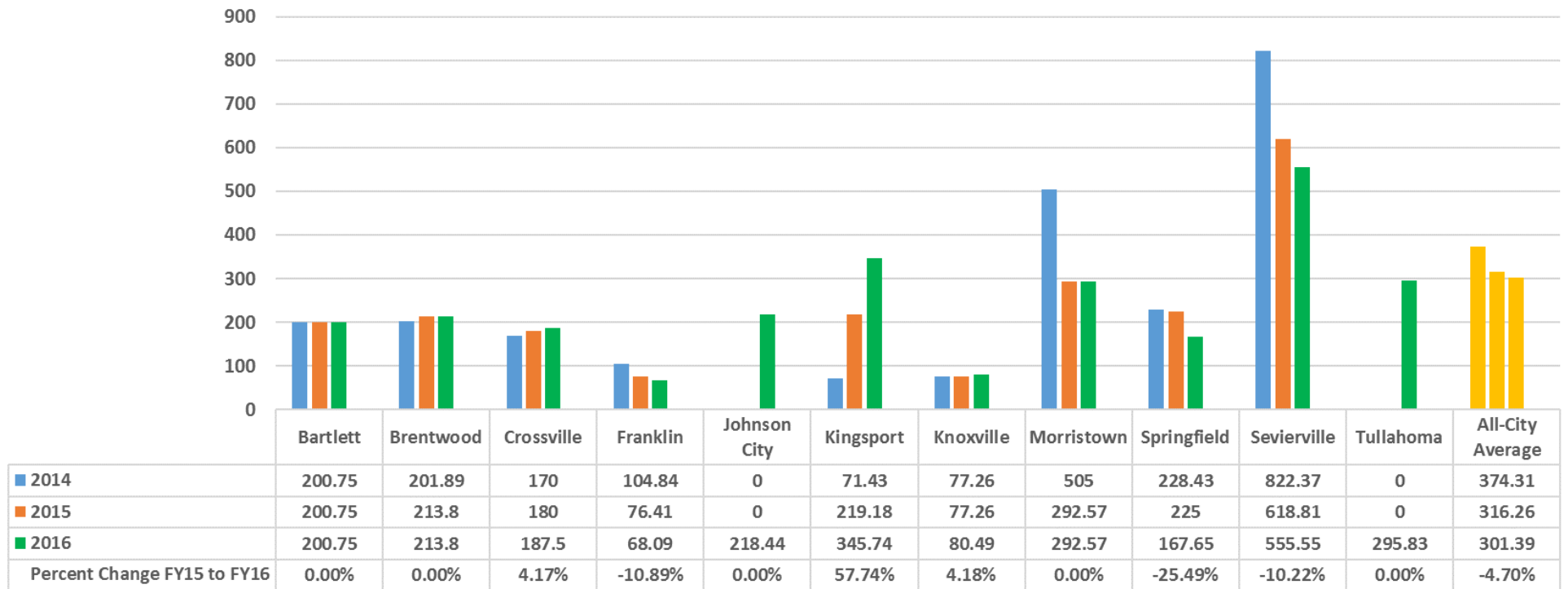


Benchmarks charted in this section are:

- Total Devices per IT FTEs (City and Contract) (Workload)
- Total Help Desk/Service Requests per IT FTE (City and Contract) (Workload)
- Total IT Cost per Capita (Resource)
- Help Desk Calls/Service Requests Resolved (Effectiveness)

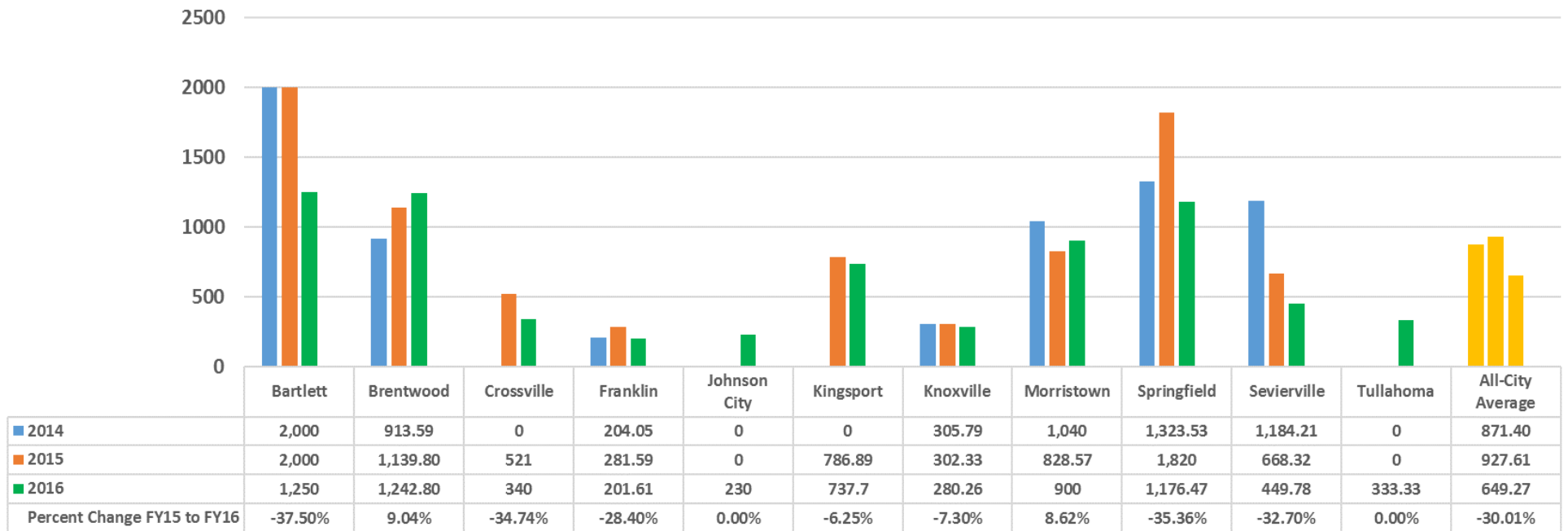
# Information Technology Services

## Workload Benchmark – Total Devices per IT FTEs (City and Contract) (P.IT042f)



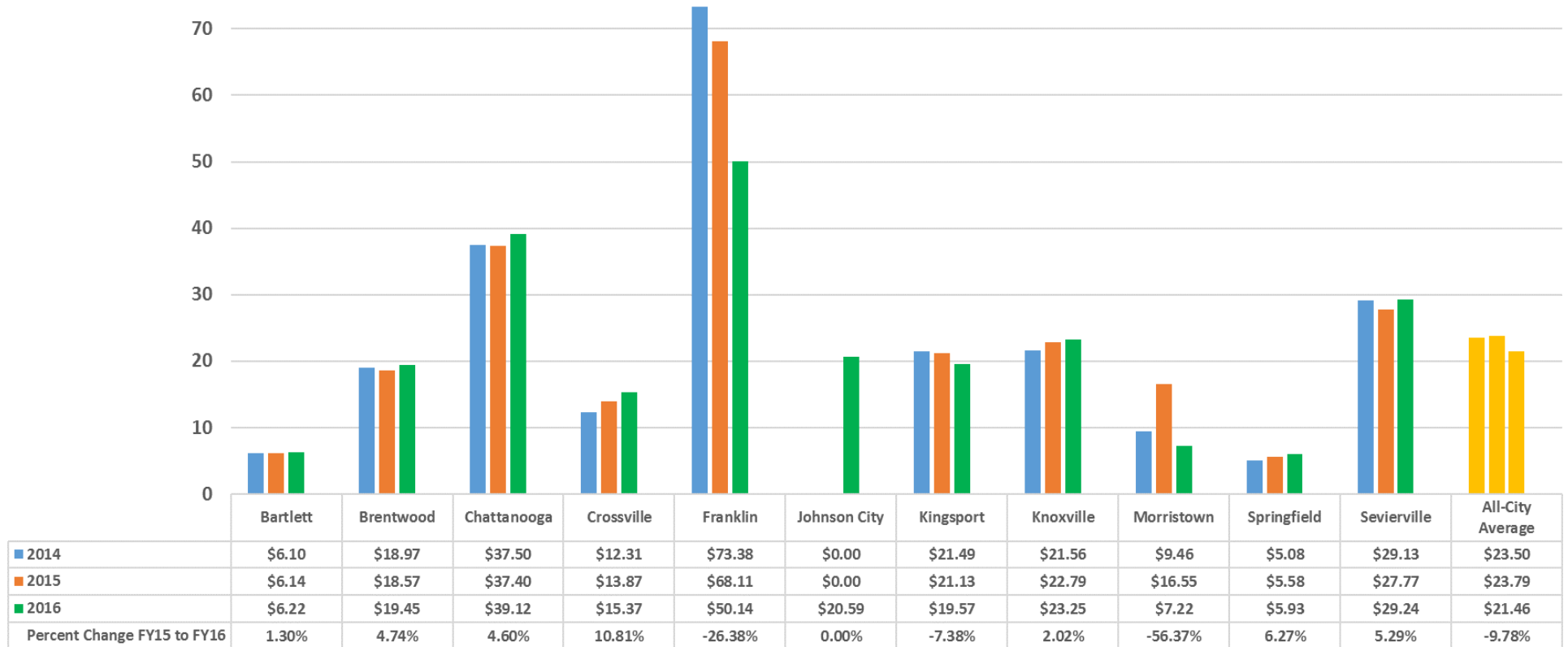
# Information Technology Services

*Workload Benchmark – Total Help Desk/Service Requests per IT FTE  
(City and Contract) (P.IT043f)*



# Information Technology Services

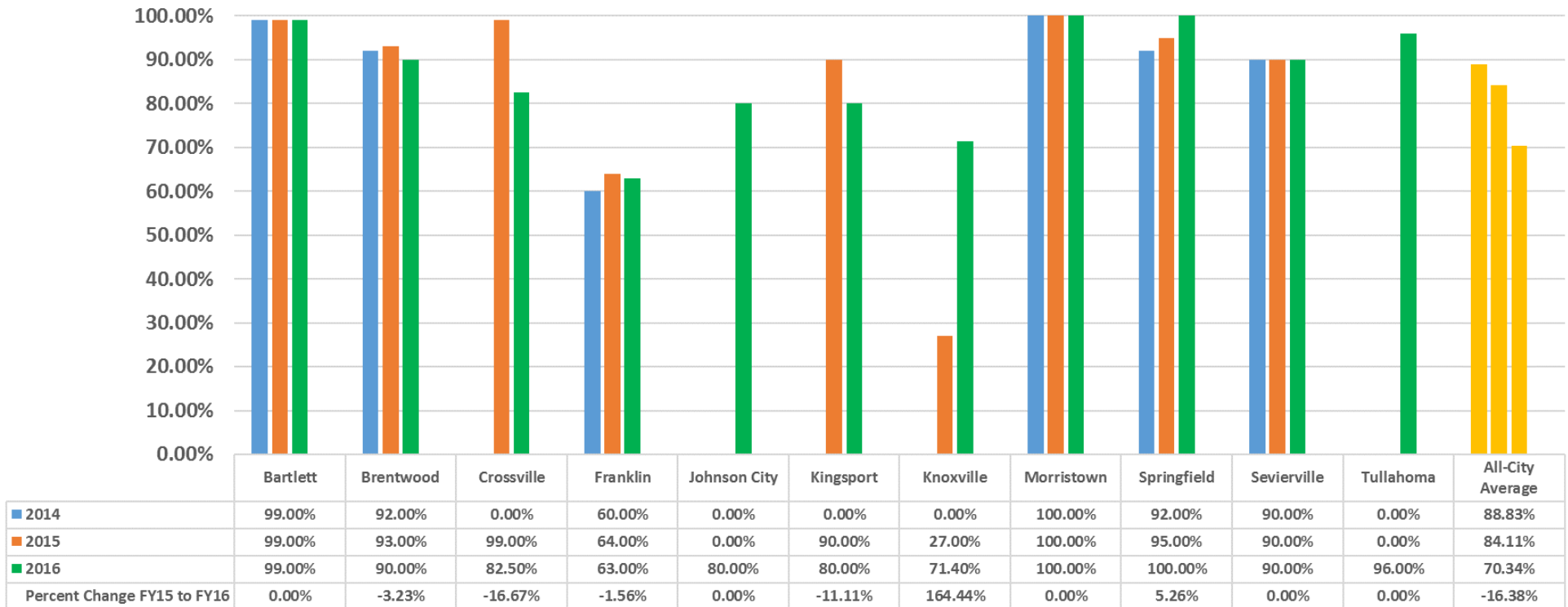
## Resource Benchmark — Total IT Cost per Capita (C.IT066f)



Tullahoma's values were excluded from the All-City Average for 2014, 2015, and 2016.

# Information Technology Services

## Effectiveness Benchmark – Help Desk Calls/Service Requests Resolved (P.IT017)



Kingsport's value of 0% for 2014 was excluded from the All-City Average.

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## Parks and Recreation Services

Data collected in the parks and recreation service area include staffing, grants proceeds, acres maintained, participation in activities and events offered, facilities and hours, greenway miles and fees collected.

Members continue to refine the data collected in this service area to ensure comparability across the widely different participating municipal parks and recreation programs.

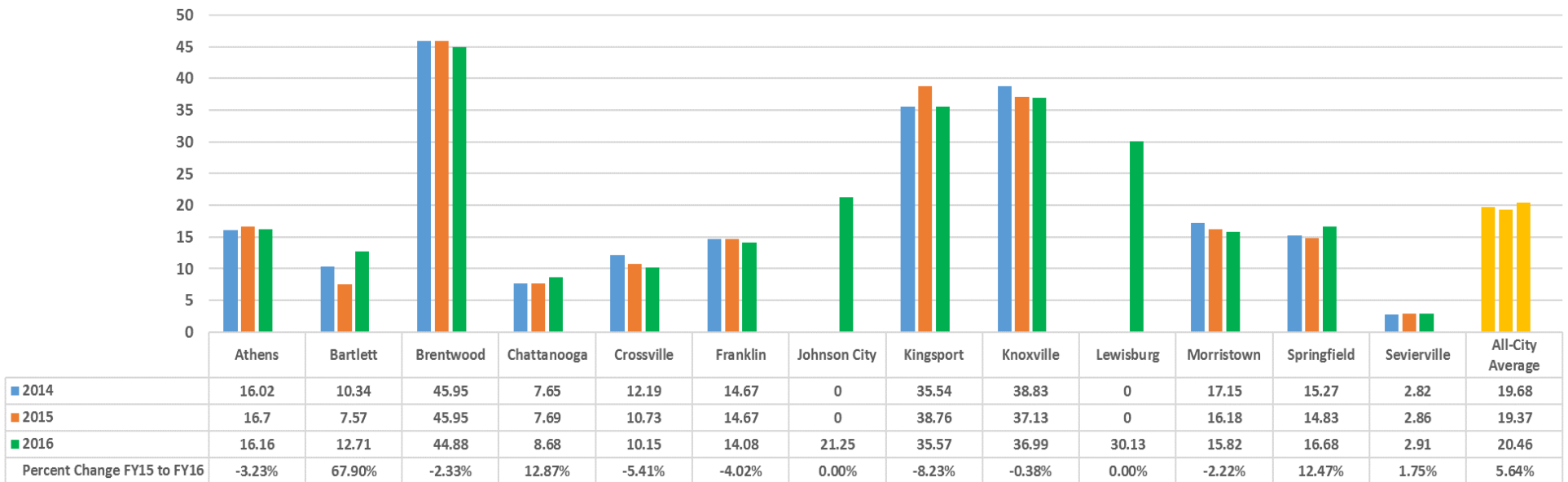


Benchmarks charted in this section are:

- Number of Park Acres Maintained per (Total) FTE (Resource)
- Total Parks and Recreation Cost per Capita (Resource)
- Percentage of Department Costs Supported by Parks and Recreation User Fees Collected (Efficiency)
- Total Costs per Total Park and Recreation Acres Maintained (Effectiveness)

# Parks and Recreation Services

## Resource Benchmark – Number of Park Acres Maintained per (Total) FTE (P.PRO040f)





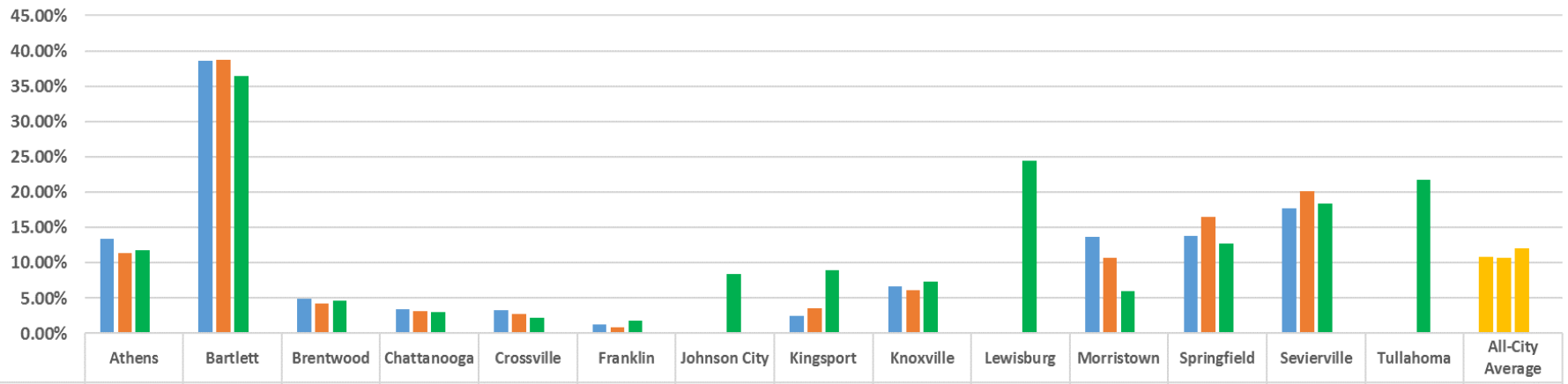
# Parks and Recreation Services

## Resource Benchmark – Total Parks and Recreation Cost per Capita (C.PR067f)



# Parks and Recreation Services

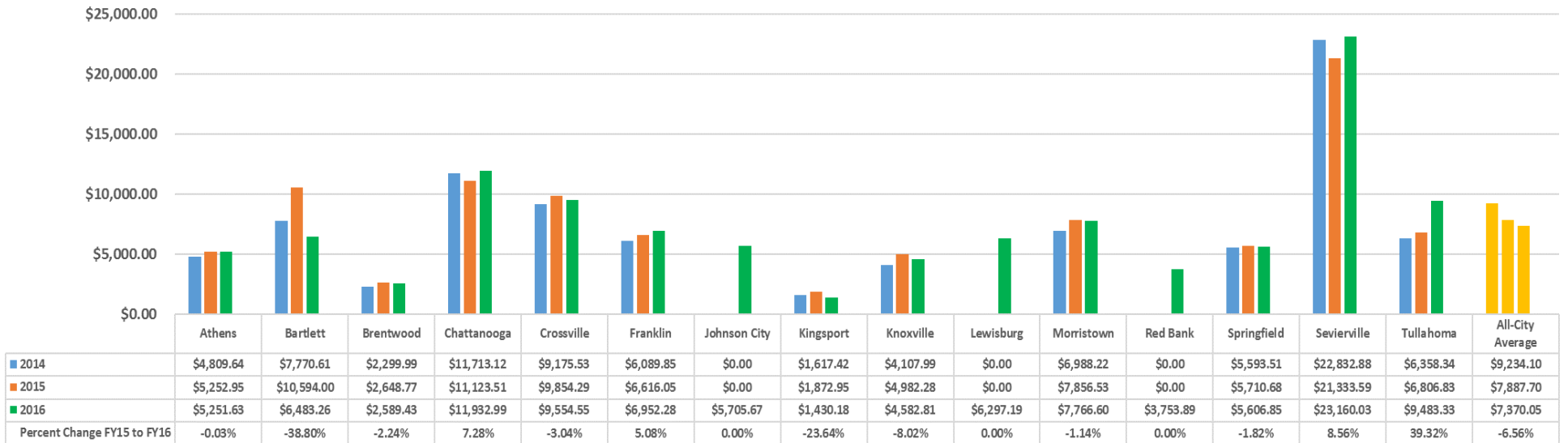
## *Efficiency Benchmark – Percentage of Department Costs Supported by Parks and Recreation User Fees Collected (P.PR044f)*



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Johnson City	Kingsport	Knoxville	Lewisburg	Morristown	Springfield	Sevierville	Tullahoma	All-City Average
2014	13.46%	38.64%	4.96%	3.37%	3.28%	1.24%	0.00%	2.54%	6.60%	0.00%	13.61%	13.76%	17.68%	0.00%	11%
2015	11.33%	38.74%	4.29%	3.19%	2.79%	0.89%	0.00%	3.54%	6.12%	0.00%	10.75%	16.46%	20.10%	0.00%	11%
2016	11.79%	36.46%	4.67%	3.07%	2.20%	1.83%	8.44%	8.97%	7.39%	24.44%	5.94%	12.74%	18.40%	21.74%	12%
Percent Change FY15 to FY16	4.06%	-5.89%	8.86%	-3.76%	-21.15%	105.62%	0.00%	153.39%	20.75%	0.00%	-44.74%	-22.60%	-8.46%	0.00%	11.73%

# Parks and Recreation Services

## Effectiveness Benchmark – Total Costs per Total Park and Recreation Acres Maintained (P.PR045f)



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## Planning and Zoning Services

Planning and Zoning Services was added as a service area for the TMBP in FY2010. Originally, the area had been defined broadly to encompass property maintenance and building code enforcement and inspection, building development, and planning and zoning. In FY2012, we began collecting separate performance and cost measures for each area by separating these areas into the three distinct service areas of Building Code Enforcement Services, Property Maintenance Code Enforcement Services, and Planning and Zoning Services. Planning and Zoning Services is now a stand-alone service area.

Even though we have separated the functions into three distinct reporting areas, cities indicate a variety of arrangements in allocating building and property maintenance codes enforcement, building inspections, and planning and zoning functions among departmental units. In some cities, these functions are handled in single integrated departments, while in others the functions are housed in separate departments.

Although much work was done to date by the Planning and Zoning service area committee, this section is still being refined.

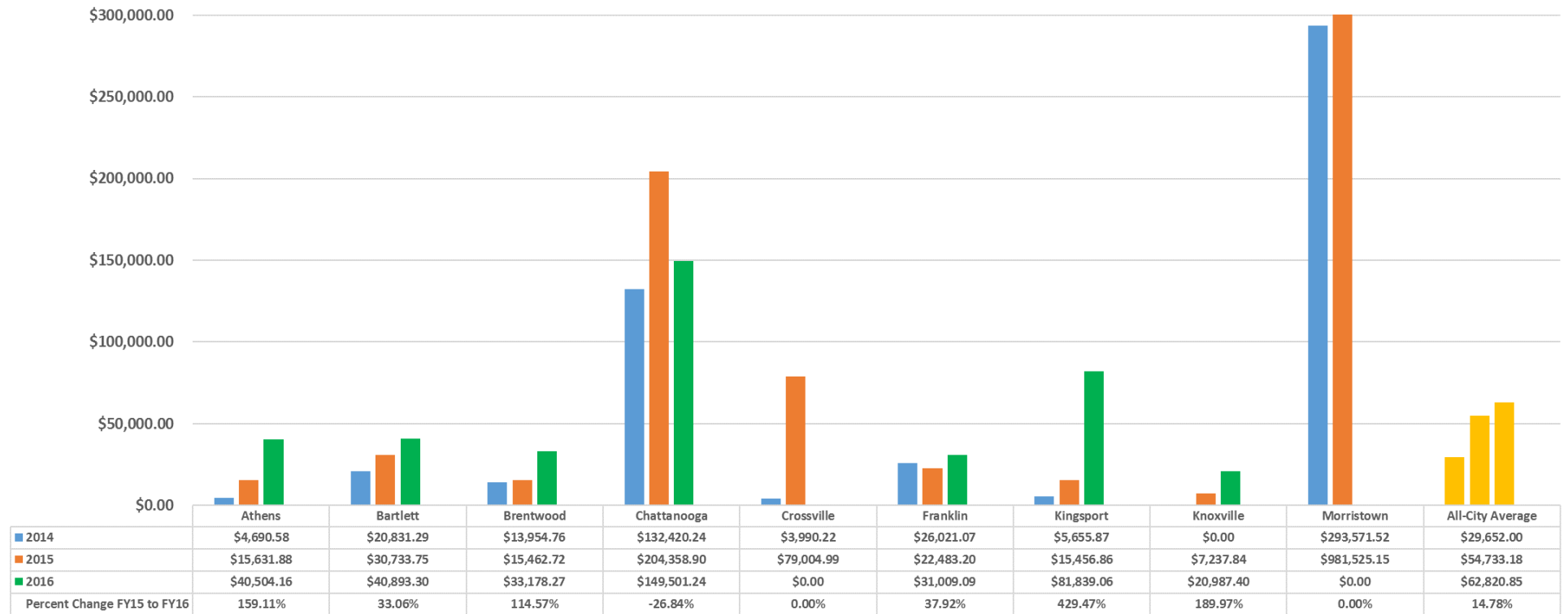
Benchmarks charted in this section are:

- Cost per Final Plat Reviewed (Resource)
- Average Days for Preliminary Plat Review (Efficiency)



# Planning and Zoning Services

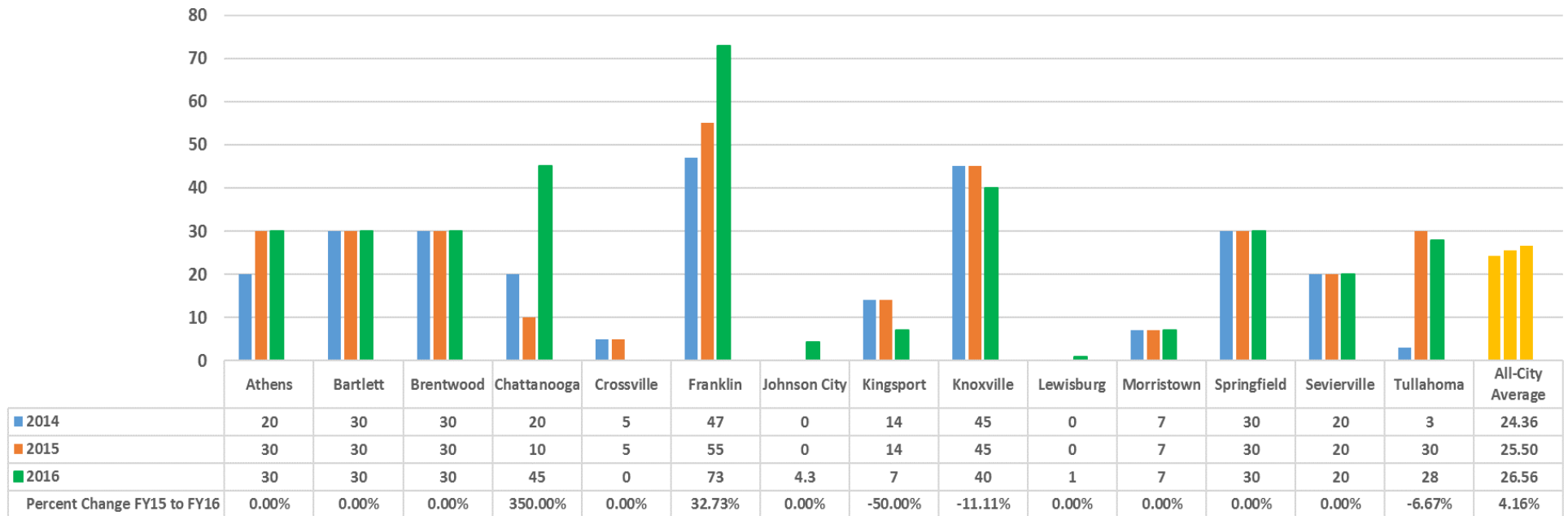
## Resource Benchmark – Cost per Final Plat Reviewed (new PI to be added)



Morristown's values were excluded from the All-City Average.

# Planning and Zoning Services

## Efficiency Benchmark – Average Days for Preliminary Plat Review (P.PZ007)



Tullahoma's values were excluded from the All-City Average for 2014.

---

## Police Services

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). Due to the long-standing practice of reporting by veteran cities, FTE and cost numbers are to be reported excluding jail, court, or dispatch employees. We also asked cities to break down reporting for support positions per police administration/support, jail, and dispatch categories in an effort to collect thorough, but comparable, data.

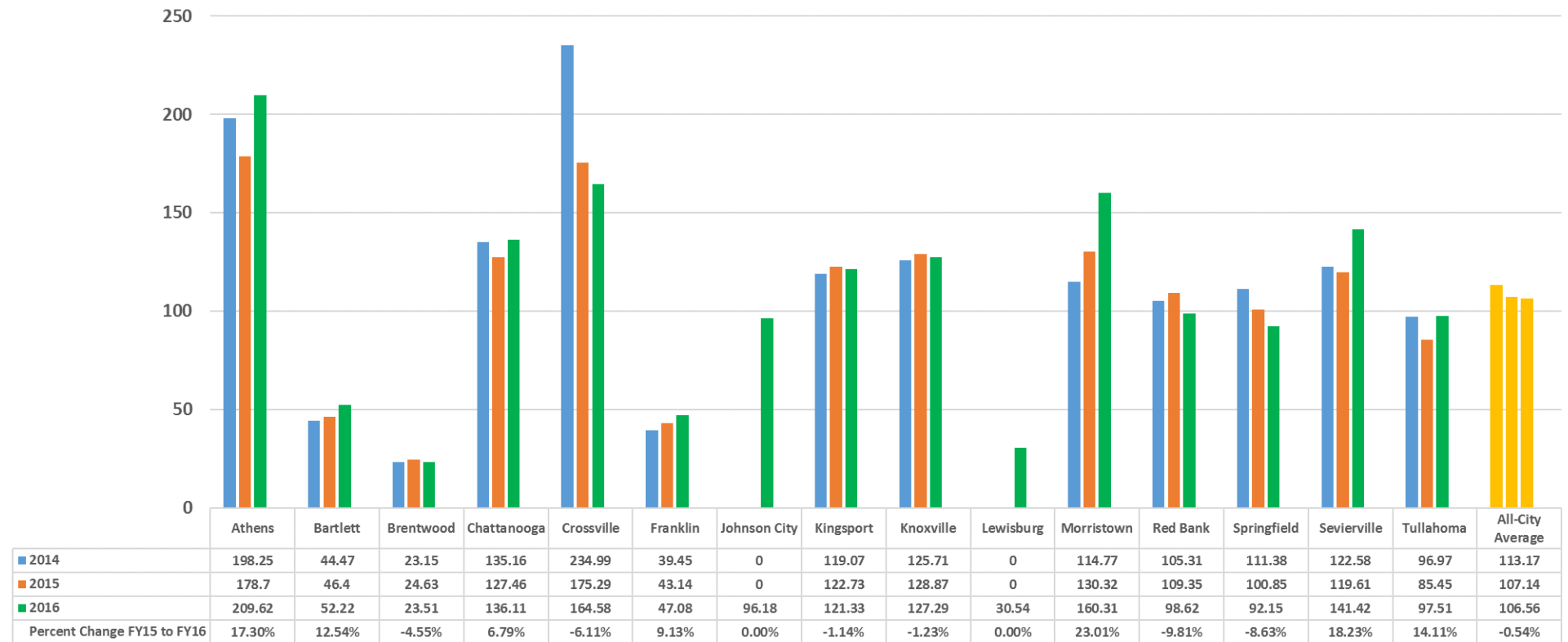


Benchmarks charted in this section are:

- TIBRS A Crimes per 1,000 Population (Workload)
- Public Property Accidents per 1000 Population (Workload)
- Total Police Cost per Capita (Resource)
- Police FTE per 1,000 Population (Resource)
- Calls per Sworn Officer (Efficiency)
- Cost per Call for Service (Efficiency)
- Traffic Accidents with Injury per Total Traffic Accidents (Effectiveness)

# Police Services

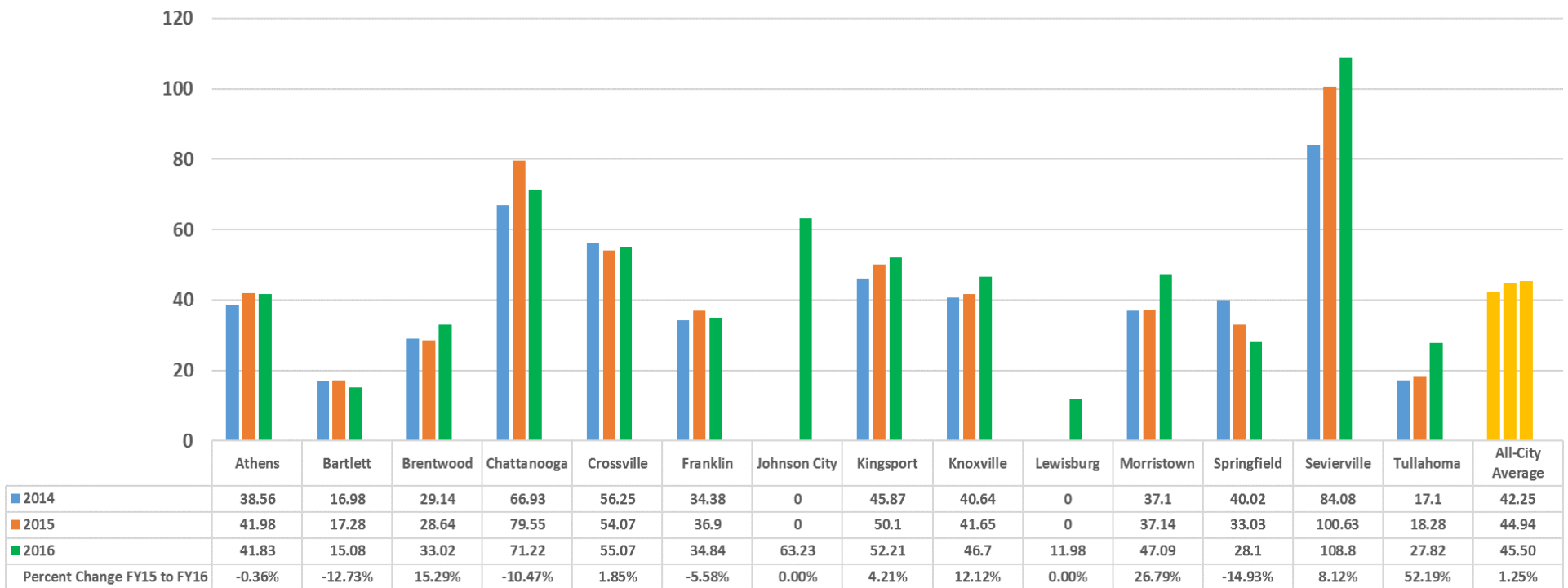
## Workload Benchmark – TIBRS A Crimes per 1,000 Population (P.PS030f)





# Police Services

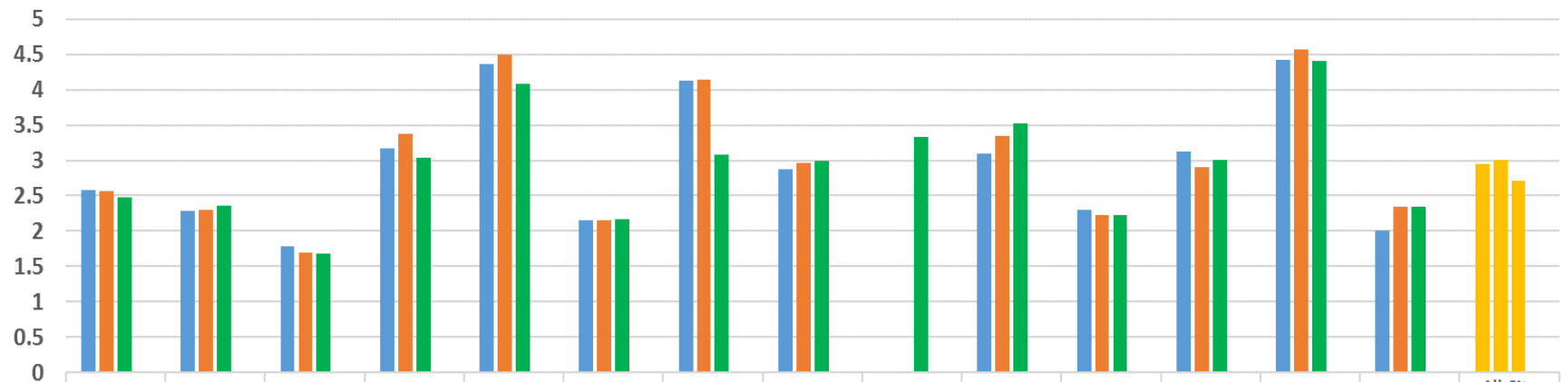
## Workload Benchmark – Public Property Accidents per 1,000 Population (P.PS036f)



Sevierville's values are high due to fluctuation in population due to tourism.

# Police Services

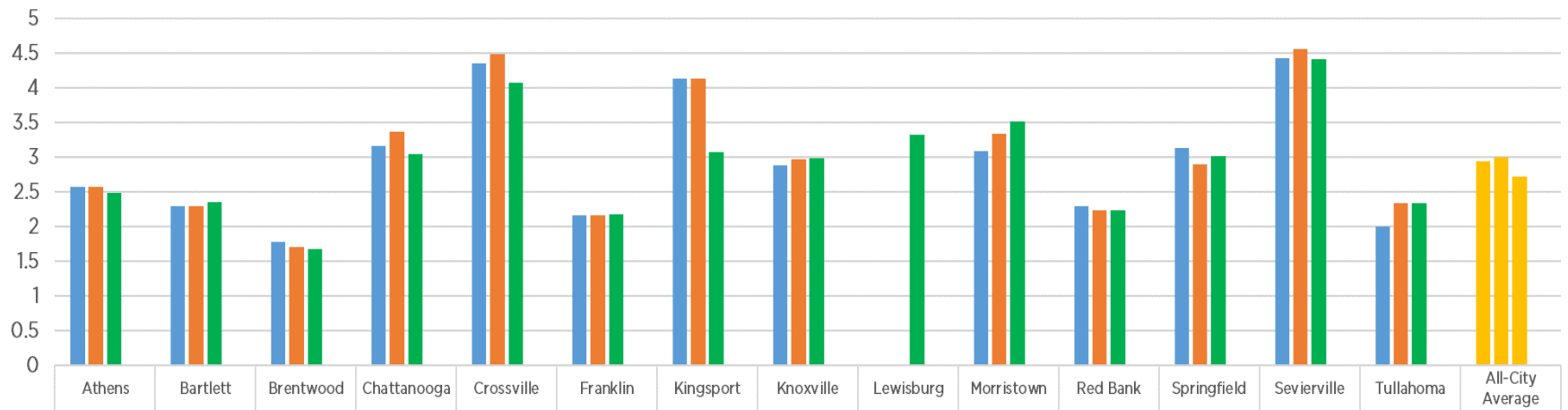
## Resource Benchmark – Total Police Cost per Capita (C.PS070f)



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Kingsport	Knoxville	Lewisburg	Morristown	Red Bank	Springfield	Sevierville	Tullahoma	All-City Average
■ 2014	2.58	2.29	1.78	3.17	4.36	2.16	4.13	2.88	0	3.09	2.3	3.13	4.43	2	2.95
■ 2015	2.57	2.3	1.7	3.37	4.49	2.16	4.14	2.97	0	3.34	2.23	2.9	4.57	2.34	3.01
■ 2016	2.48	2.36	1.68	3.04	4.08	2.17	3.08	2.99	3.33	3.52	2.23	3.01	4.41	2.34	2.71
Percent Change FY15 to FY16	-3.50%	2.61%	-1.18%	-9.79%	-9.13%	0.46%	-25.60%	0.67%	0.00%	5.39%	0.00%	3.79%	-3.50%	0.00%	-9.70%

# Police Services

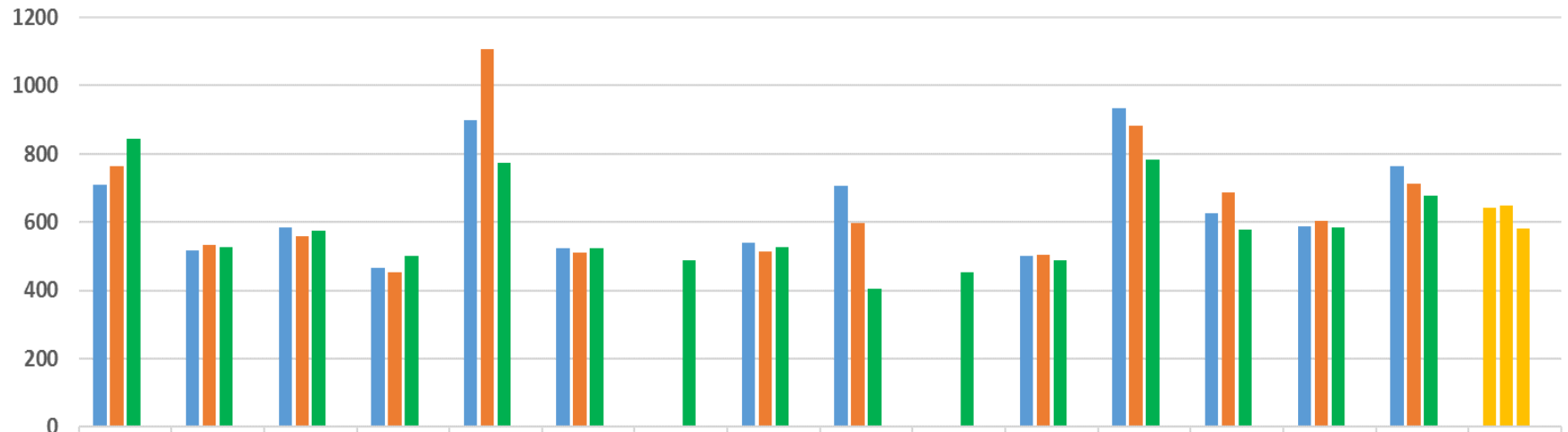
## Resource Benchmark – Police FTE per 1,000 Population (P.PS032f)



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Kingsport	Knoxville	Lewisburg	Morristown	Red Bank	Springfield	Sevierville	Tullahoma	All-City Average
2014	2.58	2.29	1.78	3.17	4.36	2.16	4.13	2.88	0	3.09	2.3	3.13	4.43	2	2.95
2015	2.57	2.3	1.7	3.37	4.49	2.16	4.14	2.97	0	3.34	2.23	2.9	4.57	2.34	3.01
2016	2.48	2.36	1.68	3.04	4.08	2.17	3.08	2.99	3.33	3.52	2.23	3.01	4.41	2.34	2.71
Percent Change FY15 to FY16	-3.50%	2.61%	-1.18%	-9.79%	-9.13%	0.46%	-25.60%	0.67%	0.00%	5.39%	0.00%	3.79%	-3.50%	0.00%	-9.70%

# Police Services

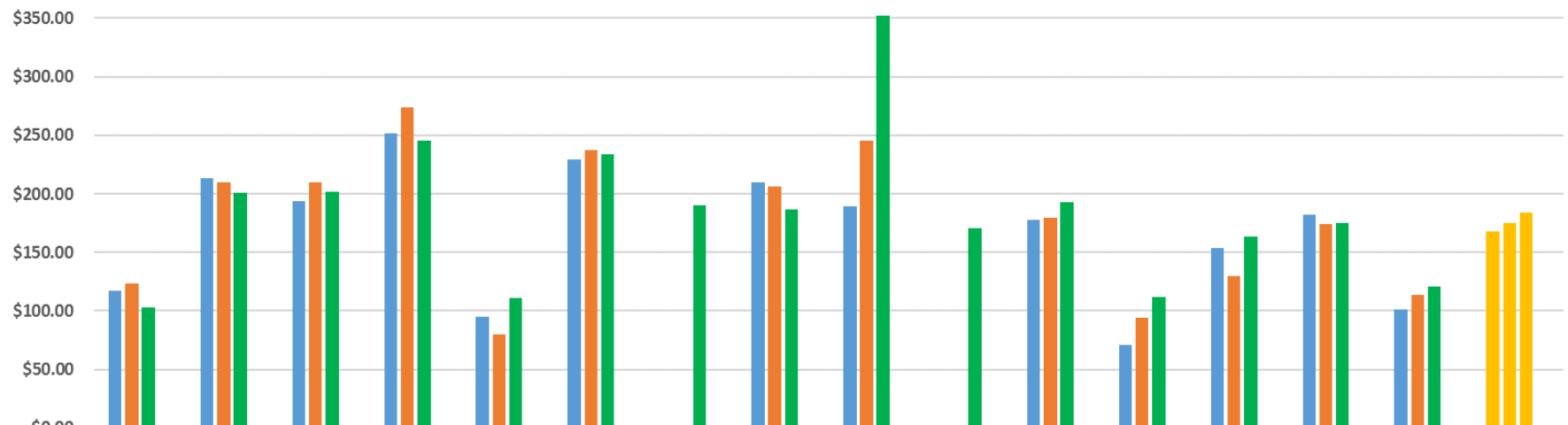
## Efficiency Benchmark — Calls per Sworn Position (P.PS042f)



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Johnson City	Kingsport	Knoxville	Lewisburg	Morristown	Red Bank	Springfield	Sevierville	Tullahoma	All-City Average
■ 2014	711.1	517.32	584.78	464.54	900.05	524.88	0	539.49	706.19	0	502.49	933.33	627.82	587.59	765.7	643.48
■ 2015	763.23	532.21	557.41	452.83	1,107.15	510.52	0	515.13	597.5	0	503.7	882.04	687.23	605.31	714.35	648.35
■ 2016	843.71	526.84	576.11	500.56	774.52	524.1	489.77	526.75	406.01	453.41	486.77	784.83	578.68	584.59	678.43	582.34
Percent Change FY15 to FY16	10.54%	-1.01%	3.35%	10.54%	-30.04%	2.66%	0.00%	2.26%	-32.05%	0.00%	-3.36%	-11.02%	-15.80%	-3.42%	-5.03%	-10.18%

# Police Services

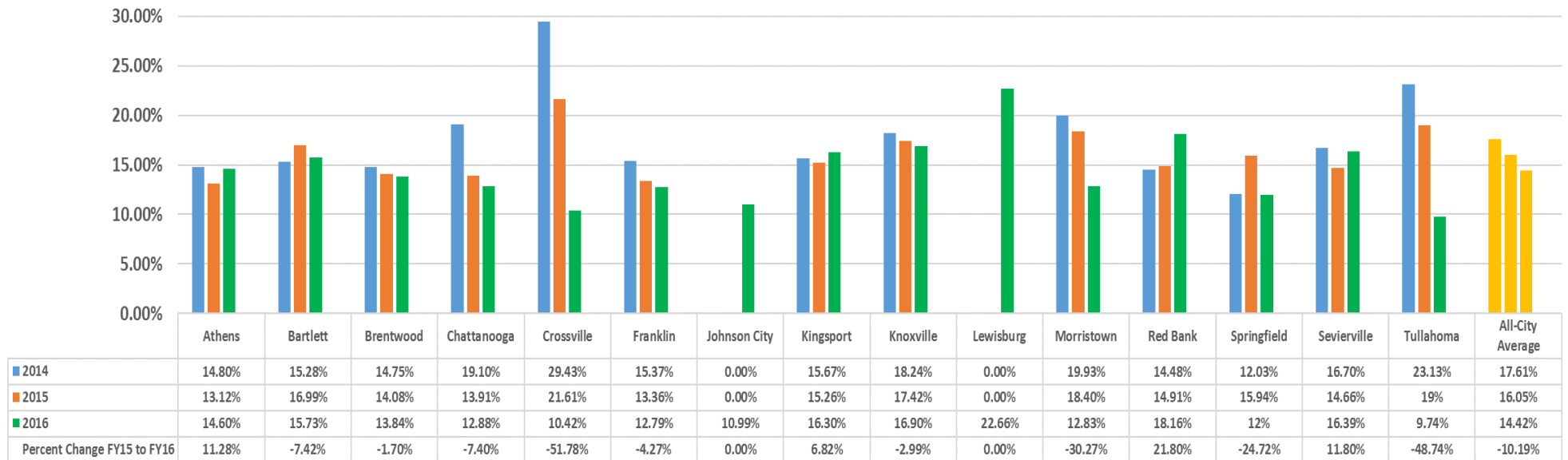
## Efficiency Benchmark – Cost per Call for Service (P.PS040f)



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Johnson City	Kingsport	Knoxville	Lewisburg	Morristown	Red Bank	Springfield	Sevierville	Tullahoma	All-City Average
■ 2014	\$117.44	\$213.64	\$193.37	\$251.27	\$95.06	\$228.92	\$0.00	\$209.46	\$188.99	\$0.00	\$177.36	\$70.98	\$153.51	\$182.15	\$100.96	\$167.93
■ 2015	\$123.66	\$209.62	\$209.58	\$273.54	\$79.70	\$237.51	\$0.00	\$206.48	\$245.74	\$0.00	\$179.98	\$93.79	\$130.00	\$174.12	\$113.36	\$175.16
■ 2016	\$103.49	\$200.86	\$201.94	\$244.97	\$111.28	\$233.71	\$190.00	\$187.06	\$352.09	\$170.70	\$192.99	\$111.73	\$163.77	\$175.44	\$121.23	\$184.08
Percent Change FY15 to FY16	-16.31%	-4.18%	-3.65%	-10.44%	39.62%	-1.60%	0.00%	-9.41%	43.28%	0.00%	7.23%	19.13%	25.98%	0.76%	6.94%	5.09%

# Police Services

## Effectiveness Benchmark – Traffic Accidents with Injury per Total Traffic Accidents (P.PS038f)



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## Property Maintenance Code Enforcement Services

Property Maintenance Code Enforcement Services was added as a service area for data collection in FY2010. Originally, the area had been defined broadly to encompass property maintenance and building code enforcement and inspection, building development, and planning and zoning. In FY2012, the three areas were separated into the three distinct service areas of Building Code Enforcement Services, Property Maintenance Code Enforcement Services, and Planning and Zoning Services.

Even though we have separated the functions into three distinct reporting areas, cities indicate a variety of arrangements in allocating building and property maintenance codes enforcement, building inspections, and planning and zoning functions among departmental units. In some cities, these functions are handled in single integrated departments, while in others the functions are housed in separate departments.

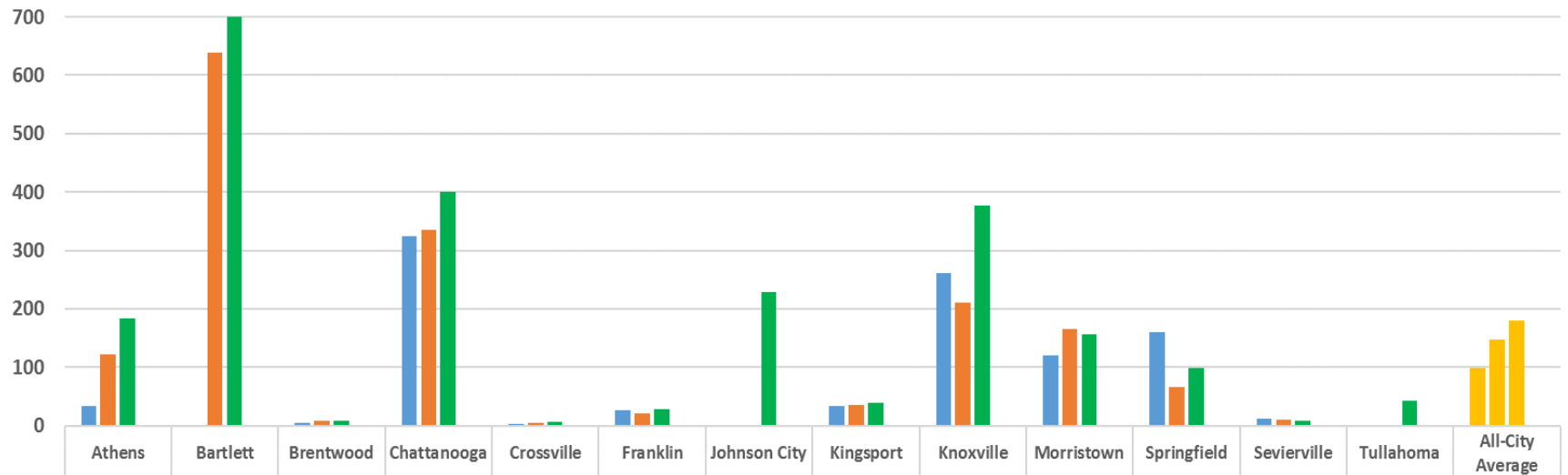


Benchmarks charted in this section are:

- Property Maintenance Inspections per 1,000 Parcel (Workload)
- Property Maintenance Code Enforcement Program Cost per Capita (Resource)
- Cost per Inspection (Resource)
- Average Number of Days from the Complaint to the First Inspection (Efficiency)
- Inspections per Property Maintenance Inspector FTEs (Efficiency)
- Property Maintenance Code Enforcement Program Cost per Parcel (Efficiency)
- Number of Property Maintenance Cases Brought into Compliance per 1,000 Population (Effectiveness)
- Violations Brought into Compliance as a Percent of All Property Maintenance Violations (Effectiveness)

# Property Maintenance Code Enforcement Services

*Workload Benchmark – Property Maintenance Inspections per 1,000 Parcel (P.PM021f)*



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Johnson City	Kingsport	Knoxville	Morristown	Springfield	Sevierville	Tullahoma	All-City Average
2014	34.62	0	4.74	324.91	3.04	26.22	0	33.96	260.47	120.77	161.09	12.96	0	98.28
2015	123	639.51	8.94	334.54	5.29	21.2	0	36.36	210.47	166.18	66.27	10.05	0	147.44
2016	184.56	756.89	9.03	400.58	6.8	27.85	228.17	39.58	376.17	156.54	98.91	8.76	41.97	179.68
Percent Change FY15 to FY16	50.05%	18.35%	1.01%	19.74%	28.54%	31.37%	0.00%	8.86%	78.73%	-5.80%	49.25%	-12.84%	0.00%	21.87%



# Property Maintenance Code Enforcement Services

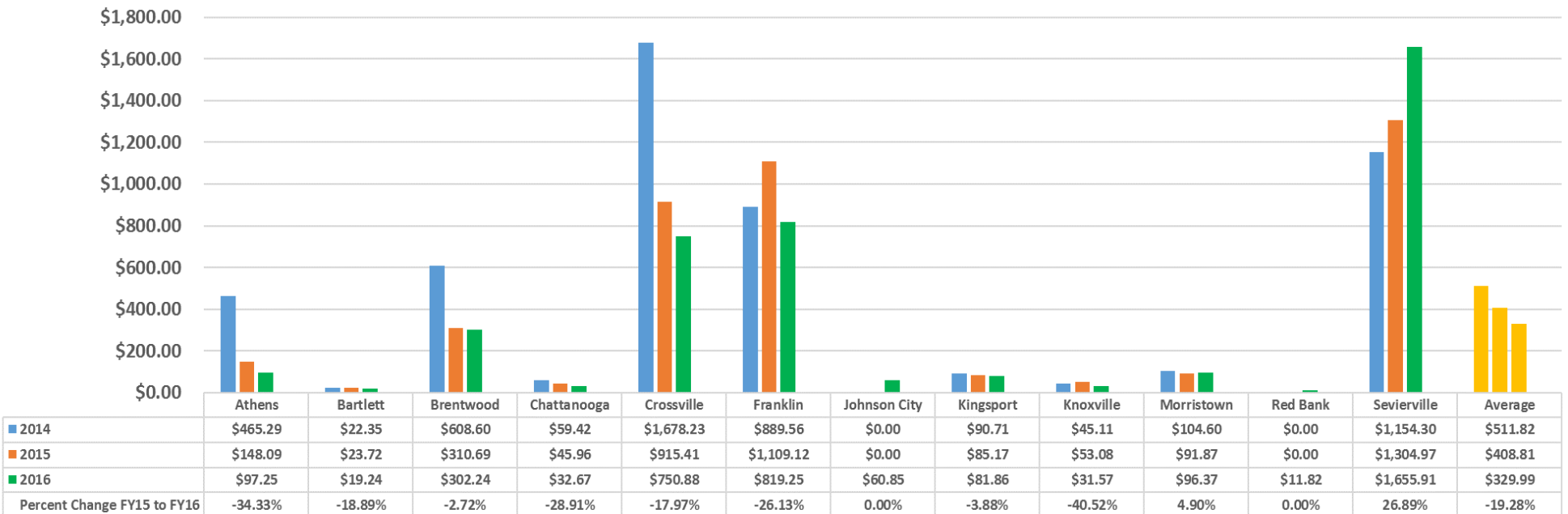
## Resource Benchmark – Property Maintenance Code Enforcement Program Cost per Capita (P.PM027f)



Red Bank was excluded from the All-City Average for 2014, because multiple service areas were grouped into property maintenance, which skewed their values.

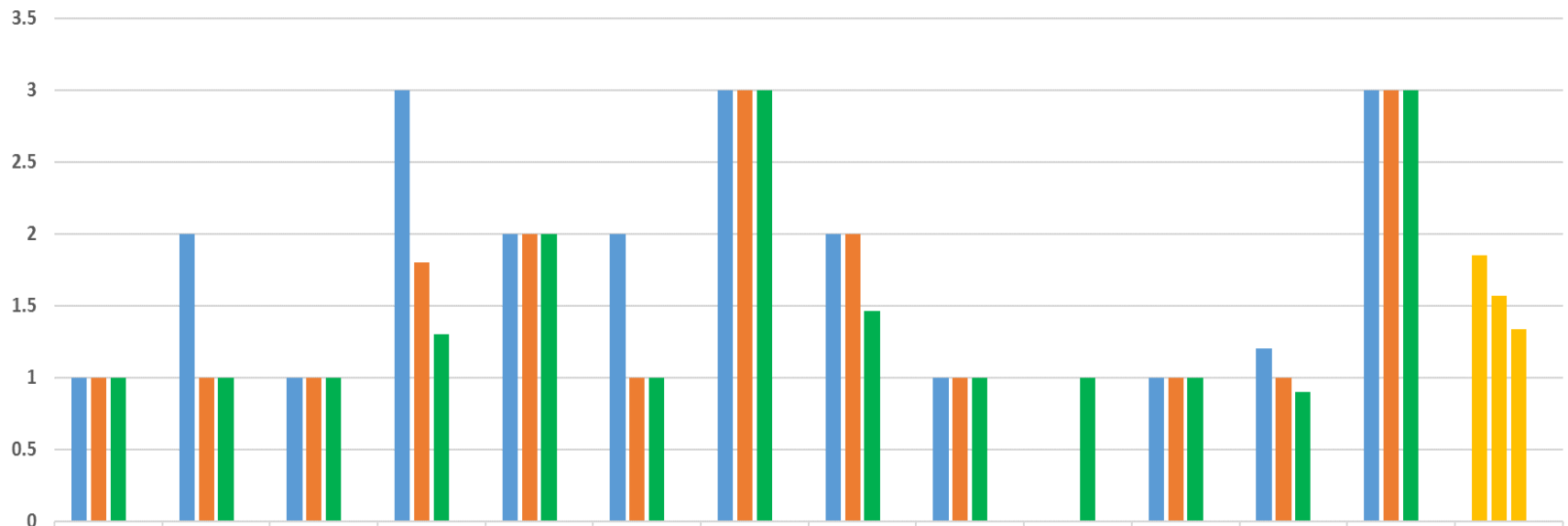
# Property Maintenance Code Enforcement Services

*Resource Benchmark – Cost per Inspection (new PI to be added)*



# Property Maintenance Code Enforcement Services

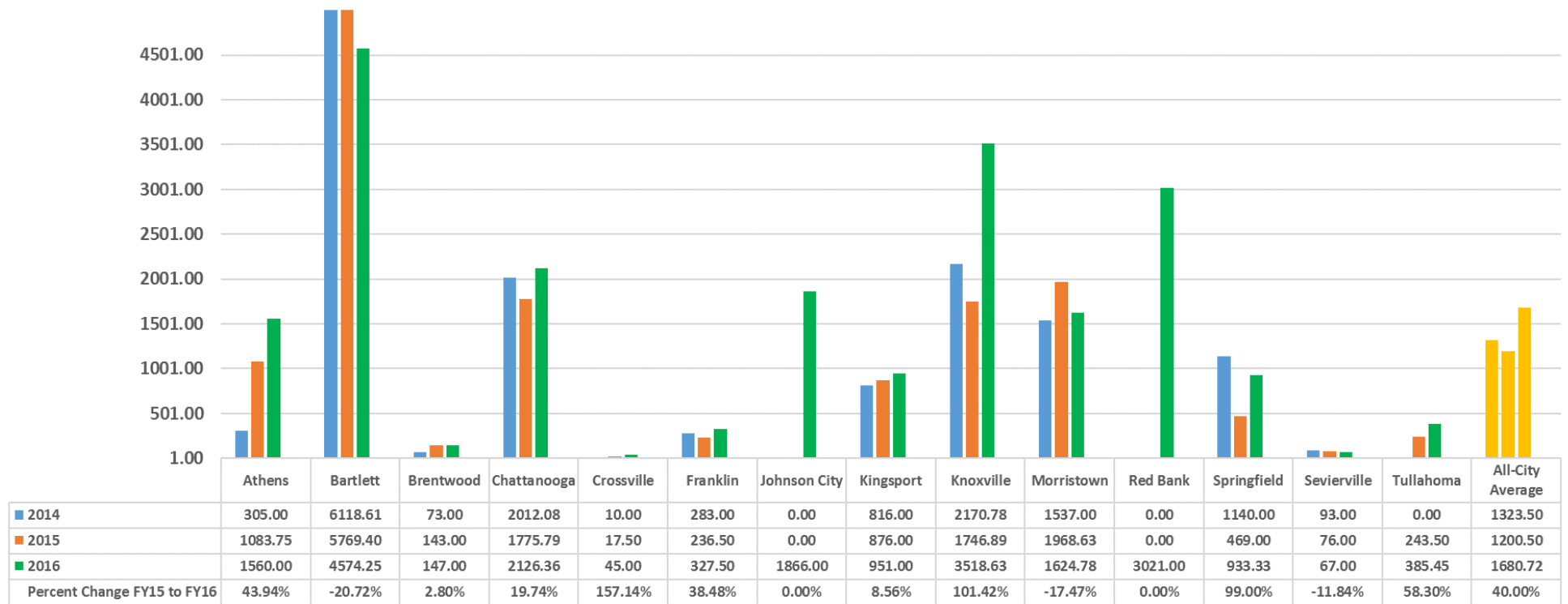
*Efficiency Benchmark – Average Number of Days from the Complaint to the First Inspection (P.PM002)*



	Athens	Bartlett	Brentwood	Chattanooga	Crossville	Franklin	Kingsport	Knoxville	Morristown	Red Bank	Springfield	Sevierville	Tullahoma	Average
■ 2014	1	2	1	3	2	2	3	2	1	0	1	1.2	3	1.85
■ 2015	1	1	1	1.8	2	1	3	2	1	0	1	1	3	1.57
■ 2016	1	1	1	1.3	2	1	3	1.46	1	1	1	0.9	3	1.33
Percent Change FY15 to FY16	0.00%	0.00%	0.00%	-27.78%	0.00%	0.00%	0.00%	-27.00%	0.00%	0.00%	0.00%	-10.00%	0.00%	-14.92%

# Property Maintenance Code Enforcement Services

## Efficiency Benchmark – Inspections per Property Maintenance Inspector FTEs (P.PM023f)



# Property Maintenance Code Enforcement Services

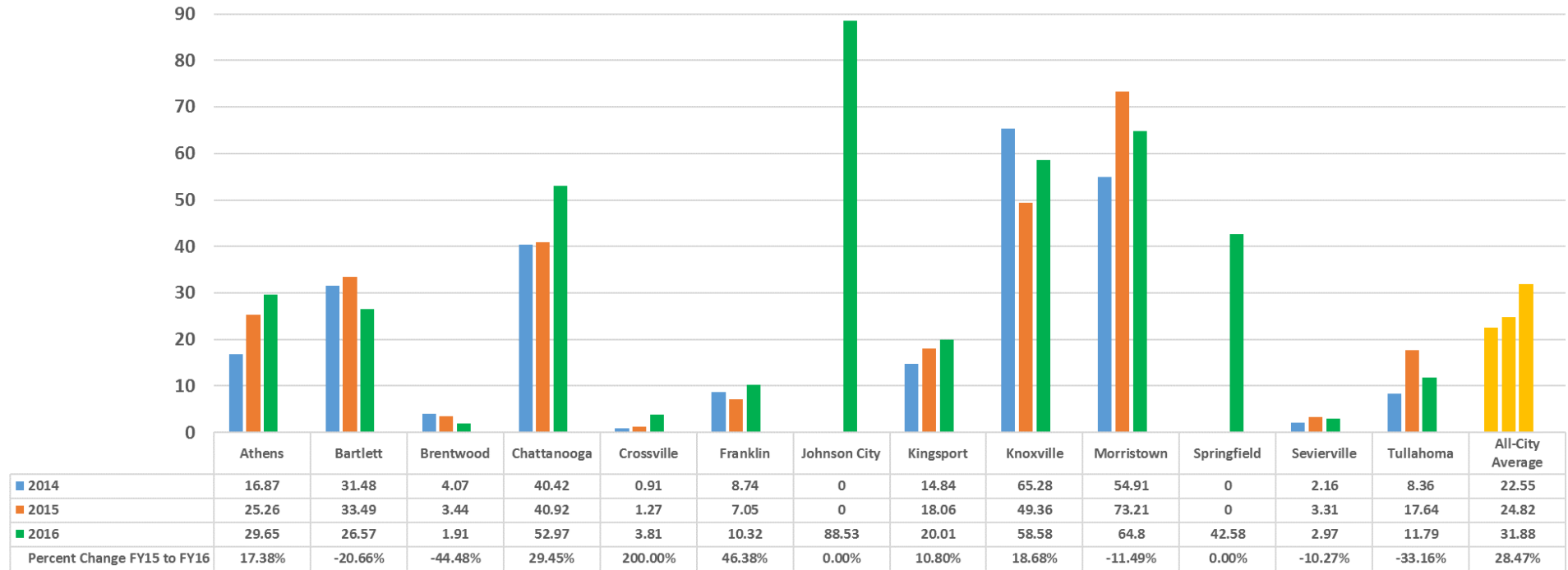
## Efficiency Benchmark – Property Maintenance Code Enforcement Program

### Cost per Parcel (P.PM022f)



# Property Maintenance Code Enforcement Services

*Effectiveness Measures – Number of Cases Brought into Compliance per 1,000 Population (P.PM025f)*



# Property Maintenance Code Enforcement Services

## Effectiveness Measures – Violations Brought into Compliance as a Percent of All Property Maintenance Violations (P.PM026f)



The following were excluded from the All-City Average, because the total number of violations is lower than the total number of violation brought into compliance. This generates a number greater than 100%: Brentwood for 2014 and 2015, Chattanooga for 2014 and 2016, Franklin for 2014 and 2016, and Kingsport for 2015 and 2016.

# Refuse Collection, Disposal, and Recycling Services

Residential refuse collection is the routine collection of household refuse from residential premises. Small businesses may be included if they use containers small enough to move or lift manually and if their pickups are done on the same schedule as residential collection.

Transportation of refuse to the disposal site (landfill or transfer station) is included along with disposal costs (tipping fees). Some cities enjoy free tipping fees, while others pay a fixed price per ton disposed.

The cities of Brentwood, Crossville and Lewisburg do not provide garbage collection services at all. In Brentwood, citizens contract directly with private vendors. Other cities, such as Knoxville, contract refuse services. Some also contract out for recycling. Athens, Bartlett, Chattanooga, Franklin, Kingsport, Morristown, and Sevierville provide both refuse and recycling services with city crews. Athens, Bartlett, and Sevierville provide drop-off services for recycling while Chattanooga, Franklin, Kingsport, Knoxville, and Morristown provide curbside recycling collection services.



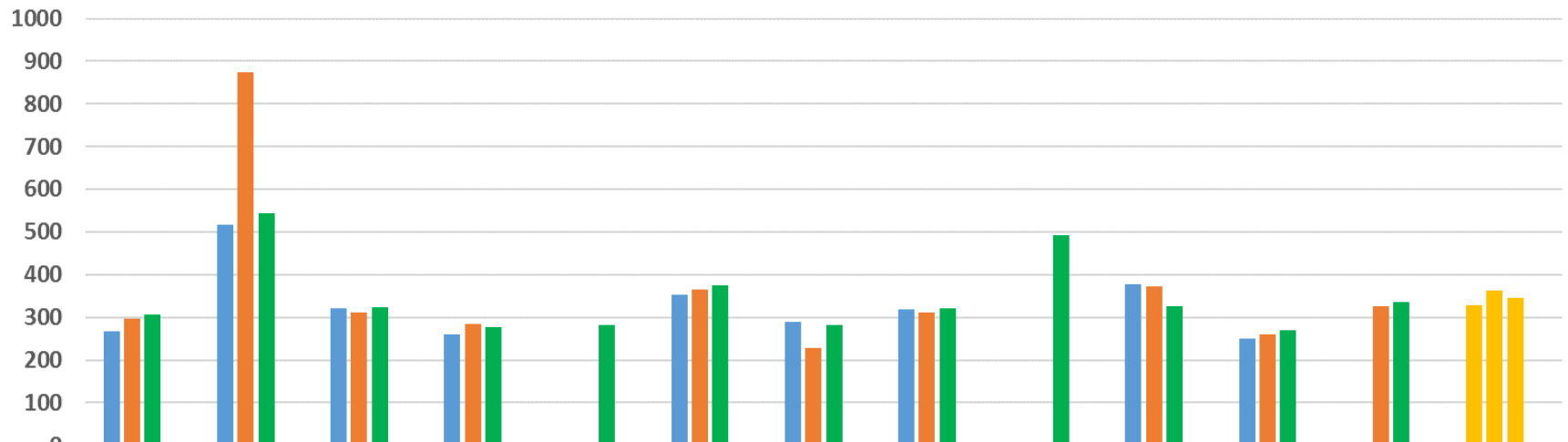
Benchmarks charted in this section are:

- Tons of Residential Refuse Collected Per 1,000 Population (Workload)
- Refuse Cost Per Capita (Resource)
- Recycling Cost per Capita (Resource)
- Refuse Cost Per Ton Collected (Efficiency)
- Recycling Cost Per Ton Collected (Efficiency)
- Tons of Residential Refuse Collected per FTE (Solid Waste) (Efficiency)
- Tons of Recyclables per Recycling FTE (Efficiency)
- Tons Diverted from Class 1 Landfill per 1,000 Population (Effectiveness)



# Refuse Collection, Disposal, and Recycling Services

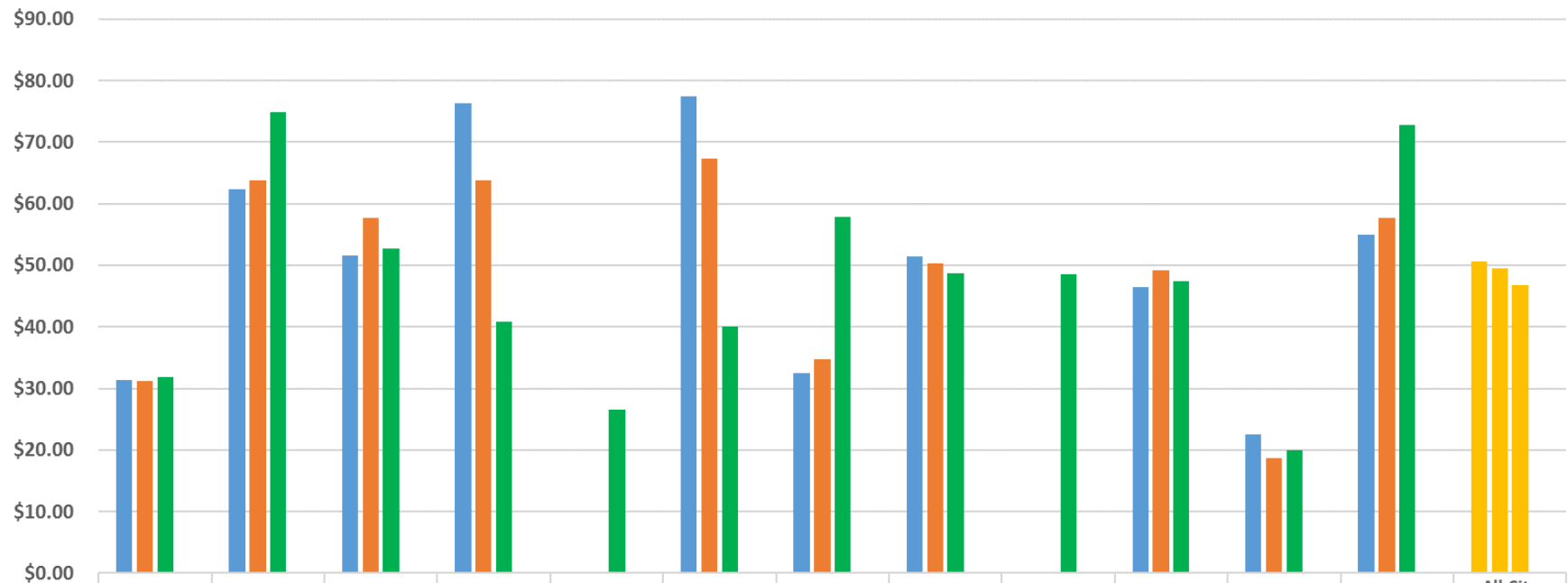
*Workload Benchmark – Tons of Residential Refuse Collected per 1,000 Population (P.RF032f)*



	Athens	Bartlett	Chattanooga	Franklin	Johnson City	Kingsport	Knoxville	Morristown	Red Bank	Springfield	Sevierville	Tulahoma	All-City Average
■ 2014	267.43	517.05	320.08	261.13	0	351.8	288.18	319.63	0	376.34	250.42	0	328.01
■ 2015	296.12	874.36	312.62	283.98	0	364.82	228.09	311.08	0	371.78	259.2	326.56	362.86
■ 2016	306.53	544.66	324.08	277.6	282.56	375.28	281.76	321.17	491.29	326.6	268.66	335.03	344.60
Percent Change FY15 to FY16	3.52%	-37.71%	3.67%	-2.25%	0.00%	2.87%	23.53%	3.24%	0.00%	-12.15%	3.65%	2.59%	-5.03%

# Refuse Collection, Disposal, and Recycling Services

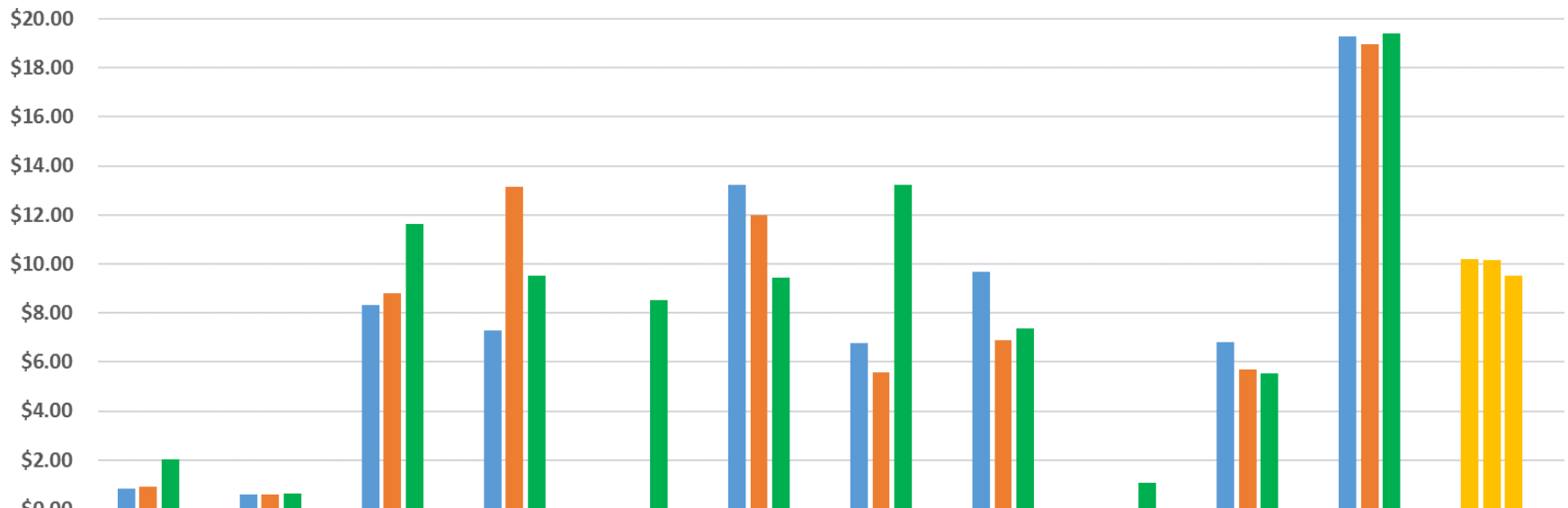
## Resource Benchmark – Refuse Cost per Capita (C.RF067f)



	Athens	Bartlett	Chattanooga	Franklin	Johnson City	Kingsport	Knoxville	Morristown	Red Bank	Springfield	Sevierville	Tullahoma	All-City Average
2014	\$31.38	\$62.40	\$51.67	\$76.26	\$0.00	\$77.38	\$32.53	\$51.42	\$0.00	\$46.39	\$22.50	\$54.90	\$50.68
2015	\$31.16	\$63.81	\$57.75	\$63.75	\$0.00	\$67.28	\$34.80	\$50.24	\$0.00	\$49.24	\$18.68	\$57.71	49.44
2016	\$31.81	\$74.89	\$52.67	\$40.86	\$26.62	\$40.07	\$57.86	\$48.77	\$48.59	\$47.42	\$19.91	\$72.81	\$46.86
Percent Change FY15 to FY16	2.09%	17.36%	-8.80%	-35.91%	0.00%	-40.44%	66.26%	-2.93%	0.00%	-3.70%	6.58%	26.17%	-5.23%

# Refuse Collection, Disposal, and Recycling Services

## Resource Benchmarks – Recycling Cost per Capita (C.RC067f)

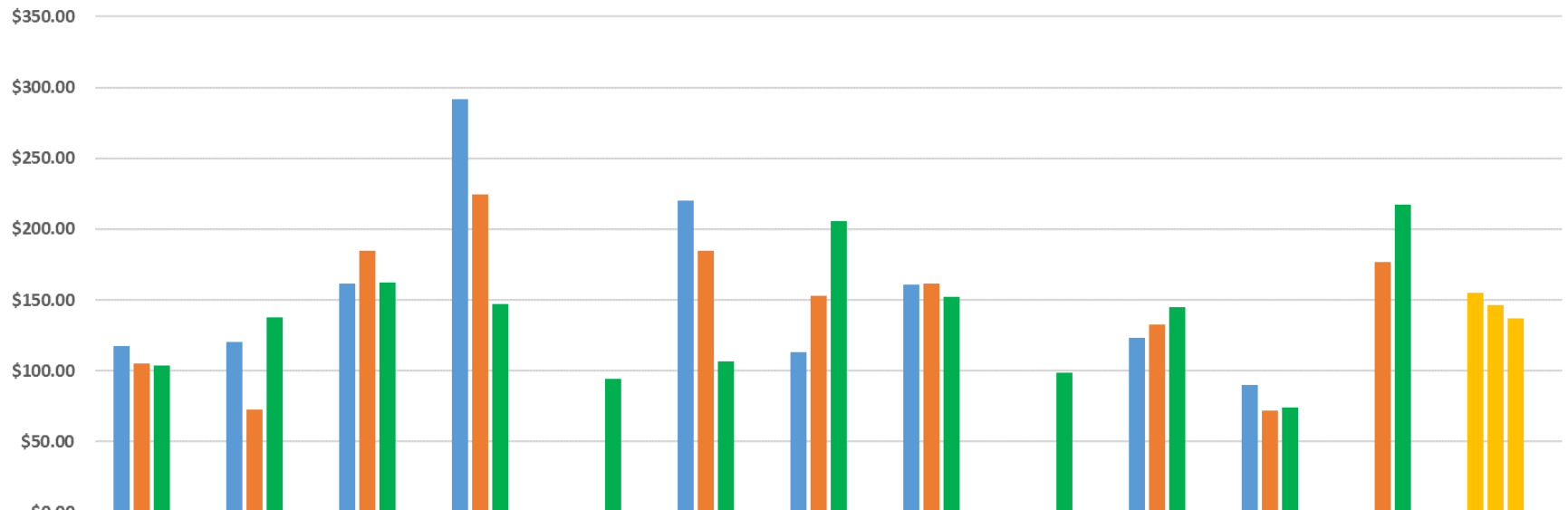


	Athens	Bartlett	Chattanooga	Franklin	Johnson City	Kingsport	Knoxville	Morristown	Red Bank	Sevierville	Tullahoma	All-City Average
■ 2014	\$0.84	\$0.61	\$8.32	\$7.30	\$0.00	\$13.21	\$6.77	\$9.70	\$0.00	\$6.83	\$19.28	\$10.20
■ 2015	\$0.90	\$0.60	\$8.82	\$13.15	\$0.00	\$11.98	\$5.58	\$6.88	\$0.00	\$5.71	\$18.98	\$10.16
■ 2016	\$2.05	\$0.62	\$11.63	\$9.54	\$8.51	\$9.44	\$13.24	\$7.37	\$1.08	\$5.54	\$19.40	\$9.53
Percent Change FY15 to FY16	127.78%	3.33%	31.86%	-27.45%	0.00%	-21.20%	137.28%	7.12%	0.00%	-2.98%	2.21%	-6.20%

Athens and Bartlett were excluded from the All-City Average for all years; both cities provide drop-off service only.

# Refuse Collection, Disposal, and Recycling Services

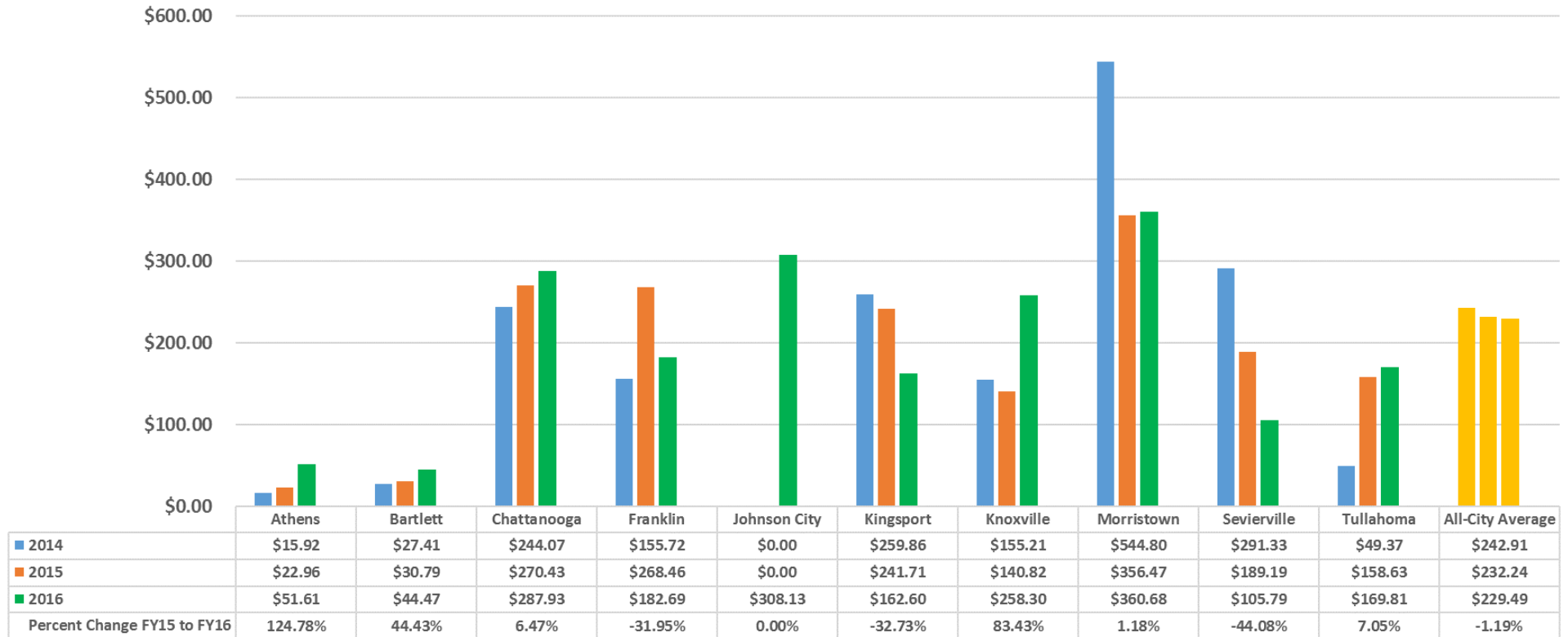
## Efficiency Benchmark – Refuse Cost per Ton Collected (P.RF045f)



	Athens	Bartlett	Chattanooga	Franklin	Johnson City	Kingsport	Knoxville	Morristown	Red Bank	Springfield	Sevierville	Tullahoma	All-City Average
■ 2014	\$117.32	\$120.68	\$161.43	\$292.04	\$0.00	\$219.96	\$112.87	\$160.86	\$0.00	\$123.28	\$89.87	\$0.00	\$155.37
■ 2015	\$105.21	\$72.98	\$184.73	\$224.49	\$0.00	\$184.41	\$152.57	\$161.51	\$0.00	\$132.44	\$72.06	\$176.73	\$146.71
■ 2016	\$103.78	\$137.49	\$162.52	\$147.20	\$94.22	\$106.77	\$205.35	\$151.86	\$98.90	\$145.19	\$74.09	\$217.32	\$137.06
Percent Change FY15 to FY16	-1.36%	88.39%	-12.02%	-34.43%	0.00%	-42.10%	34.59%	-5.97%	0.00%	9.63%	2.82%	22.97%	-6.58%

# Refuse Collection, Disposal, and Recycling Services

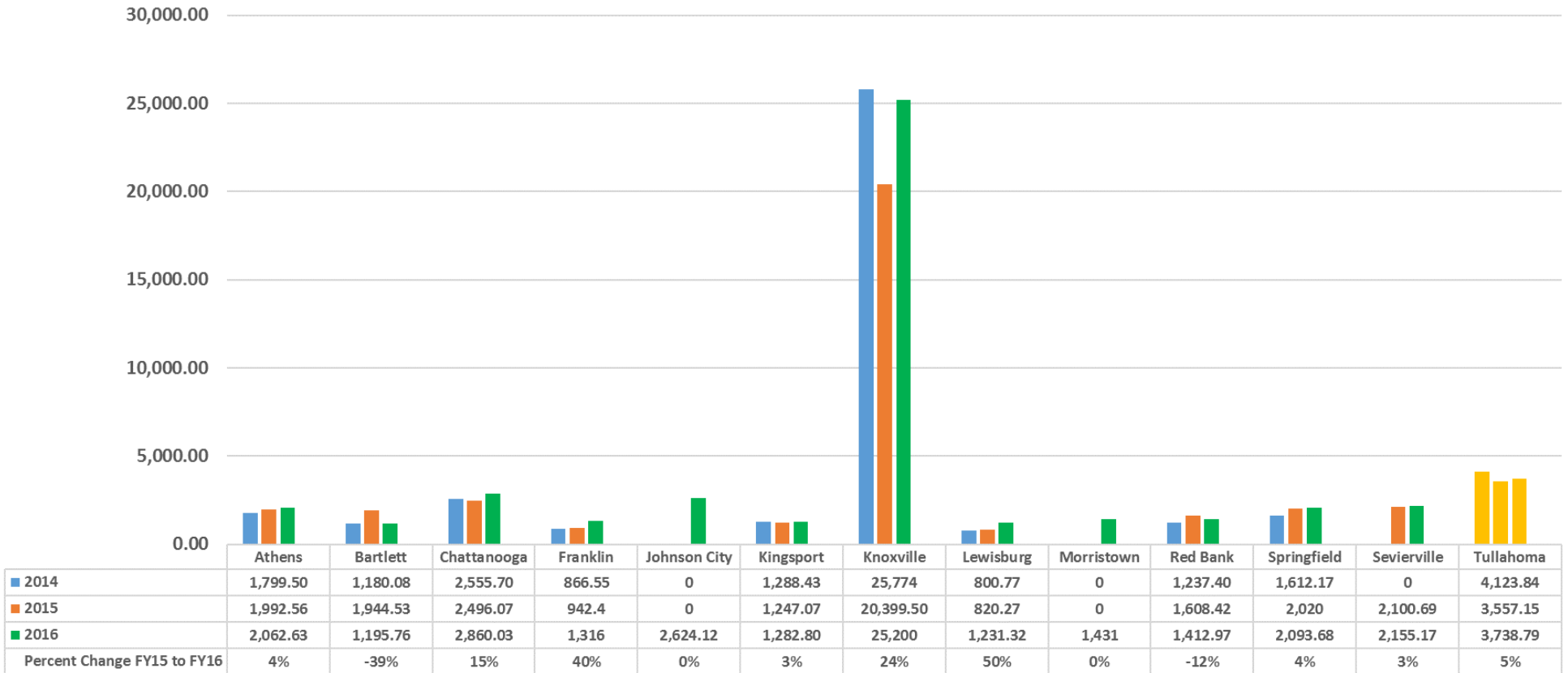
## Efficiency Benchmark – Recycling Cost per Ton Collected (P.RF046f)



Athens and Bartlett were excluded from the All-City Average for all years; both cities provide drop-off service only.

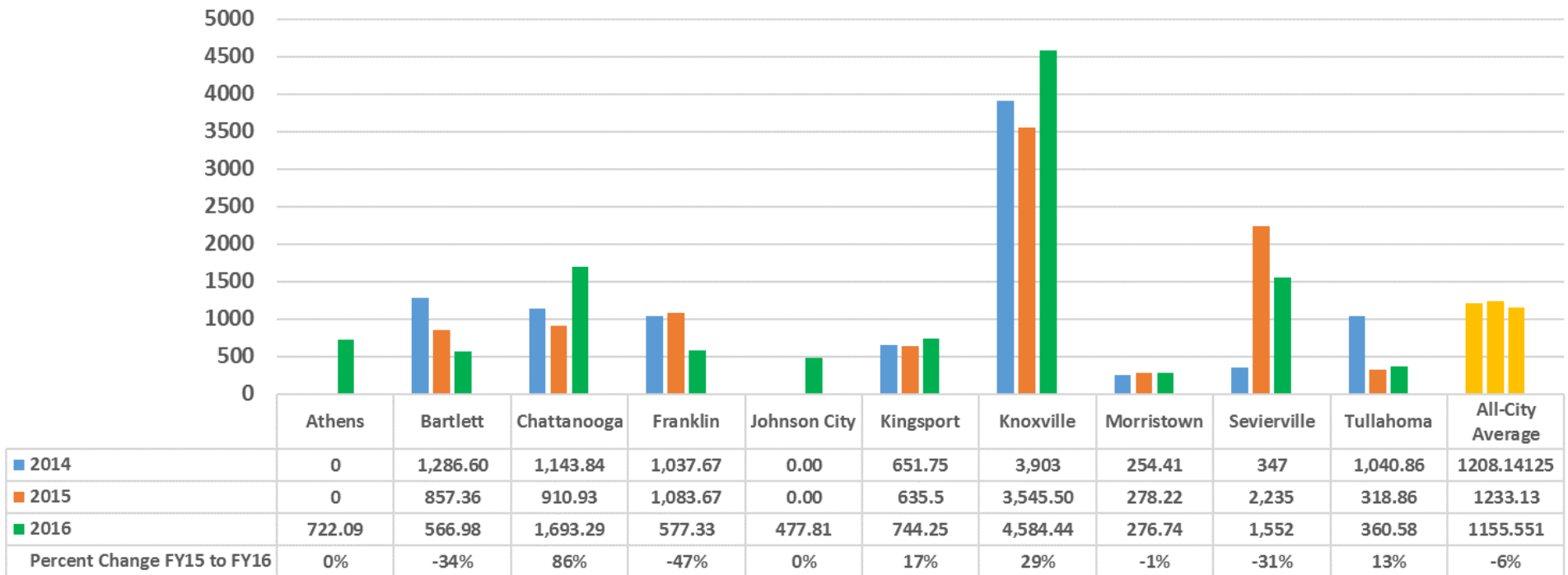
# Refuse Collection, Disposal, and Recycling Services

## Efficiency Benchmark – Tons of Residential Refuse Collected per FTE (Solid Waste) (P.RF037f)



# Refuse Collection, Disposal, and Recycling Services

## Efficiency Benchmark – Tons of Recyclables per Recycling FTE (P.RF038f)



Knoxville was excluded from the All-City Average for 2016.

# Refuse Collection, Disposal, and Recycling Services

## Effectiveness Benchmark – Tons Diverted from Class 1 Landfill per 1,000 Population (P.RF034f)



Sevierville is not included in the All-City Average. Sevierville has a unique system where a majority of its waste pick-up is processed through a compost/digester system and is diverted from the landfill.



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## Appendix A. Member Demographic Charts

### *Introduction*

For the last four data cycles of the project we have provided demographic data on each of the participating cities to illuminate some of the “different circumstances” that can affect service levels and performance of those services. For the FY2016 report, we are charting all cities on one chart for each demographic chosen. Additional comparisons are available upon request.

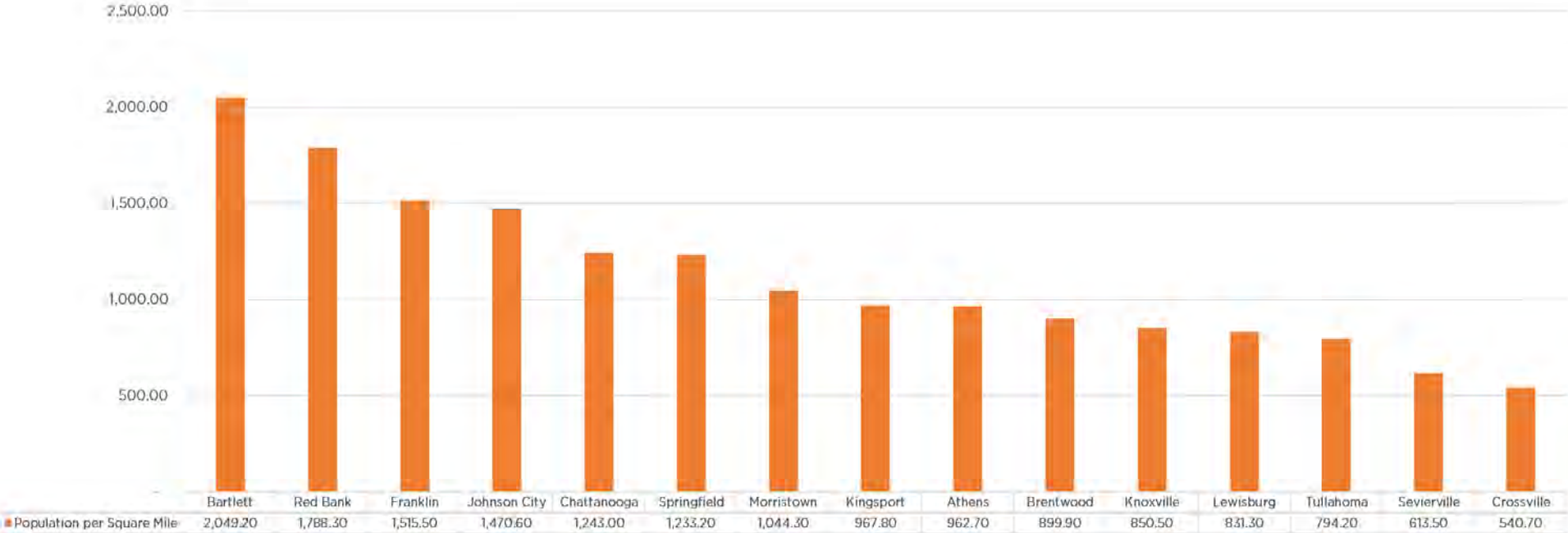
Readers of the report are encouraged to take the information presented here into thoughtful consideration when viewing the comparisons of the individual cities against the project averages for specific benchmarks.

The data presented here is based on the most current numbers available from the American Community Survey of the Census Bureau, the Bureau of Labor Statistics, and the TN Department of Economic and Community Development.

State certified populations are the populations used for the distribution of state shared sales taxes to incorporated municipalities. The numbers in use for this project cycle were certified as of July 1, 2016.

Appendix A. Member Demographic Charts

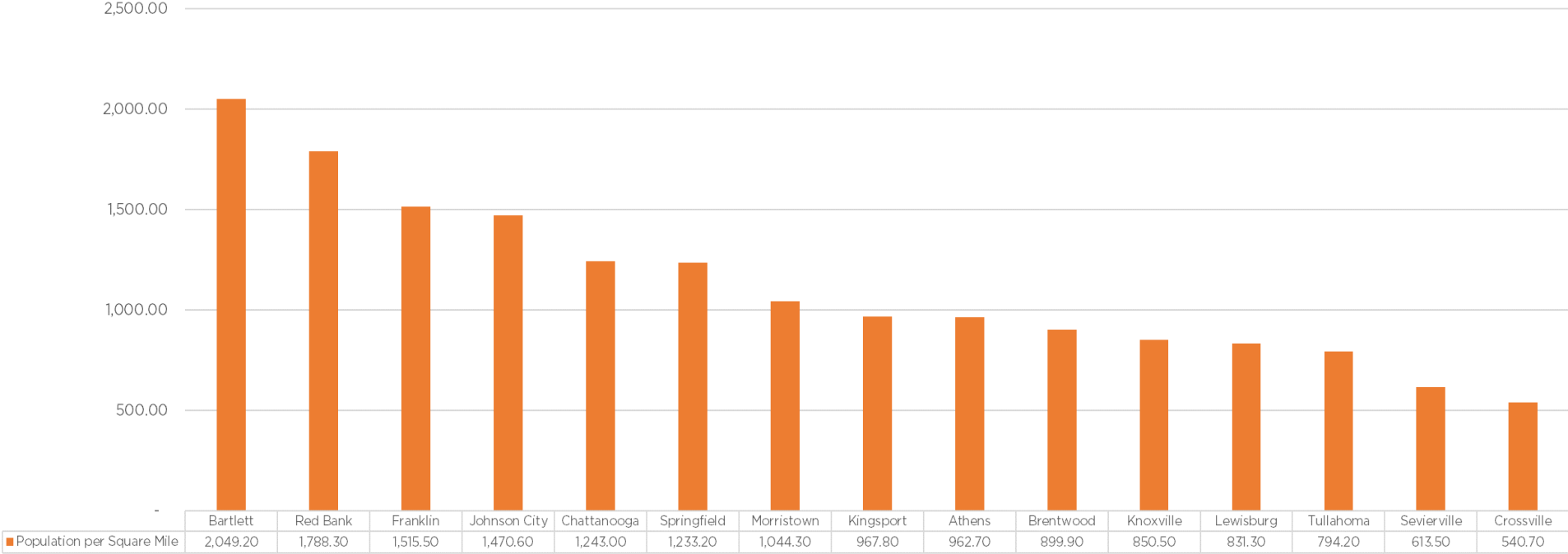
*Tennessee Certified Population (July 1, 2016)*



# Appendix A. Member Demographic Charts

*Population per Square Mile, 2010*

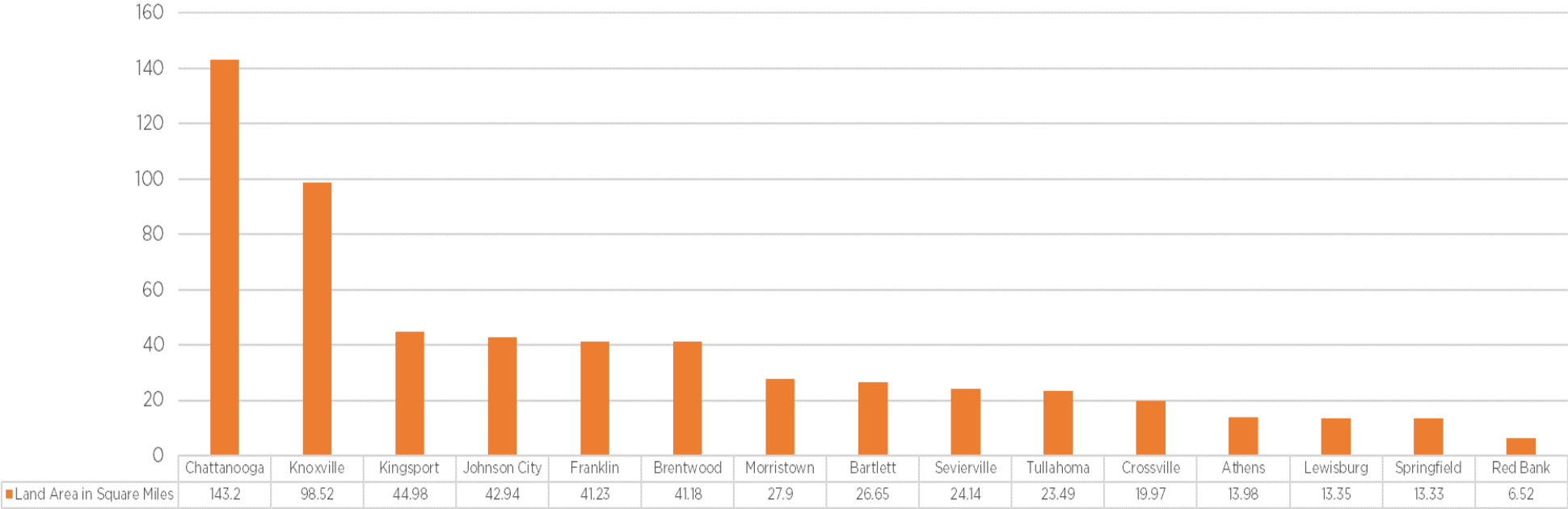
*U.S. Census Bureau*



Appendix A. Member Demographic Charts

*Land Area in Square Miles, 2010*

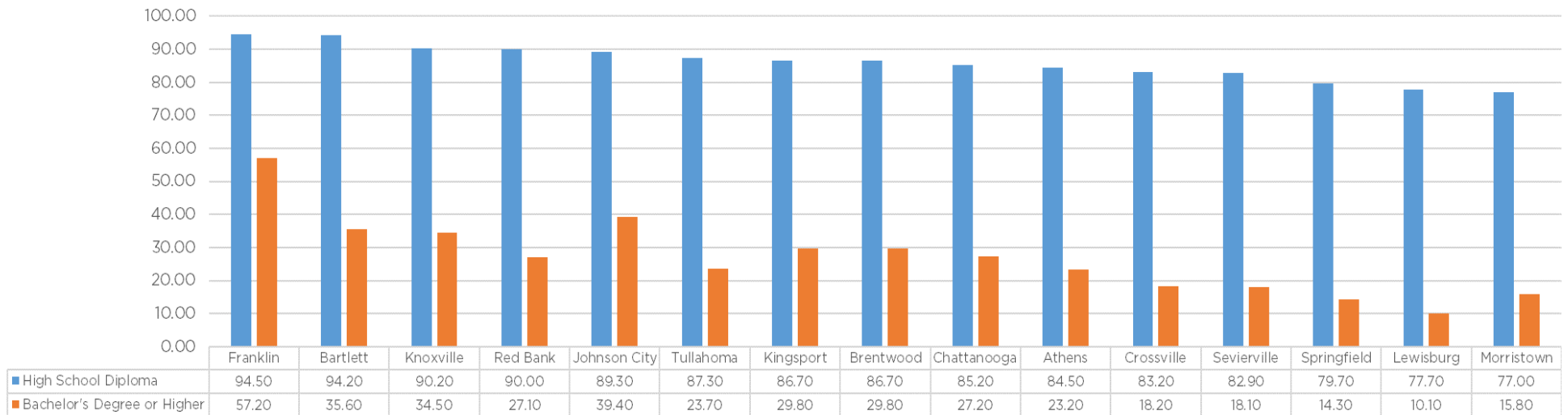
*U.S. Census Bureau*



## Appendix A. Member Demographic Charts

### *Educational Attainment, 2011-2015*

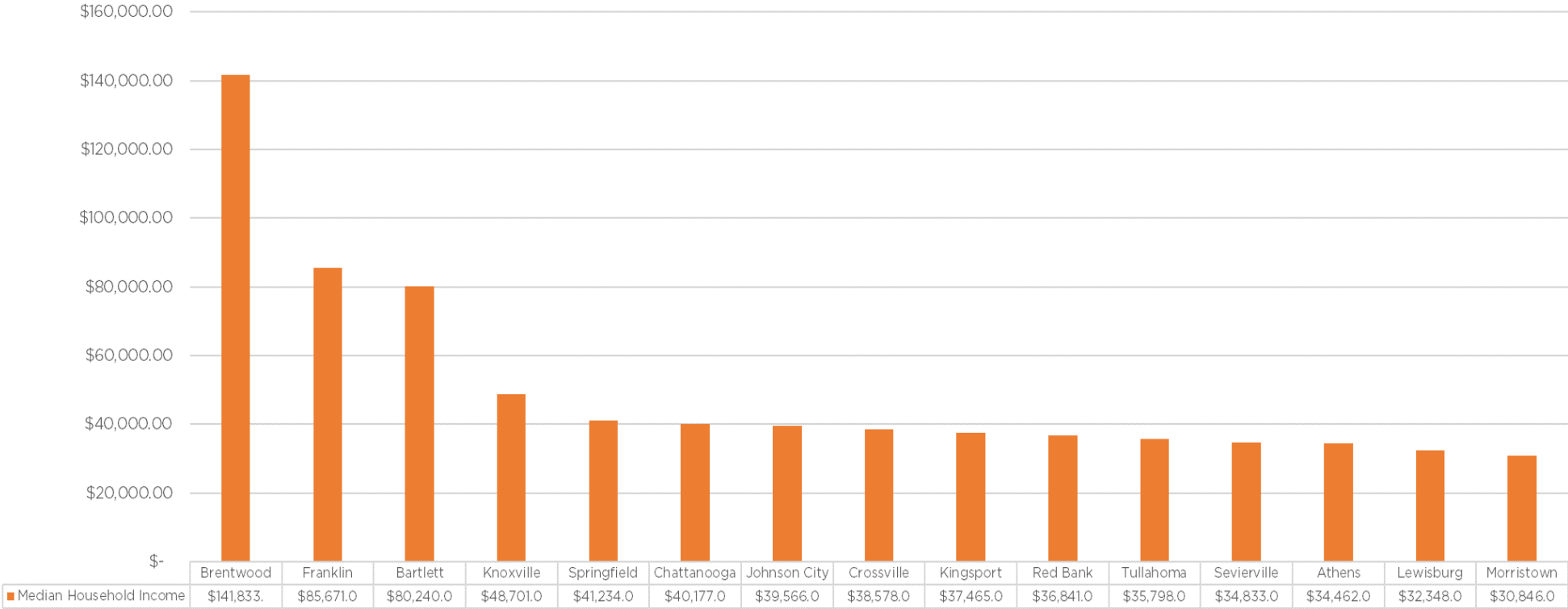
*U.S. Census Bureau*



# Appendix A. Member Demographic Charts

## Median Household Income, 2011-2015

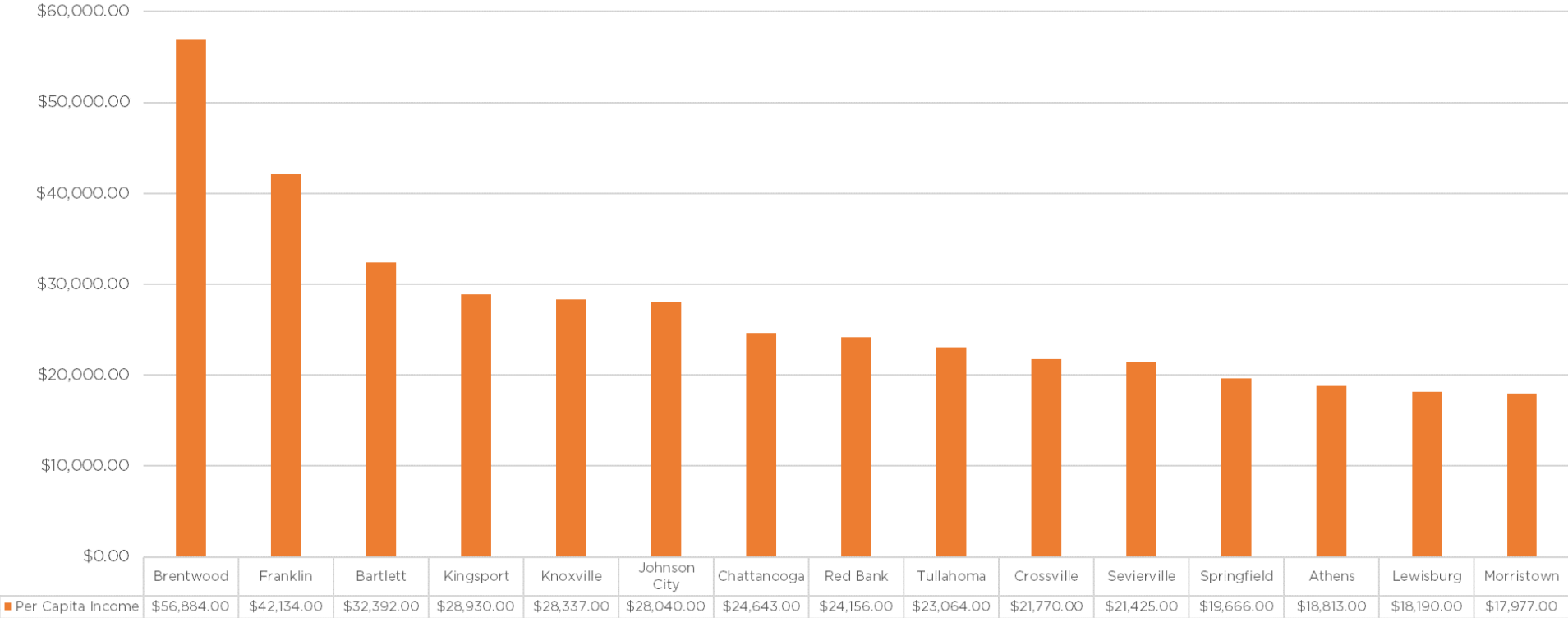
U.S. Census Bureau



# Appendix A. Member Demographic Charts

*Per Capita Income, 2011-2015*

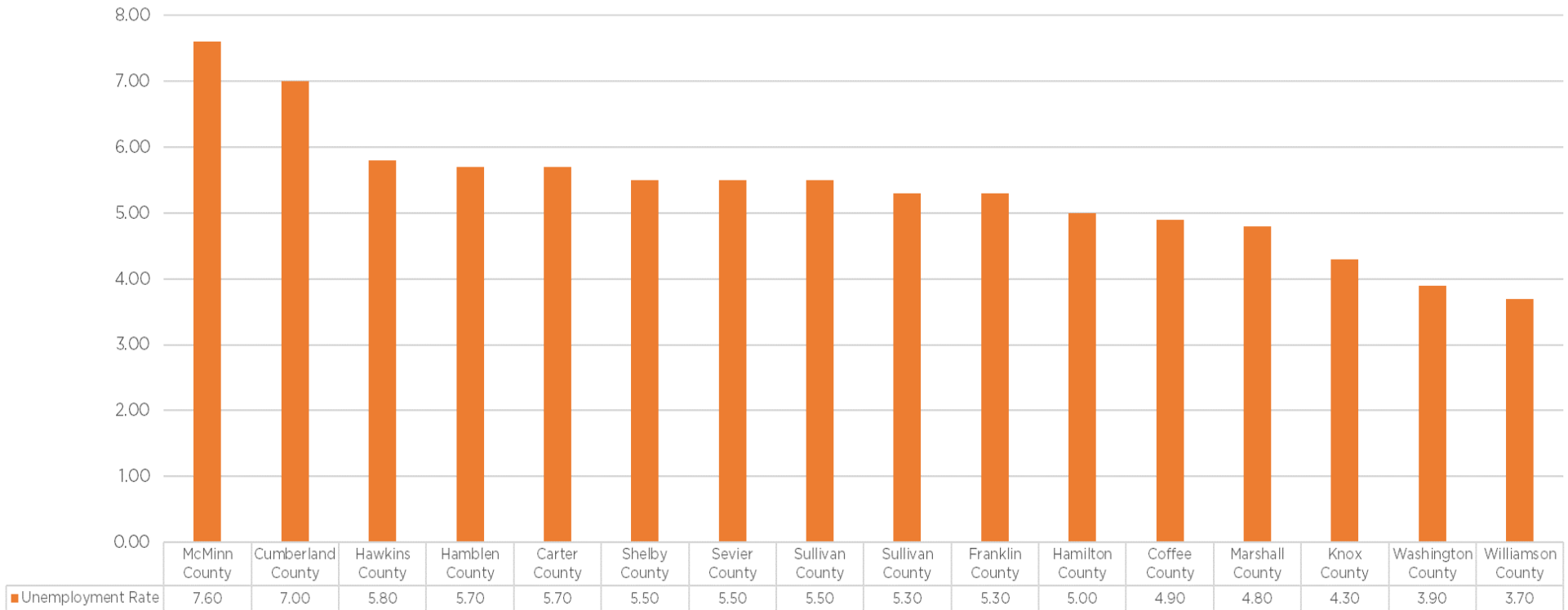
*U.S. Census Bureau*



## Appendix A. Member Demographic Charts

### *Unemployment Rate by County*

*Bureau of Labor Statistics*





## Appendix B. Participation History

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Athens				X	X	X	X	X	X	X	X	X	X	x
Bartlett		X	X	X	X	X	X	X	X	X	X	X	X	x
Brentwood	X	X	X	X	X	X	X	X	X	X	X	X	X	x
Bristol					X									
Chattanooga	X	X	X	X	X	X	X	X	X	X	X	X	X	x
Clarksville	X	X	X	X	X	X	X	X	X					
Cleveland	X	X	X	X	X	X	X	X	X	X	X	X	X	x
Collierville		X	X	X	X	X	X	X	X	X	X	X		
Covington													X	
Crossville													X	X
Franklin				X	X	X	X	X	X	X	X	X	X	x
Germantown	X	X								X	X			
Goodlettsville											x	x	X	x
Greeneville											X	X	X	
Jackson	X	X					X	X						
Kingsport	X	X	X	X			X	X	X	X	X	X	X	x
Knoxville		X									X	X	X	x
Lakeland											X	X		
Martin												X		
Maryville	X	X	X	X	X		X							
Morristown										X	X	X	X	x
Murfreesboro				X	X	X	X					X	X	
Oak Ridge	X	X	X				X							
Paris												X	X	x
Red Bank													X	x
Sevierville												X	X	X
Spring Hill												X	X	
Springfield												X	X	x
Tullahoma												X	X	x

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## Appendix C. Member Cities Service Area Profiles

There are many factors that affect every community's level of service to its citizens. The service area profiles in this appendix have been provided by the TMBP member cities themselves to highlight the factors which effect how they provide services in the functional areas benchmarked by TMBP. These factors are critical to understanding their performance compared to the TMBP member cities. The environment in which the services are provided must be taken into account when a member of group of members standout in some way when compared to other members. Many times the explanation for the difference can be found in these profiles.

Note: We have included the service area profiles in this appendix exactly as they were submitted to us. Basic corrections were made to better fit it into the annual report document. Otherwise, no edits or changes were made to what the cities submitted to us.

The Service Area Profiles are listed in alphabetical order.

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## Appendix C. Service Area Profiles | [Athens](#)

### **Building Code Enforcement, Planning and Zoning, Property Maintenance Code Enforcement**

The Community Development Department consists of three divisions, as follows:

Administration – two employees – the director is responsible for overseeing all functions of the department, with primary responsibilities to create and enforce development standards, assist prospective businesses and developers, and work with the Athens Regional Planning Commission, Board of Zoning Appeals and the Board of Adjustments and Appeals.

Codes Enforcement – two employees – the codes enforcement officer is responsible for enforcing municipal codes relating to property, including condemnation of substandard structures, high grass, and public nuisance issues. The building inspector is responsible for the enforcement of building, plumbing, electrical, and mechanical codes.

Cemeteries – the City operates three cemeteries, including the selling of lots and general maintenance.

Engineering functions are housed separately in the Public Works Department.

### **Human Resources and Employee Benefits**

The Human Resources Department has a staff of 2 full-time employees.

The Human Resources Department coordinates functions of all City departments to ensure there is compliance with personnel related laws.

The Human Resources Department organizes the professional development of employees through job training, performance evaluations, and goal setting.

The Department directs the employment hiring process through recruitment, interviews, selection, and retention.

The Department maintains a competitive compensation plan and administers the employee benefits program.

The Department writes and publishes the employee newsletter, maintains all personnel files, verifies time and attendance, and mediates employee issues.

The Department also works with the City's risk management program and assists with the workers' compensation program.

In FY2012 and FY2015 Athens' contributed \$1,000,000 in additional funding for the defined benefit retirement plan. In FY13 and FY14, additional funds of \$500,000 were contributed above the required funding and in 2016, additional funds of \$750,000 were contributed. These additional funds were paid in order to reduce future required contributions. This is reflected in the increase of the historical ratio and cost

benchmarks reported on the next page.

### **Finance**

Finance has a staff of five employees.

It is responsible for all revenue collection, including property taxes, business licenses, and commercial sanitation charges.

Finance does all accounts payable and payment of invoices, processes payroll, grant reimbursements, invests City funds and handles all financial reporting, including budget preparation.

The Finance Department shares responsibility for IT work as it relates to the City-wide systems.

### **Fire**

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

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

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

The employees work four 4-day cycles; four days from 7 a.m. to 5 p.m., four days from 5 p.m. to 7 a.m., four days off.

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## Appendix C. Service Area Profiles | [\*Athens \(cont.\)\*](#)

### **Parks and Recreation**

Athens offers a Parks and Recreation Department with over 210 acres of land. In addition to Athens residents, the Department services the majority of residents in McMinn County as well.

Athens has a full-time park maintenance staff and a full-time programming staff and manages contracts for mowing and beautification. Seasonal employees complement the full-time and contract staff. The Recreation Department is responsible for downtown beautification and for plumbing and electrical maintenance of City buildings as well as grounds maintenance of all City buildings. The Recreation Department is responsible for the operations of the City cable television station. The Recreation Director shares responsibility for IT work as it relates to the City-wide systems.

The Recreation Department is broken down into four divisions for budget purposes: administration, maintenance, programming, and swimming pools. Recreation employees are scheduled to work weekends on a rotating basis. Recreation employees manage the Southeast Trade and Conference Center. Recreation facilities are open 365 days a year from 7am until 11pm.

The Athens Recreation Department has an inter-local agreement with the Athens Board

of Education to use facilities and equipment. The Recreation Department, under an inter-local agreement, is responsible for programming and operations of the County-wide trail system. Recreation employees manage major construction projects.

Recreation employees manage local, State, and Federal grants and are subject to audit by the agencies.

Recreation employees are also involved in the operations and management of the Athens Parks Foundation, a private non-profit established for the benefit of the park system.

### **Police**

Athens operates a full-service Police Department including community service programs. The City does not have school resource officers or drug dogs.

For the purpose of this report, the Police Department includes administration, patrol, and criminal investigations. The Police Department headquarters is housed in 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.

### **Refuse and Recycling**

Athens uses 2 automated garbage trucks that pick up City-issued totes with a mechanical arm. One truck works with 1 employee Monday through Wednesday. The other truck works with 1 employee Wednesday through Friday. Each driver has 2 days that they are not on a route picking up garbage. On those 2 days they are given other duties that include picking up junk, brush, and issuing new or replacement totes to residents.

The City provides a "pride" car service (a big trailer) to any residence at no charge. The City utilizes 5 trailers and moves them every weekday and the trailers are available over the weekend. The trailers may be used for any residential refuse except building materials.

A fee of \$9.50/month funds the refuse collection and disposal.

Refuse is transported by a City truck. The round trip distance is 6 miles to a privately owned landfill. They make 2 trips per day to the landfill, except on Wednesdays when 4 trips are made.

The tipping fee is \$21.05 per ton. Athens operates a drop-off center for recycling collection. The only costs reported for this function were lease costs.

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## Appendix C. Service Area Profiles | Bartlett

### **Building Codes**

The codes department has 10 full-time and 3 part-time employees. With the assistance and support of staff in the engineering department, they provide the following services.

The department of Code Enforcement makes certain that the citizens, neighborhoods, and the unique character of Bartlett are protected and preserved by the enforcement of the International Code Council building, mechanical, electrical, plumbing and property maintenance codes, as well as through enforcement of the City's ordinances. Through the inspections we provide safety and integrity to our neighborhoods and community.

Code Enforcement relocated to a new building, which it is sharing with the planning and engineering departments. The additional floor space is being utilized by all departments. The convenience of the three departments being located together makes for faster and more efficient service to the City's citizens

### **Human Resources & Employment Benefits**

The Personnel/HR Department handles benefits, risk management, and personnel policies and procedures. The City offers two defined benefit retirement plans to employees. The City is the administrator of a single-employer public employee retirement plan effective July 1, 1989. Employees hired before July 1, 2014 are covered by the City's legacy defined benefit plan. Employees hired on or after July 1, 2014 are covered under the City's Cash Balance Plan. Both plans are self-funded with employees contributing 4% of covered wages to the legacy plan and 5% of covered wages to the Cash Balance Plan.

Actuarial functions for retirement contributions and benefits for both defined benefit plans and OPEB for retirees are contracted out.

The Personnel Department is a separate department within the City.

Personnel/HR includes payroll, benefits, and personnel policies and procedures. Risk management policies and procedures are shared with the Finance Department. The department is responsible for all position postings, employee orientation, and administration of all employee personnel policies.

### **Finance**

Finance functions include all accounting, preparation of annual CAFR, collection of all City taxes, and collection of water utility payments. Finance and HR share risk management.

Payroll is housed in the Personnel/HR departments with backup calculations being performed by Finance personnel.

Contracted functions include: annual audit of financial statements, printing of tax notices, minor information technology tasks, and financial advisor for bond issues.

### **Fire**

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

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

Bartlett is one of the only participating cities providing ambulance transport services. This is reflected in their large operating costs.

Department uses volunteers for firefighting and support.

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## Appendix C. Service Area Profiles | [Bartlett \(cont.\)](#)

### **Information Technology**

Information technology operations of the city of Bartlett are housed in the Finance Department. IT has its own IT manager with three additional full-time employees providing support to all departments within the city.

Support includes monitoring and maintenance of all desktop computers, laptops, iPads and other tablets, cell phones and VoIP phone system for a the city.

### **Parks and Recreation**

The mission of the Bartlett Parks and Recreation Department is to enhance the quality of life for Bartlett citizens by providing diverse and quality leisure programs; services and facilities that encourage health, fitness, relaxation, and learning; as well as providing opportunities for community involvement. Bartlett offers a full service recreation center, senior center, summer programs, youth and adult recreation sports leagues, and maintains all parks, fields and facilities. The parks department currently employs 39 full-time and 152 part-time employees to deliver services and programs to Bartlett citizens.

The City has constructed an outdoor splash water park, completed in FY15, which was opened to the public in FY16. The City has

received notice of a \$500,000 grant award from the Tennessee Department of Environment and Conservation for upgrades to J.R. Freeman Park.

### **Planning and Zoning**

The Planning Department has 4 full-time employees. The Codes Department has 10 full-time and 3 part-time employees. With the assistance and support of staff in the Engineering Department, they provide the following services.

Planning and Development reviews and provides guidance for current development plans, prepares long range plans and special studies, and compiles annexation plan of services.

Planning and Development maintains statistical and mapped data on demographic and land use matters, administers and amends the zoning ordinance, subdivision ordinance, and sign ordinance, and provides updated information for the zoning map.

The Department provides staff support for the Planning Commission, Design Review Commission, Historic Preservation Commission, Board of Zoning Appeals, Bartlett Station Commission, and Industrial Development Board.

The Department implements the economic development policies of the City.

The Department provides assistance to local businesses and residents.

### **Police**

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 report, the dispatch center and the jail unit are not included. Bartlett has 22 additional personnel for the jail and dispatch center.

The City also operates a General Sessions Court, increasing the demand for prisoner transport, courtroom security, and process serving by the Police Department.

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.

Additional officers were hired in 2016 to increase presence in annexed and other areas of the city. Police receives GHSO grants and pass through grants from Shelby County for dispatch and other equipment.

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## Appendix C. Service Area Profiles | [Bartlett \(cont.\)](#)

### **Property Maintenance and Codes Enforcement**

The Codes Department has 10 full-time and 3 part-time employees. With the assistance and support of staff in the Engineering Department, they provide the following services.

### **Property Maintenance and Codes Enforcement (cont.)**

The Department of Code Enforcement makes certain that the citizens, neighborhoods, and the unique character of Bartlett are protected and preserved by the enforcement of the International Code Council building, mechanical, electrical, plumbing and property maintenance codes, as well as through enforcement of the City's ordinances. Through the inspections we provide, we add value, safety and integrity to our neighborhoods and community.

Code Enforcement relocated to a new building, which they are sharing with the Planning and Engineering Departments. The additional floor space is being utilized by all departments. The convenience of the three departments being located together makes for faster and more efficient service to the City's citizens.

### **Refuse and Recycling**

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 \$25 per month funds household refuse collection, brush and bulky item collection, and minimal recycling. The fee is divided into 65% for refuse collection and 35% for yard waste.

Household refuse is taken to a City-owned transfer station and then loaded into tractor trailer rigs for transport by the City approximately 13 one-way miles to a BFI landfill.

Items collected at the City's 7 drop-off recycling centers are taken to FCR Recycles in Memphis.

Use of fully automated side loaders has allowed the Department to absorb growth with minimal staff additions.

The use of yard waste carts has greatly reduced the number of grass bags collected, reduced landfill costs, reduced on the job injuries, and helped the City divert from the landfill and recycle approximately 40% of its refuse.

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## Appendix C. Service Area Profiles | Brentwood

### **Building Code Enforcement**

The City of Brentwood has integrated the planning and codes enforcement functions for the City into a single managed and coordinated department. Staff provides complete assistance for all aspects of the land development and building processes.

Codes staff provides one-stop permitting for the review of all commercial and residential building plans and coordinates the issuance of all required permits and conducts necessary inspections. The Department also serves as staff to the Brentwood Board of Construction Appeals. The State of Tennessee Fire Marshal's Office - Electrical Division has jurisdiction over electrical and low voltage permits and inspections. The City furnishes office space to the representatives for the convenience of Brentwood residents.

Planning staff provides complete plan review of development projects for presentation and approval by the Municipal Planning Commission. Staff also coordinates the review of special exceptions and variances for review by the Board of Zoning Appeals. Additionally, staff reviews all permit applications for commercial and specific residential projects. Finally, staff provides interpretation and enforcement of the zoning ordinance, subdivision

regulations, and other applicable sections of the Municipal Code.

The Planning and Codes Department staff consists of 3 professional planning positions; the Building Official; 4 Codes Enforcement Officers, certified in Building, Mechanical and Plumbing inspections; 1 Municipal Codes Officer; and 2 administrative positions.

### **Human Resources and Employee Benefits**

#### **Benefits**

The City is covered by the TCRS defined benefit retirement program.

All new hires after January 1, 2010 are required to contribute 5% of pay to TCRS.

The City has adopted the public safety employee enhanced TCRS benefit option.

The City operates a self-funded group health insurance plan for employees and eligible retirees.

The City has established an OPEB trust for funding post-employment benefit obligations and fully funds its annual OPEB obligations as determined by an actuarial study.

In addition to TCRS, the City also matches employee contributions up to 3% into a deferred compensation program for all

employees with at least two years of full-time employment.

Administration of COBRA is contracted out.

### **HR**

The Brentwood HR Department provides the following services:

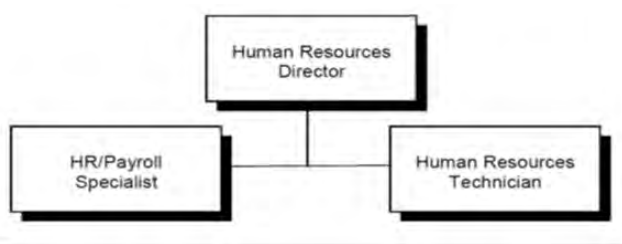
- Employee recruitment and selection
- Payroll processing and administration
- Benefits administration
- General employee relations

The City does not have a dedicated Risk Management function, so the HR Department also oversees workplace safety programs.

The HR Department contracts out COBRA administration.



**Brentwood HR Department  
Organizational Chart**



**Finance**

***Service Level and Delivery Conditions  
Affecting Service Performance and Cost***

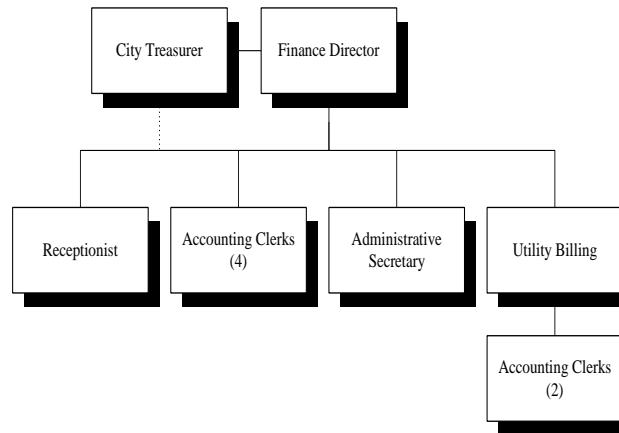
The Finance Department is responsible for all financial record keeping of the City and prepares the yearly financial statements, the annual operating budget, and the six-year capital improvements program budget.

The Department is also responsible for receipt and disbursement of funds, billing and collections for the Water Services Department, budget monitoring, property and business tax collections, purchasing, accounting on all fixed assets, financial compliance with various Local, State and Federal agencies, other support services to City departments, investment of City funds,

and the issuance of long-term debt.

Contracted functions include: Printing and mailing of annual property tax notices and monthly utility bills, lock box for property tax and utility bills collections, credit card processing for property tax, utility bills and court fines, financial advisor for bond issues, and an actuary used for other post-employment benefit cost calculations.

**Brentwood Finance Department  
Organizational Chart**



**Fire**

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

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

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.

**Information Technology**

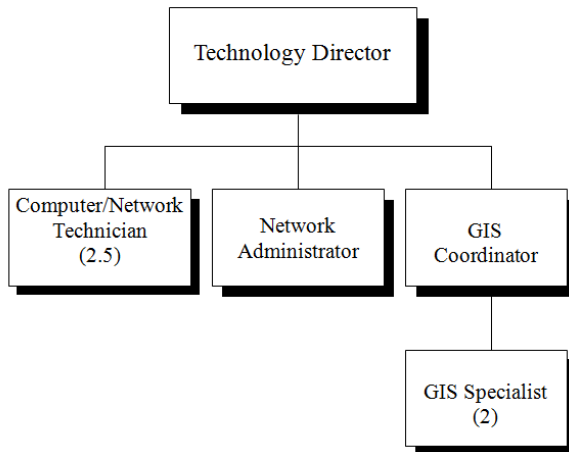
Information Technology (IT) is a stand-alone centralized department located in the City's Municipal Center (City Hall). Staffing includes 4.5 FTE's in IT and 3 FTE's in GIS division of IT. IT provides a comprehensive technology program that includes centralized purchasing of computer hardware and software, maintenance of all computer systems, networks (including fiber), GIS, and IP-based phone systems.

## Appendix C. Service Area Profiles | Brentwood (cont.)

IT also provides service to the in-house Emergency Communications District communications center, the public safety radio system, and traffic operations center.

IT provides service to the following:

City Departments: City Administration, Human Resources, City Commissioners, Library, Community Relations, Parks, Engineering, Planning and Codes, Finance, Public Works, Fire, Traffic Operations, Police, Water & Sewer Services, Emergency Communications.



### **Parks and Recreation**

Brentwood’s Parks and Recreation Department provides a variety of active and passive park facilities.

The City offers “state of the art” parks and greenways totaling 860+ acres.

The Department cooperates with volunteer and other community groups in the provision of youth and adult activities, programs, and special events at various park facilities.

### **Planning and Zoning**

The City of Brentwood has integrated the planning and codes enforcement functions for the City into a single managed and coordinated department. Staff provides complete assistance for all aspects of the land development and building processes.

Codes staff provides one-stop permitting for the review of all commercial and residential building plans and coordinates the issuance of all required permits and conducts necessary inspections. The Department also serves as staff to the Brentwood Board of Construction Appeals. The State of Tennessee Fire Marshal’s Office Electrical Division has jurisdiction over electrical and low voltage permits and inspections. The City furnishes office space to the

representatives for the convenience of Brentwood residents.

Planning staff provides complete plan review of development projects for presentation and approval by the Municipal Planning Commission. Staff also coordinates the review of special exceptions and variances for review by the Board of Zoning Appeals. Additionally, staff reviews all permit applications for commercial and specific residential projects. Finally, staff provides interpretation and enforcement of the zoning ordinance, subdivision regulations, and other applicable sections of the Municipal Code.

The Planning and Codes Department staff consists of 3 professional planning positions, the Building Official, 4 Codes Enforcement Officers (certified in Building, Mechanical, and Plumbing inspections) 1 Municipal Codes Officer, and 2 administrative positions.

### **Police**

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

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## Appendix C. Service Area Profiles | [Brentwood \(cont.\)](#)

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.

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

### **Property Maintenance Code Enforcement**

The City of Brentwood has integrated the planning and codes enforcement functions for the City into a single managed and coordinated department. Staff provides complete assistance for all aspects of the land development and building processes.

Codes staff provides one-stop permitting for the review of all commercial and residential building plans and coordinates the issuance of all required permits and conducts necessary inspections. The Department also serves as staff to the Brentwood Board of Construction Appeals. The State of Tennessee Fire Marshal's Office - Electrical Division has

jurisdiction over electrical and low voltage permits and inspections. The City furnishes office space to the representatives for the convenience of Brentwood residents.

Planning staff provides complete plan review of development projects for presentation and approval by the Municipal Planning Commission. Staff also coordinates the review of special exceptions and variances for review by the Board of Zoning Appeals. Additionally, staff reviews all permit applications for commercial and specific residential projects. Finally, staff provides interpretation and enforcement of the zoning ordinance, subdivision regulations, and other applicable sections of the Municipal Code.

The Planning and Codes Department staff consists of 3 professional planning positions, the Building Official, 4 Codes Enforcement Officers (certified in Building, Mechanical, and Plumbing inspections), 1 Municipal Codes Officer, and 2 administrative positions.

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## Appendix C. Service Area Profiles | Chattanooga

### **Building Codes Enforcement**

The Land Development Office of the City of Chattanooga is a division of the Department of Economic and Community Development. The Land Development Office (LDO) is an integrated unit which provides plans reviews for all developments inside the corporate limits of the City of Chattanooga. The LDO is divided into four (4) major sections:

- Administration (8 positions) This section is responsible for the day-to-day operations of the division, record keeping, permit issuance, issuing municipal trades' licenses, and the collection of funds.
- Codes and Inspections (36 positions) This section is responsible for the review of all project plans submitted for permitting; code compliance reviews; blight elimination; building demolition; and building, plumbing, mechanical, gas, and electrical inspections.
- Zoning, Signage, & Special Districts (5 positions) This section is responsible for the review, issuance, and inspection of all sign permits; review and resolutions for all Customer Service Requests which deal with the City Codes that are enforced by

this division; administration of the Board of Construction Appeals, Board of Sign Appeals, Historic Zoning Commission, and the Northshore Design Review Committee. Because the LDO is responsible for the enforcement of the zoning ordinance, this section also helps with the administration of the Board of Zoning Appeals cooperatively with the Chattanooga-Hamilton County Regional Planning Agency.

- Water Quality During Construction (14 positions) This section is responsible for the enforcement of the MS4 permit during any construction which occurs inside the corporate city limits. The staff also is responsible for the review and approval of all street cut permits, infrastructure construction, and subdivision reviews, and the review, approval, and inspection of all landscape construction plans.

The Land Development Office provides an opportunity for all developers, owners, architects, and engineers to attend Pre-Submittal Meetings where they can present their preliminary plans to a group of individuals from all sections plus representatives of the regional planning

agency, the fire marshal's office, and the Waste Resources Division of Public Works. This gives the architects and engineers the opportunity to discuss, in general, their plans, and provides the staff the opportunity, in general terms, to note some of the pitfalls that the architect might try to avoid.

### **Employee Benefits & Human Resources**

The Benefits Office is a division of HR. Employment benefits include the risk management function, which encompasses On the Job Injury and workplace safety programs.

Employment benefits maintain a wellness program for employees, retirees and their eligible dependents. Employment Benefits also administers a medical program that includes a medical clinic for both primary and occupational care and an on-site pharmacy. The clinic and pharmacy are only available to those that participate in the City's health insurance program.

The City's Benefits package includes medical, dental and vision insurance, life insurance, long term disability, Pension plan, deferred compensation plans, workers' compensation (on the job injuries), personal leave, unused leave pay upon leaving city employment, leave buyback and unemployment benefits. The City offers

## Appendix C. Service Area Profiles | Chattanooga (cont.)

employees voluntary benefits for supplemental life, long term care, accident insurance, critical illness, and whole life.

The City offers major medical health and hospitalization group plans to all full-time employees who work over 30 hours per week. The plan includes a PPO group plan and a High Deductible Health Plan (HDHP), which is combined with a Health Savings Account (HSA) for employees and their eligible dependents. The City also offers the choice between two Networks and offers a discount for non-tobacco users. The City offers post-retirement medical and dental coverage to qualifying retirees and their eligible dependents. The City currently contracts with a third-party administrator for the processing of claims.

The City has established an OPEB trust for funding post-employment benefit obligations and funds its annual OPEB obligations as determined by an actuarial study.

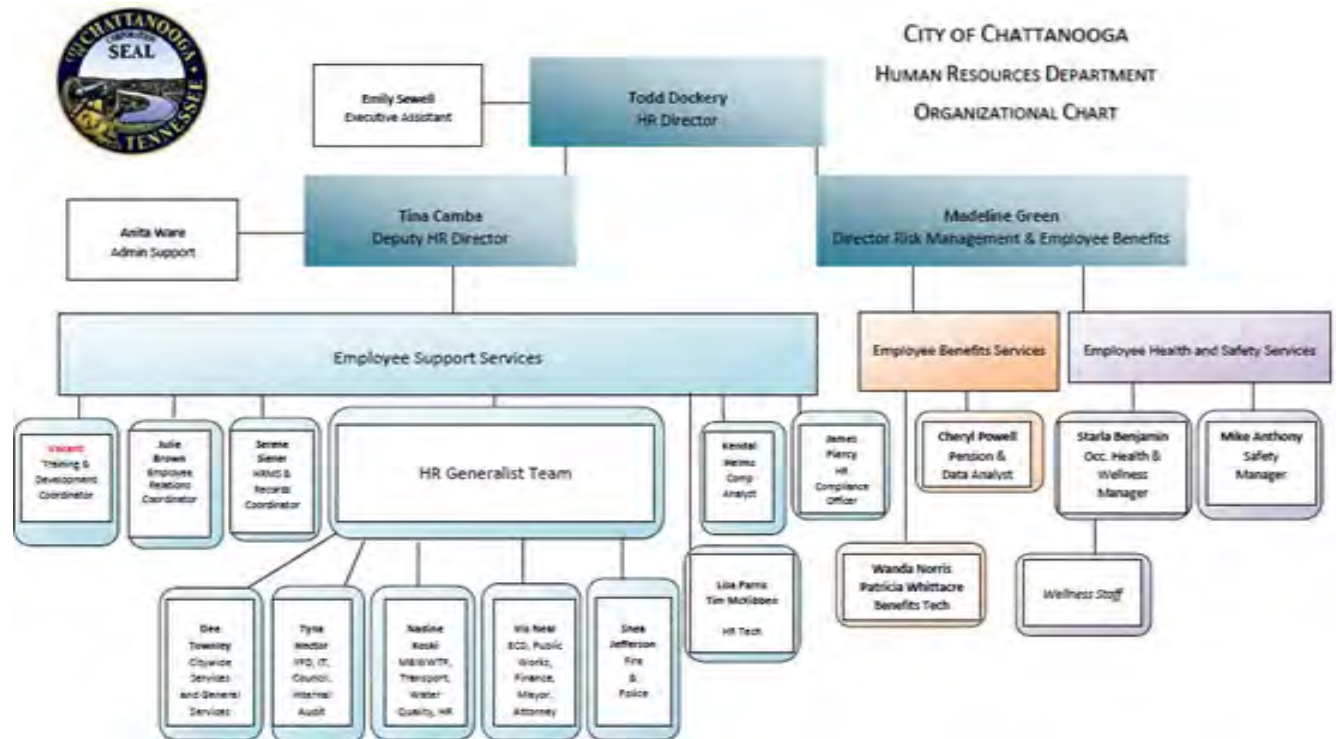
The City provides two separately funded Defined Benefit Pension Plans; one for all full-time civilian employees and one for sworn employees. The City funds its annual pension obligations as determined by separate actuarial studies.

### HR

The City of Chattanooga Human Resources Department provides the following services:

- The HR Department coordinates the recruiting, interviewing, and selection process in order to maintain a highly qualified workforce.
- Recruit and retain a diversified workforce that reflects a representation of the local workforce.

- Retain a well-qualified and experienced workforce by offering a competitive compensation package.
- Maintain all employee files and mediate personnel issues.
- Ensure compliance with all Federal, State, and City regulations and practices in all personnel circumstances.



**Finance**

Chattanooga Finance and Administration Department provides financial and management information, control, and guidance to the Mayor, Department Administrators and the City Council.

The department is responsible for all budget and finance related functions of the city including accounting, and treasury operations.

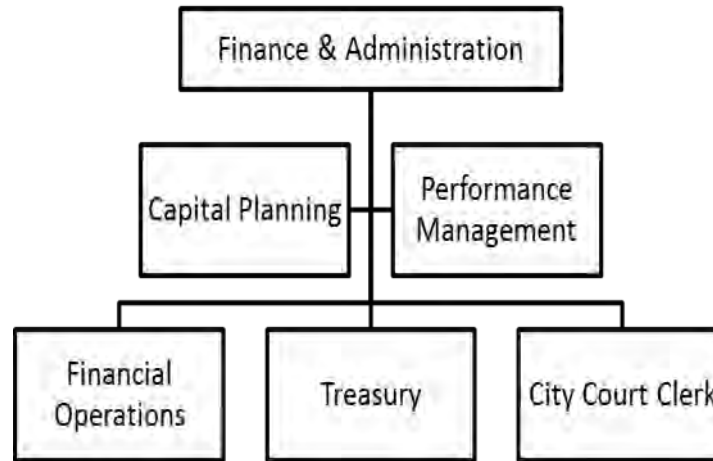
The department provides support to other departments and agencies in the areas of City Court operations, Accounts Payable and Payroll.

The department uses prudent economic forecasts, develops, monitors and helps implement a balanced budget that secures the efficient and appropriate delivery of City Services.

The department also provides for the fair and efficient collection of and appropriate use and accounting of city revenues in a manner consistent with Federal, State and Local laws.

There are a total of 69 authorized positions assigned to Finance, Treasury and City Court

**Chattanooga Finance Department  
Organizational Chart**



**Fire**

The Chattanooga Fire Department is a 427-member department comprised of 411 sworn positions and 16 civilian support positions. The department is led by the Fire Chief, an Executive Deputy/ Operations Chief, an Administrative Deputy Chief, and the Fire Marshal (also a Deputy Chief rank). There are three Assistant Chiefs (Training, Tactical Services, and Logistics) that oversee their respective divisions, and nine Battalion Chiefs that oversee the day-to-day

response operations.

The department responds from 19 (soon to be 20) strategically located stations. From those stations, respond 26 front line apparatus and many secondary apparatus, vehicles, and trailers (brush trucks, water tenders, fireboat, hazardous materials units, US&R units, mass casualty trailers, etc.). In addition to the new station being built, the department will be replacing one older station.

The CFD operates on three shifts (Red, Blue, and Green). Of the 78 operational crews, each is staffed with a Captain, a Lieutenant, and a combination of a Senior Firefighter, a Firefighter Engineer, and/or a Firefighter. All, but fourteen of those crews are budgeted with five sworn personnel, staffed with at least four, and respond with a minimum of three per shift.

The city of Chattanooga contracts with the Tri-Community Volunteer Fire Department to provide fire protection to the annexed areas of the city that are known as Ooltewah and Collegedale.

Chattanooga has made a major effort in the past 20 years to modernize and upgrade its fire department. A significant capital investment is being made to modernize the fire department fleet, which

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## Appendix C. Service Area Profiles | [Chattanooga \(cont.\)](#)

has several frontline emergency response vehicles more than 10 years old, possibly affecting performance. Replacement of those vehicles could affect future operational costs.

In addition to fire suppression and EMS response, the Operations Division also provides vehicle extrication, marine fire suppression and rescue, hazardous material response, urban search and rescue, and several technical rescue disciplines, including high and low angle rescue, confined space, trench rescue, and structural collapse rescue.

In the past year, the CFD also entered into a contract with TVA Raccoon Mountain Pump Storage Facility to provide emergency services.

The department is also piloting a Quick-Response Vehicle (QRV) program to enhance emergency response to EMS-related incidents. This program will entail an initial investment of two SUVs that will be staffed with two sworn personnel, and will provide BLS service.

The department provides fire prevention services through fire code enforcement and public fire education, as well as fire investigation. This occurs at the direction of the Fire Marshal through the Fire Prevention Bureau, consisting of one Deputy Fire Marshal, five Fire Inspectors, one Public

Educator, one Plans Review Officer, one Water Supply Officer, and three Fire Investigators.

The Code Enforcement Division averages about 730 inspections per month (about 8,000 per year), and there were approximately 700 public education events performed through the Fire Marshal's Office. These events include a Fire Safety House program, robotic Sparky Presentations, a bi-annual Smoke Detector Distribution program, and multiple community and industrial fire safety and extinguisher training events.

### **Parks and Recreation**

The City of Chattanooga Parks system is comprised of 72 park facilities with a combined excess of 4,800 acres. The facilities include 36 playgrounds, 4 disc golf courses, 2 splash pads, 3 dog parks, and over 35 miles of trails and greenways. Parks is also responsible for the maintenance of the 17 Community Centers that are operated by Youth and Family Development, as well as the 39 Youth and Adult ball fields located Citywide.

Programming within Parks is limited but very well received. These programs include Movies in the Park, which currently includes 4 parks movie showings monthly during the summer.

The Park Stewards program (recognized by the TN Recreation and Parks Association in 2012) promotes community awareness and activism within the parks through volunteer work. Park Stewards meet monthly to clean and rejuvenate the parks.

Additional programs include parks tours and environmental education programs being developed by the Park Ranger staff as part of a Junior Park Ranger program.

Partnerships have been developed as part of parks programming to limit expenses and the cost burden of the City. These may include providing equipment and volunteers to promote and develop events. As an example, The Chattanooga Flying Disc Club developed and constructed all the City's disc golf courses.

Transfer of responsibility and workloads due to transitions within the City have helped in administrative issues. Services such as project management and construction oversight have been taken over by the city engineer's office. Some maintenance services have been allocated to the City-Wide Services Division within Public Works. YFD received a state funded food program grant that served 16 of our 18 YFD centers throughout the school year and summer. It was approximately \$202,000.

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## Appendix C. Service Area Profiles | [Chattanooga \(cont.\)](#)

### **Planning and Zoning**

The Chattanooga-Hamilton County Regional Planning Agency (RPA) is a joint agency of the City of Chattanooga and Hamilton County, TN. RPA is responsible for land use and transportation planning functions for the City of Chattanooga including processing rezoning and subdivision requests, developing community plans, and keeping the digital zoning map of the City up-to-date staffing the Chattanooga-Hamilton County Regional Planning Commission.

The RPA does not have an engineering or enforcement function. RPA does review subdivision plats for compliance with local and federal law.

The Land Development Office of the City of Chattanooga is a division of the Economic Development Department. The Land Development Office (LDO) is an integrated unit which provides plans reviews for all developments inside the corporate limits of the City of Chattanooga. The LDO is divided into four (4) major sections including:

Zoning, Signage, & Special Districts (9 positions) . This section is responsible for the review, issuance, and inspection of all sign permits; review and resolutions for all

Customer Service Requests which deal with the City Codes that are enforced by this division; administration of the Board of Construction Appeals, Board of Sign Appeals, Historic Zoning Commission, and the North shore Design Review Committee. Because the LDO is responsible for the enforcement of the zoning ordinance, this section also helps with the administration of the Board of Zoning Appeals cooperatively with the Chattanooga-Hamilton County Regional Planning Agency.

The Land Development Office also includes Administration, Codes and Inspections, and Water Quality During Construction Divisions.

### **Police**

The Chattanooga Police Department is a full -service police department. School Resource Officers are the responsibility of the Hamilton County Sheriff Department (HCSO). The police department currently has two officers assigned to the School Resource Officers program assisting the sheriff department. The police department does not currently have a Dare Program.

The city is divided into distinct geographical areas, with Patrol Commanders having authority over all aspects of patrol activity in their areas.

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

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.

The Chattanooga Police Department has memos of understanding with several agencies to ensure we have a working collaboration and understanding for providing information to these agencies within Chattanooga and surrounding counties and cities.

The Chattanooga Police Department receives funding from several grant sources provided by the government for operational purposes.



### Property Maintenance Code Enforcement

The Department of Economic and Community Development Code Enforcement Division is responsible for addressing the concerns and requirements in public health, safety, and welfare as they relate to the use and maintenance of existing structures and premises. The objectives of the Code Enforcement Division are to:

- Enforce property maintenance codes for the purpose of maintaining and preserving existing structures in the community.
- Coordinate City efforts to promote compliance with housing, vehicle, litter, overgrowth, and nuisance ordinances.
- Work to eliminate blight and nuisance conditions through public education, code enforcement, and programs.

### Refuse and Recycling

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 11 fully automated side-load refuse trucks with a 1-man crew and 1 semi-automated rear load refuse truck with a 3-man crew.

There are twelve routes, and the trucks make two trips per day to the transfer station, which is approximately five miles from the city yards. There is no fee for refuse collection service.

95-gallon containers are provided where there is automated service.

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

### **Building Codes Enforcement**

The Codes Department is made up of two inspectors being the building official and a building inspector. The Codes Department is responsible for conducting building, plumbing and mechanical inspections in the City of Crossville and Cumberland County. This department also enforces the property maintenance codes in the City of Crossville. The Codes Department is a stand-alone department that answers directly to the City Manager.

### **Human Resources and Employee Benefits**

#### **Benefits**

The Human Resources Department administers employee benefits.

City of Crossville Human Resource Department consists of one employee. That one employee answers directly to the City Manager.

The Human Resource Department is responsible for:

- Administering the City's health, workers' compensation insurance, employee benefits and retirement programs
- Maintaining the Classification-

Compensation Plan including the continuous update of classification and salary data

- Assisting in the out-processing of terminating employees
- Maintaining current information on State and Federal employment-related regulations and reports developments to the City Administrator
- Implementing the City's directives concerning overall personnel policy
- Preparing administrative and special reports
- Conducting general employee orientations for new hires
- Coordinating and preparing OSHA records and reports
- Providing benefits assistance (trouble-shooting) for employees as needed
- Ensures ERISA, EEO, FMLA and HIPPA compliance.

#### **HR**

City of Crossville Human Resources Department consists of one employee. That one employee answers directly to the City Manager.

- The Human Resources Department is responsible for:
  - Administering the City's health benefits, employee benefits, workers' compensation insurance, property and liability insurance and retirement programs
- Managing the City's property, liability and workers' compensation claims
- Maintaining the Classification-Compensation Plan including the continuous update of classification and salary data
- Assisting in the out-processing of terminating employees
- Maintaining current information on State and Federal employment-related regulations and reports developments to the City Administrator
- Implementing the City's directives concerning overall personnel policy
- Preparing administrative and special reports
- Conducting general employee orientations for new hires
- Coordinating and preparing OSHA records and reports
- Assisting safety coordinator with risk management, assessment and implementation of training schedules
- Providing benefits assistance (trouble-shooting) for employees as needed

## Appendix C. Service Area Profiles | [Crossville \(cont.\)](#)

### Finance

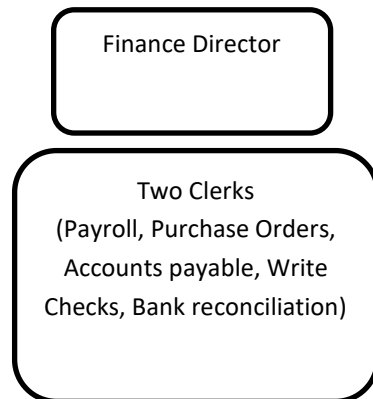
The finance department is responsible for all accounting functions of the city. The finance director is responsible for preparing the balance sheets and the income statements for all funds. This requires preparation of journal entries as needed for input.

The two clerks in the finance department have responsibility for the bank reconciliation, payroll, accounts payable, purchase orders, and check writing.

Checks are written every Friday and two signatures are necessary for each check.

#### Crossville Finance Department

##### Organizational Chart



### Fire

The Crossville Fire Department is an all-hazards fire rescue organization operating from two fire stations.

The department operates a combination paid/volunteer staffing solution with 27 career personnel and fifteen volunteer/part-time personnel.

We provide high quality services including; fire suppression, emergency medical first response, vehicle rescue, hazardous materials, high-angle rescue, confined space rescue, trench rescue, and dive rescue.

The department is also very involved in fire prevention efforts including fire inspections, public fire education, and pre-planning. We are excited to announce that the Crossville Fire Department is now partnering with the Tennessee Fire Marshal's Office to distribute smoke detectors to residents in our area. This program allows firefighters to install working detectors in the homes and educate residents in fire prevention. We feel the best way to prevent loss of life from fire is to prevent fires from starting through good education.

### Information Technology

The Crossville IT Department is staffed by an IT Administrator and a computer technician. The department oversees the administration of computer policies, network design and maintenance, general troubleshooting for computers, laptops and tablets, as well as various peripheral devices, makes recommendations regarding software and performs other duties as necessary. The department is under the direct supervision of the finance director.

### Parks and Recreation

The Crossville Parks and Recreation Department is under the supervision of the Parks Director. The Crossville Parks and Recreation Department employees 9 full time employees and 29 seasonal/part-time employees. Crossville Parks provides recreational facilities for residents of Crossville and Cumberland County, as well as, visitors from other areas including other states that use the facilities during events such as concerts, pageants, plays, and sports tournaments including state and World Series tournaments.

Crossville Parks and Recreation, through the Palace Theatre and the Spirit Broadband

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## Appendix C. Service Area Profiles | [Crossville \(cont.\)](#)

Amphitheater, hosts a variety of music styles and events. The Palace Theatre also hosts many community groups such as Hilltoppers, civic clubs, schools, and churches for various events including movies, comedy shows, and storytelling. The Palace Theatre also has facilities for meetings and professional training classes.

Crossville Parks supplies the sports facilities for area youth and adult leagues of softball/baseball, soccer, frisbee and flag football. The Parks partner with Crossville Youth Baseball/Softball league, Just For Kids Athletic league, Crossville Recreational Youth Soccer Association, Babe Ruth Baseball, Plateau Flag Football League, local church and women's softball league, local co-ed softball league, local men's softball league, local adult soccer leagues, and adult frisbee league. The Parks also provides some facilities for some school sponsored sports. The Parks also partners with several area churches to provide facilities for their soccer, frisbee and kickball, also with other nonprofit groups such as Hilltoppers and local Relay for Life teams to provide facilities for softball and kickball. Crossville Parks also partners with Alzheimer's Tennessee, Inc. to provide the facility for their annual fundraiser walk.

### **Police**

The Crossville Police Department is a public safety agency that is operational 24 hours each day, every day of the year. The department is a paramilitary organization structured with a Chief of Police leading the agency and ranking officials overseeing the daily operations of Divisions, Sections and Units as managers and supervisors.

The department offers a full range of law enforcement services including; uniform patrol operations; criminal investigations completed by well educated and thoroughly trained police detectives; traffic crash investigations conducted by highly trained and experienced professionals; and, community services that include residential and commercial security surveys, citizens academy classes to inform citizens as to procedures for identifying suspicious activity and how to report that activity to the department.

Since the Crossville Police Department does have the opportunity to respond to Emergency Calls for Service (911) and non-Emergency Calls for Service, alike, a situation could develop requiring extensive personnel hours to bring a resolution about. While our agency plans and trains to be prepared for such an emergency, from time to time an issue arises that requires unplanned for resources. This type of

emergency cannot be predicted and therefore may bring with it an impact on our regular duties that impact their service and the overall costs of doing routine business.

In an effort to provide additional services at a fraction of the cost of regular services, the Crossville Police Department is reviewing the possibilities of a Police Reserve program that would enhance the ability to deliver better response to our current workload as well as provide additional safety for our current fulltime members. In addition, the department is exploring the use of civilian volunteers as a way to enhance our ability to deliver more effective and efficient services to our citizens when a situation requires attention but not a fully armed police officer.

### **Property Maintenance**

The Property Maintenance Department is housed within the Codes Department. This department enforces the property maintenance does in the City of Crossville.

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## Appendix C. Service Area Profiles | [Franklin](#)

### **Building Code Enforcement**

The Building and Neighborhood Services Department supports the safety and quality of life for the residents and visitors of the City of Franklin.

The department has multiple responsibilities including: plan review of construction documents, issuing permits (building, sign, driveway, and tree removal), construction inspections, property maintenance violation enforcement, and enforcement of other standards and regulations found in the Franklin Municipal Code and Zoning Ordinance.

There are four divisions within this department: 1) Building Codes Review and Inspections, 2) Development Services and Permitting, 3) Zoning Administration and Inspections and 4) Neighborhood Resources and Housing.

The Department of Building and Neighborhood Services supports the safety and quality of life for the residents and visitors of the City of Franklin through compliance of:

- Building Codes
- Property Maintenance Codes
- Municipal Code
- Zoning Ordinance

The department handles responsibilities such as:

Full-service Commercial Plan Review (Architectural, Plumbing, Mechanical, and Electrical), Only jurisdiction with comprehensive electrical plan review), Residential Plan Review, Pre-application consultation and site visits with business owners and designers prior to plan submittal, Permit Issuance (Building, Plumbing, Mechanical, Electrical, Low Voltage Electrical Systems, Decks, Sign, Tree Removal), Inspections

Engineering is a stand-alone department.

The City of Franklin estimates that the population will be at or near 83,000 within City limits and Urban Growth Boundary by 2020. New construction continues and is predicted to continue throughout the city.

Commercial development continues in the northeastern portion of the city near Cool Springs and the McEwen Drive interchanges.

Next major growth generator for Franklin is the land around the Goose Creek/I-65 interchange at the southern boundary of the city.

New residential development is planned and being constructed on the east, west, and south sides of the city.

### **Human Resources & Benefits**

#### **Benefits**

Franklin's health and dental insurance plans and workers' compensation are self-funded.

The City maintains and manages its own pension program.

#### **HR**

The Human Resources Department is committed to attracting, retaining and developing a diverse and competent workforce that enables the City of Franklin to operate efficiently. We are striving to make the City an employer of choice, with a workforce of employees dedicated to excellence, integrity, teamwork, and improved customer service.

The City of Franklin currently has over 710 employees, including over 250 sworn officers and firefighters.

There are twelve positions in the HR Department: HR Director, Assistant Director, Benefits/Risk Manager, Occupational Health and Safety Trainer, Safety Coordinator Employee Relations Specialist, Benefits Technician, three HR Generalist, HR Technicians, and a part-time Administrative Assistant. The City's Payroll function is assigned to the Finance Department.

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## Appendix C. Service Area Profiles | *Franklin (cont.)*

In FY2015 the HR Department:

- Taleo Applicant Tracking System continues to be utilized to aid in reducing the number of days required in the recruitment process and dramatically reduces the amount of paper previously used. The HR Staff primarily focuses on job advertisements in electronic format and less on paper based methods.
- We have received our experience modification rate from NCCI for the FY 2013 insurance period and it is 0.69. The “mod” rate is a factor that is developed between the insured’s actual past experience and the expected or actual experience of the WC class code. When it is applied to our manual premium, it produces a premium that is more representative of our actual loss experience. Since we are below 1.0 (which is average) we will pay less premium for FY 2015.
- The Workers’ Compensation audit for FY 2013 revealed the City of Franklin will receive \$86,120 refunded from Travelers to the City which is a 22.75% savings of the actuary’s recommended funding. This is due to better management of our Workers Compensation claims by the City’ Risk Manager.
- The Human Resources Department believes that health and wellness is an important component of maintaining

sustainable communities. This year, we offered flu shots, held the annual health and wellness fair, and offered physicals.

- We are in the process of implementing Kronos, a Human Resources Information System. This software will eliminate entering data into numerous spreadsheets increasing efficiency and improving accuracy.
- In FY 2014, the position of Employee Relations Specialist was added. This position has enabled our department to address the needs of our employees in a more focused and personal manner. The Employee Relations Manager will primarily address our city’s recruiting efforts, returning injured employees back to meaningful work at an expedited rate, and performing workplace investigations in an effort to alleviate conflict and increase employee/ employer satisfaction.

### **Finance**

The City of Franklin Finance Department oversees the security and management of the City’s financial and property interests. The Department helps the City Administrator prepare, implement and monitor the City’s annual capital and operating budgets. The department also plans and executes the issuance of bonds and other financing mechanisms available to municipalities.

The Finance Department provides financial services for the City of Franklin. These include: (1) Financial Accounting and Reporting, (2) Investment of Temporarily Idle Funds, (3) Maintaining and Reconciling City Bank Accounts, (4) Issuing Employee Payroll, (5) Issuing Vendor Payments, (6) Internal Audits, and (7) Ensuring that the Annual External Financial Audit is Conducted.

The issuance and collection of bills for utilities, taxes, and fees are in other departments. The City’s Revenue Management department receipts most revenues and acts as central cashier point for depository functions. The Finance Department performs the bank statement reconciliation. The headcount for Revenue Management is not included in the Finance FTE or headcount numbers.

Payroll functions are carried out in Finance with individual departments reporting and keying time and attendance. The time spent keying and reporting individual time/ attendance in the various departments is not included in the Finance FTE or headcount.

Purchasing is carried out thru the Purchasing or Engineering Departments with individuals issued purchasing cards (credit cards) for authorized small dollar items. Although the Purchasing Manager

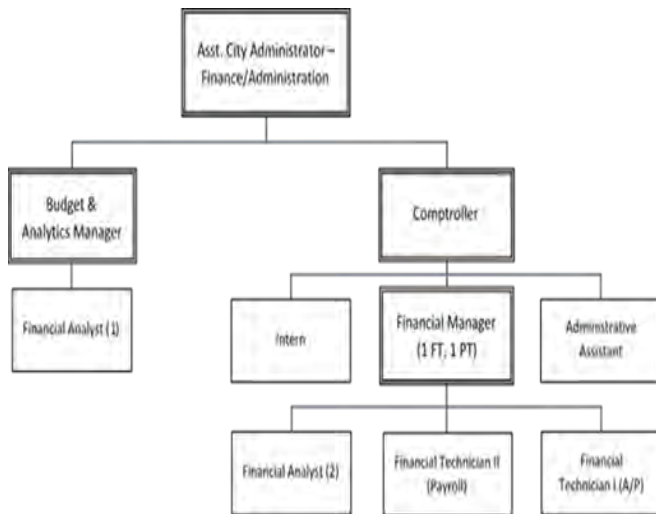
## Appendix C. Service Area Profiles | Franklin (cont.)

reports to the City Chief Financial Officer, the FTE and headcount numbers are not included.

Effective February 1, 2016, a new division of Budget and Analytics was created within the Finance Department. It will be responsible for the supervision and production of the annual Operating and Capital Budgets, spearheading all process improvement and benchmarking initiatives, production of all special review and efficiency studies, and analytical endeavors for the City.

Risk Management is performed in HR and reported with that Department.

### Franklin Finance Department Organizational Chart



### Fire

Franklin operates a full-service fire department and offers a wide range of non-emergency services including fire prevention, public fire education, and code enforcement activities.

Franklin staffs four engines, three quints, three truck companies, four rescues, and one shift commander housed at seven 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 air support unit.

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

Franklin has a full scale training center that includes a 350' X 350' driving pad, a four story tower with one natural gas powered prop, and a two story annex with one Class A burn room and one natural gas powered prop. The department also has the following propane powered props: an MC306 tanker, Car Fire, Bar-B-Cue, Propane Tank, Fuel Fire, along with an explosion generator and an electrical panel prop. The department conducts most multi-company training at this facility.

In January 2007, the department began providing city-wide ALS care from three of

its fire stations to complement its department-wide medical response. Three of the four rescues provide this service, As of January 1, 2010 the department provides city-wide ALS care from all 7 fire stations.

Franklin now provides and receives automatic mutual aid from one neighboring department for a fraction of our service area, as well as, a fraction of their service area.

In Fall 2015, The City of Franklin received the distinguished designation of Class 1 Public Protection Classification from the Insurance Services Office. (ISO-1). This makes Franklin one of only 132 cities out of 48,754 fire services rated in the U.S. with that designation.

Franklin is on schedule to open its eighth fire station in September of 2016 which will be located at 200 Front Street in the Westhaven community. Plans continue to construct a permanent station to replace temporary Fire Station 7 within the next fiscal year. Plans are also underway to consolidate Franklin's 911 center with Williamson County in the late fall of 2016, and to implement a Location Fire Station Alerting System in conjunction with a TriTech Computer Aided Dispatch solution.

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## Appendix C. Service Area Profiles | [\*Franklin \(cont.\)\*](#)

### **Information Technology**

The Information Technology (IT) Department's mission is to provide innovative, reliable and secure technology solutions that are aligned with City of Franklin's goals and objectives to enhance City services. Our vision requires IT to focus on providing professional and prompt service to our community by strengthening the City's technology infrastructure and delivering useful solutions that meet Franklin's needs and goals.

The Information Technology department is a stand alone department responsible for maintaining all desktop based and mobile technology used by the City's over 700+ employees. This is managed through a "HelpDesk" - an online portal within the City's intranet where requests for service are dispatched by IT to the individual who can best assist the employee with their technology issue.

The IT Department continues to promote "Green" by targeting approximately 400 computers to be a part of the Energy Savings Group. These workstations are scheduled to shut down nightly at 9 pm. They do not come back on unless the user powers them on. The department continues to participate in "server virtualization." Virtualization is a method of partitioning a single physical server into multiple servers.

In 2013 we reduced fifteen servers to one and have continued this process in successive years.

Our department began recycling wireless phones with e-Cycle instead of selling them on GovDeals. This company partners with Verizon Wireless. Retired phones retain sensitive data and they also contain toxic materials. Not only will the City continue to recover financial value (\$2000 for 160 devices in 2013) from obsolete devices, we will be protecting sensitive data from unintended exposure and also help protect the environment from electronic waste since all material sent to e-Cycle is recycled.

All of our retired computer hardware is picked up by a local recycle facility. Disk drives are shredded and the remaining hardware is broken down. If the components can be reused to build another computer system, these units are donated to Boys and Girls Clubs in Tennessee. Recently, this entity has started to accept monitors.

### **Parks and Recreation**

The goal of the Franklin Parks Department is to provide a diverse and high quality system of parks, recreation facilities, and public open spaces that will meet the recreation and leisure needs of the resident and visitor populations, that will also protect and

enhance the environmental character of the City of Franklin.

Whereas recreational programming primarily falls upon Williamson County Parks and Recreation, the Franklin Parks Department is tasked with the maintenance and operation of numerous recreational fields, pavilions, and facilities around the City of Franklin. The department is also responsible for forestry matters for the City. The Parks Department works with Administration to plan and support a number of special events during the year, from parades to festivals to music events to annual fireworks displays.

The primary challenge facing the Parks Department will be implementing existing projects and day-to-day services while balancing the projections the 10-year comprehensive master plan.

This master plan and needs assessment presents a vision for the future; with long-range goals and objectives for all activities that affect the quality of life's strategic vision. This will include guidance on how to make decisions on public and private land development proposals; the expenditure of public funds; cooperative efforts; and issues of pressing concern, such as parkland dedication and preservation.



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## Appendix C. Service Area Profiles | *Franklin (cont.)*

### **Planning and Zoning**

The Planning and Sustainability Department works with the Franklin Municipal Planning Commission in providing information and advice to the Board of Mayor and Aldermen and other City officials to assist them in making decisions about growth and development of the City of Franklin.

The Planning and Sustainability Department has completed its reorganization and begun work on long range planning initiatives, while continuing to assure quality review of current development.

In the next fiscal year, Planning and Sustainability will be implementing the recommendations of the CPAT study through changes to the Land Use Plan and Zoning Ordinance. The Planning Department also contracted with a consultant to research character areas in the Land Use Plan as density relates to the Major Thoroughfare Plan and other infrastructure availability. The City is experiencing greater interest in infill development in existing neighborhoods. This infill development has created varying opinions regarding context, density, and affordability. The Planning Department established an Infill Group comprised of stakeholders and has been tackling such issues as flag lots, landscape ratios and compatibility. It is anticipated that this

group will continue into the next fiscal year bringing forth proposed zoning revisions and land-use amendments. The City is working with Smart Growth America to ascertain if there are opportunities for a different way of looking at infill. Additionally, the Planning and Sustainability Department has requested funds for a consultant to update the properties in Historic Preservation Overlay Districts. This study would identify properties, their structures, conformance with Historic Requirements and provide a baseline going forward. The study would also research the feasibility of expanding the Historic Overlay District south on Columbia Ave. to the proposed Carter Hill Battlefield Park.

Finally, new vesting legislation became effective in January 2015, which will require different documentation for those applications approved after that date. Staff will research methods of tracking those applications and the matching Zoning Ordinance as well as ascertaining changes to the process.

The Planning and Sustainability Department anticipates another year of increasing development demand within the City and annexation in the Urban Growth Boundary (UGB).

Engineering is a stand-alone department.

The City of Franklin estimates that the population will be at or near 83,000 within City limits and the Urban Growth Boundary by 2020. New construction continues and is predicted to continue throughout the City.

Commercial development continues in the northeastern portion of the City near Cool Springs and the McEwen Drive interchanges.

The next major growth generator for Franklin is the land around the Goose Creek/I-65 interchange at the southern boundary of the City.

New residential development is planned and being constructed on the east, west, and south sides of the City.

### **Police**

The Franklin Police Department is divided into three divisions: Patrol/Operations, Administration, and Criminal Investigations/Detectives. There are three shifts and patrol officers work four 10-hour days per week.

The department maintains specialized teams such as the Special Weapons and Tactics Team, Hostage Negotiation Team, Canine, Dive Search and Recovery Team, Critical Incident Response Team, and an Incident Command Vehicle for critical incidents.

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## Appendix C. Service Area Profiles | *Franklin (cont.)*

Patrol vehicles are equipped with mobile data terminals and in-car cameras.

The department's communication center was merged with the Williamson County Communications Center in October 2016. The total number of non-sworn personnel within the department fell, due to the loss of communication officers. The county will now complete all communication center responsibilities.

The Franklin Police Department is nationally accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA).

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

### **Property Maintenance Code Enforcement**

The Building and Neighborhood Services Department supports the safety and quality of life for the residents and visitors of the City of Franklin.

The department has multiple responsibilities including:

- plan review of construction documents,
- issuing permits (building, sign, driveway, and tree removal),
- construction inspections, property maintenance violation enforcement, and

enforcement of other standards and regulations found in the Franklin Municipal Code and Zoning Ordinance.

There are four divisions within this department: 1) Building Codes Review and Inspections, 2) Development Services and Permitting, 3) Zoning Administration and Inspections and 4) Neighborhood Resources and Housing.

The department handles functions related to property maintenance codes enforcement such as:

- Inspections
- Property Maintenance
- Community Development Block Grant Program administration

### **Refuse and Recycling**

The City of Franklin uses city crews and 96-gallon carts to collect residential refuse weekly. Most residential refuse is collected by automated sideloaders, however, rear-end loaders are used to collect residential refuse in the immediate area surrounding the Central Downtown Business District.

Each single family detached dwelling residence is expected to pay for service; multi-family residences are treated as Nonresidential and are not subject to the service fee unless obtained through a separate non-residential agreement.

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.

The city furnishes one roll out container for each home.

Residential customers pay \$16.50 for one container and \$8.50 for additional containers per month to cover disposal costs only, with the fee being billed on the water utility bill.

Separated into three divisions, the department provides administration, collection and disposal

Residential service accounts for approximately 55% of revenues.

Nonresidential service is provided to customers who choose to do business with the city

Fees vary based on service level and frequency of pickup

Non-residential services account for approximately 15% of revenues.

The city operates a 500-ton per day transfer station. The city carries all waste from the transfer station to the Middle Point Landfill, located in Murfreesboro, TN.

Transfer station services accounts for about 30% of costs.

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## Appendix C. Service Area Profiles | Johnson City

### **Building Code Enforcement**

The City of Johnson City's Development Services Department provides professional advice and technical expertise to elected officials, appointed boards and commissions, city departments, the development community, and citizens to assist in understanding and addressing development and redevelopment issues in the community. The overall mission of this department is: "The Johnson City Development Services Department is committed to a comprehensive approach to guide and shape quality development in our region."

Our guiding principles in achieving this mission are as follows: 1) Responsiveness and Exceptional Service; 2) Fairness and Impartiality; and 3) Integrity and Professionalism.

### Departmental Organization

The department is comprised of 22 full-time members who are organized into five divisions: Planning (3 positions), Geographic Information Systems (2 positions), Codes (13 positions), Administrative (2 positions), and the administration of Community Development is contracted to the Johnson City Housing Authority. The Metropolitan Transportation Planning Organization (2 positions) is also under the department's responsibility.

The Codes division is responsible for accepting plans and generating plans review on all phases of construction in Johnson City, including building, electrical, plumbing, gas/mechanical, site, fire, etc. as it applies to the adopted 2012 International Code Council. This applies to all new residential and commercial development, renovations, repairs, and additions. Following completion of plans review, permits are issued for each phase of construction to licensed and bonded contractors. This also includes the review and issuance of all sign permits. Required inspections are conducted by the Codes division with results documented throughout the construction process. Once the process is complete, a certificate of occupancy is issued for each project. The division also provides administration for the Board of Building Codes.

### **Parks and Recreation**

The Johnson City Parks & Recreation Department consists of 1150 acres of parkland of which 414 acres are maintained daily. In addition, one arts center, one recreation center and one multi-generational community center with amphitheater. Also included are 16 play structures, 1 mountain bike park, 1 disc golf course, 1 dog park, 1 historical cabin, 1 lakefront area (including 2 boat ramps, an amphitheater, picnic pavilion, boardwalk

and festival plaza) and 19.75 miles of hiking and walking trails.

The department also is responsible for the maintenance and grounds for 23 lighted tennis courts, 5 indoor basketball courts, 6 sand volleyball courts, 9 outdoor basketball courts, 11 youth baseball fields, 5 adult softball fields, 5 youth softball fields, 13 rectangular fields, 1 football stadium and 6 swimming pools.

This year we have improved/built 3 new playground units. This year we will see the completion of the Rotary Park Playground and Splash Pad which has taken 7 years to complete from its inception to ribbon cutting. The splash pad feature of this playground is the first of its kind in Johnson City. The investment in the playground system has proven to be a long term successful investment for the community.

The department won a 4-Star Programming Award at the TRPA Conference for the Dollie and Me program with 68 in attendance. The Senior Services Division won the TFA Senior Center Innovation Award for the Deerslayer Obstacle Course 5K.

The Athletic Services Division coordinated league and tournament play for over 350 teams and 9,000 participants. During the last fiscal year, athletic event attendance exceeded 317,000 individuals.

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## Appendix C. Service Area Profiles | [\*Johnson City \(cont.\)\*](#)

Volunteers contributed over 19,000 hours to the city's various athletic programs. The Athletic Services division also coordinates schedules for more than 25 user groups, including State of Franklin Adult Soccer, Tennessee Silverbacks Football, FC Dallas Soccer, Watauga Valley Youth Football, Babe Ruth Baseball, University High Baseball, Softball, and Soccer, Mountain Empire Tennis Association, etc. In addition, the Athletic Services division provides athletic facilities, coordinates schedules, and provides maintenance for the following Johnson City Schools programs: 1) Seventh grade baseball; 2) Eighth grade baseball, football, and soccer; and 3) freshman, junior varsity, varsity and college events for football, baseball, tennis, and soccer.

The Recreation Services Division encompasses programs and events to include Aquatics, Carver Recreation Center, Princeton Arts Center, Nature Program, and Fairmont Gymnasium. Approximately 120,000 individuals participated in programs offered. Volunteers provided approximately 4,500 hours for the Recreation Services division.

The Senior Services Division, operating as the Johnson City Senior Center at Memorial Park Community Center, services adults age 50+. The center offers a broad range of education and enrichment opportunities in areas of health awareness, active lifestyle,

fitness, social enrichment, volunteering, travel, and many more.

### **Planning and Zoning**

The City of Johnson City's Development Services Department provides professional advice and technical expertise to elected officials, appointed boards and commissions, city departments, the development community, and citizens to assist in understanding and addressing development and redevelopment issues in the community. The overall mission of this department is: "The Johnson City Development Services Department is committed to a comprehensive approach to guide and shape quality development in our region."

Our guiding principles in achieving this mission are as follows: 1) Responsiveness and Exceptional Service; 2) Fairness and Impartiality; and 3) Integrity and Professionalism.

### Departmental Organization

The department is comprised of 22 full-time members who are organized into five divisions: Planning (3 positions), Geographic Information Systems (2 positions), Codes (13 positions), Administrative (2 positions), and the administration of Community Development

is contracted to the Johnson City Housing Authority. The Metropolitan Transportation Planning Organization (2 positions) is also under the department's responsibility.

The Engineering Division is housed in the Public Works Department.

The Planning division develops and administers citywide planning in accordance with the Comprehensive Plan, a legal document that reflects the community's vision for its long-range physical development, as well as its neighborhood planning process, which guides future development of the City and its Urban Growth Boundary. The division strives to foster and promote citizen participation through the administration of citizen surveys and collecting and analyzing Census data.

Within the division, staff provides development related guidance and support to those building or subdividing land within the City through the use of Subdivision Regulations and the Zoning Code.

Other duties of staff include administering land use controls in the Zoning Code, as well as reviews requests for annexations, re-zonings, right-of-way abandonments, and text amendments to the Zoning Code. The staff serves the Planning Commission, the Board of Zoning Appeals (BZA), and the Historic Zoning Commission (HZC).

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## Appendix C. Service Area Profiles | [Johnson City \(cont.\)](#)

### **Property Maintenance Code Enforcement**

The City of Johnson City's Development Services Department provides professional advice and technical expertise to elected officials, appointed boards and commissions, city departments, the development community, and citizens to assist in understanding and addressing development and redevelopment issues in the community. The overall mission of this department is: "The Johnson City Development Services Department is committed to a comprehensive approach to guide and shape quality development in our region."

Our guiding principles in achieving this mission are as follows: 1) Responsiveness and Exceptional Service; 2) Fairness and Impartiality; and 3) Integrity and Professionalism.

#### Departmental Organization

The department is comprised of 22 full-time members who are organized into five divisions: Planning (3 positions), Geographic Information Systems (2 positions), Codes (13 positions), Administrative (2 positions), and the administration of Community Development is contracted to the Johnson City Housing Authority. The Metropolitan Transportation Planning Organization (2 positions) is also under the department's responsibility.

The Codes Division is responsible for responding and resolving issues concerning dilapidated structures and nuisance abatement (overgrown property, trash, and inoperable vehicles) to help maintain and promote a safe and healthy environment for the city. In addition, the Codes division is responsible for enforcing the adopted ICC Property Maintenance code and issuance of all property maintenance violations to municipal court. The division also works the Board of Dwelling Standards to resolve disputes.

### **Refuse Collection and Disposal/Recycling (Residential)**

The City of Johnson City collects residential and small businesses refuse once per week at the curb with (5) one-man crew fully automated refuse trucks. Terrain issues in some areas necessitates the use of a below grade collection arm on the fully automated trucks. A 95-gallon container is provided for this service. Residents have the option of purchasing additional containers if needed. In addition, collection service is supplemented by (1) two-man semi-automated rear load refuse truck collecting three days per week and (1) one-man semi-automated rear load refuse truck collecting two days per week. The latter 2 trucks are used in unique conditions such as one-way

streets, on-street parking, bridge weight limit concerns, narrow streets and alley collection, etc. Each truck makes approximately 1 trip per day to the landfill. The landfill is located within the city limits of Johnson City. Collection for physically impaired residents is available at no additional charge. Finally, backdoor service is available for an additional monthly fee.

The City of Johnson City provides residential recycling once per week with (4) two man collection trucks. An 18 gallon bin is used to collect and sort recyclables at the curb.

The City of Johnson City provides brush collection 26 times per year to city residents as well as leaf collection each Spring and Fall. Bulky item collection is also provided weekly to city residents. A total of 11 trucks are used for these type collections.

A \$9.00 per month fee is charged for all the above services with the exception of backdoor garbage collection and commercial (small business) collection.

## Appendix C. Service Area Profiles | Kingsport

### Building Code Enforcement

The Building Division provides a safe community through enforcement of building and safety codes.

The Building Division is fully accredited by the International Code Council and the International Association of Electrical Inspectors.

The Building Division offers municipal trade testing and licensing for electricians, plumbers, and gas installers.

The Building Division issues permits for all new construction, additions, alterations, and signs.

The Building Division is responsible for plans review as well as permitting and inspecting all building, electrical, mechanical, and plumbing work in the City.

Inspectors average over 1,300 inspections each annually.

Kingsport inspectors regularly serve on the boards of the Upper East Tennessee Building Officials Association and the Tennessee Building Officials Association.

City inspectors are responsible for routine construction inspections, advice calls to contractors and homeowners, and responding to citizen concerns and complaints.

### Finance

Finance is responsible for accepting payments and customer service functions for Water, Sewer, property taxes, business license, accounts payable and accounting (which include the schools). Payroll is housed in Finance. Finance provides general accounting over the city's property, assets, and disposition thereof.

Finance annually reviews the City's financial policies.

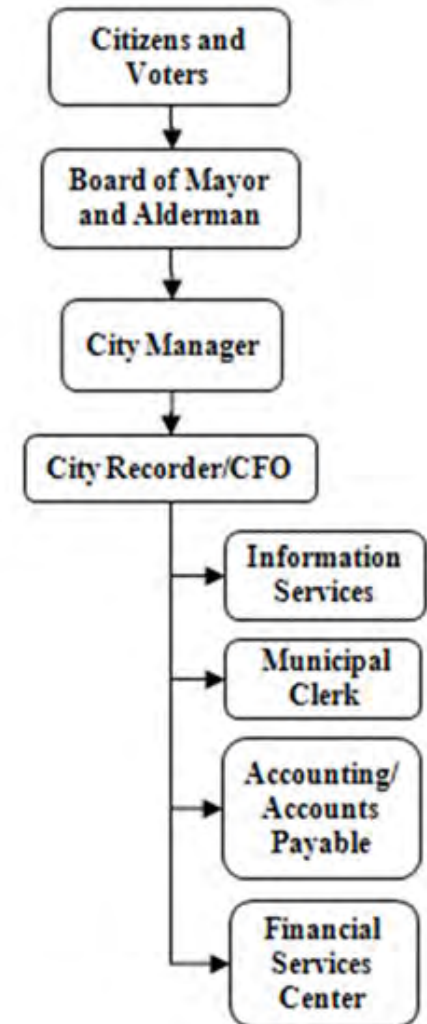
Finance continues participation in the GFOA Certificate of Achievement for Excellence in Financial Reporting.

Finance provides sound stewardship of the City's fiscal affairs and general accounting supervision over the City's property, assets and disposition thereof.

The City Recorder is the Chief Financial Officer and also serves as City Clerk and is responsible for recording and maintaining all Board of Mayor and Aldermen (BMA) proceedings.

### Kingsport Finance Department

#### Organizational Chart



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## Appendix C. Service Area Profiles | [Kingsport \(cont.\)](#)

### Fire

The City of Kingsport provides services to major industry including Tennessee Eastman Chemical Company and the multiple agency Higher Education campus.

The Department provides fire suppression, medical response, HazMat, and technical rescue.

There is a concentrated effort at public education and prevention.

### Parks and Recreation

#### *Service Performance and Cost*

Kingsport Parks & Recreation contains different divisions – Administration, Recreation Centers, Swimming Pools, Athletics, Allandale Mansion, Cultural Arts, Senior Center, Adult Education, Bays Mountain Park, the Kingsport Library, Library Archives, and the Aquatic Center.

The mission of the Parks and Recreation Department is to provide the people, facilities, and programs, which enhance leisure services by offering quality recreation opportunities for customers.

The Parks and Recreation department works to:

- Establish additional programs to promote physical activity and use of

local park spaces.

- Conduct programming to provide youth with activities and fitness opportunities during school breaks and holidays year round.
- Partner with United Way of Greater Kingsport to coordinate volunteer groups during the Week of Caring to clean, improve, and beautify areas around the V.O. Dobbins, Sr. Complex and Borden Park.
- Partner with the Head Start program located at the V.O. Dobbins, Sr. Complex to expand tennis programming to Pre-K participants.
- Partner with the Boys and Girls Club's satellite site at Riverview to provide area youth with gym space for afterschool use and joint programming during school holidays.
- Work with the Sons and Daughters of Douglass Alumni group to expand and incorporate additional items to the Guide by Cell tour that highlights the history of the V.O. Dobbins, Sr. Complex.
- Partner with the Kingsport Police Department and neighborhood citizens to maintain Neighborhood Watch programs to help keep community centers a safe place to enjoy quality of

life programs.

- Conduct monthly inspections of facilities and grounds to maintain safety standards.
- Work with South Central Kingsport Community Development Inc. and New Vision Youth to provide support for community activities such as: the Grandparents Day luncheon, the Senior Christmas dinner, the Gents to Gentlemen Pageant, community clean-up days, youth leadership programs, and Rhythm in Riverview.

Kingsport Parks and Recreation department also:

- Received Tennessee Recreation and Parks Association Four Star Awards in the category of Renovated Facility for Phase 1 of Rock Springs Park. Russ Hickman received the volunteer service award for his work with the Parks and Recreation Advisory Committee.
- Worked with the Parks and Recreation Advisory Board in the recruitment of and orientation to new members.
- Acquired additional land for future Greenbelt development.
- Recruited and hired professional staff for vacant positions.
- Created a new Greenbelt website.

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## Appendix C. Service Area Profiles | [Kingsport \(cont.\)](#)

- Provided cross training of staff in order to promote inner-departmental support to all areas.
- Worked collaboratively with staff in IT and Finance to implement the eTrak-Plus computer software for Allandale Mansion reservations and Community Centers programs.

### **Planning and Zoning**

The Planning Division is responsible for creating and establishing planning regions.

The Planning Division offers required training sessions and conferences for continuing education.

The Planning Division is responsible for reviewing plats, obtaining all required signatures necessary to record plats, recording of plats, review of applications pertaining to Gateway Districts, Historic Districts, variances, special exceptions, annexation, and rezoning.

The Planning Division is responsible for setting and depositing application fees.

Each planner serves on a sub-planning committee such as the Planning Commission, Board of Zoning Appeals, Historic Zoning Commission, and Gateway Review Commission.

Each planner is responsible for holding

committee meetings and notifying the members along with the public of items of interest.

The Planning Division staff undertakes a special census of annexed areas each year.

The Planning Division is responsible for the Long Range Annexation Plan, the Urban Growth Boundary, the 2030 Long Range Land Use Plan, and the 2030 Major Street and Road Plan.

The Planning Division is responsible for changes and updates to the Minimum Subdivision Regulations.

The Planning Division has elected a planner to assume the responsibility of the planning administration in working with the town of Mount Carmel, TN. This includes attending monthly Planning Commission meetings and maintaining continuity with Town Leaders and key personnel.

The Engineering Department reports to the Public Works Director.

### **Police**

The Mission of the KPD is to provide a safe community by preserving the peace; protecting life and property; preventing crime; apprehending criminals; recovering lost and stolen property; and enforcing laws fairly and impartially.

Kingsport is 54.65 square miles in size and is located in both Sullivan and Hawkins Counties, closely located to both Virginia and North Carolina.

The police department is a full service law enforcement agency including E-911 Dispatch although that service is not reviewed in this analysis.

The department is fully accredited nationally.

The department has a take-home vehicle program for its officers.

Kingsport is recognized nationally for its recreation amenities and receives thousands of visitors annually.

Kingsport hosts a large Fun Fest each summer, drawing close to 180,000 additional visitors to the community.

Kingsport is home to Tennessee Eastman Chemical Company, its largest employer, and several higher education facilities.



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## Appendix C. Service Area Profiles | [Kingsport \(cont.\)](#)

### **Property Maintenance Code Enforcement**

The Building Division provides a safe community through enforcement of building and safety codes.

The Building Division is fully accredited by the International Code Council and the International Association of Electrical Inspectors.

The Building Division offers municipal trade testing and licensing for electricians, plumbers, and gas installers.

The Building Division issues permits for all new construction, additions, alterations, and signs.

The Building Division is responsible for plans review as well as permitting and inspecting all building, electrical, mechanical, and plumbing work in the City.

Inspectors average over 1,300 inspections each annually.

Kingsport inspectors regularly serve on the boards of the Upper East Tennessee Building Officials Association and the Tennessee Building Officials Association.

City inspectors are responsible for routine construction inspections, advice calls to contractors and homeowners, and responding to citizen concerns and complaints.

The Engineering Department reports to the Public Works Director.

### **Refuse Collection and Disposal/Recycling (Residential)**

Kingsport provides curbside pick-up to all residents or back door pick-up for an additional annual charge.

The City provides the trash collection container and recycling bin.

Small amounts of debris are allowed and there is a separate charge for carpet and building materials.

Recycling pick-up includes paper, plastic, glass, cardboard and cans.

The City provides roll-off containers to pick up construction debris. There is a rental fee for the containers.

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## Appendix C. Service Area Profiles | [Knoxville](#)

### **Building Code Enforcement**

The Plans Review & Inspections Division is responsible for the review, permitting, licensing, and inspection of all construction projects within the City. It also enforces and interprets all construction related codes and zoning ordinances for the protection of health, safety, and public welfare.

The Plans Review & Inspections Division consists of the (1) Building Official/Director, (1) Deputy Director, (1) Codes Administrator, (1) Building & Plans Review Chief, (2) Plans Examiners, (5) Building Inspectors, (1) Zoning Chief, (2) Zoning Inspectors, (1) Electrical Chief, (4) Electrical Inspectors, (1) Plumbing/Gas/ Mechanical Chief, (3) Plumbing Inspectors, (2) Gas/ Mechanical Inspectors, (1) Gas/Mechanical & Plumbing Inspector, (3) Permit Writers and (2) Administrative Positions.

The Engineering Department is a stand-alone department within the City. A representative of the Engineering Department maintains an office in the inspections department to aid in customer service and plans review.

### **Human Resources and Benefits**

#### **Benefits**

The pension plan changed for new employees effective 1/1/2013. The City will no longer have the “rule of 80” or the “Drop Plan” for employees after 1/1/2013.

Payroll and Employee Benefits are housed in the Finance Department.

#### **HR**

The Civil Service Department handles most HR issues including training, recruitment, job posting, testing, discipline & grievances, etc.

Civil Service contracts for psychological tests that are conducted for police and fire applicants.

#### **Finance**

The Finance Department is composed of the following operational activities:

- Finance Administration – Administers the Finance Department
- Budget – Prepares the operating and capital budgets for the City
- Treasury – Investing surplus funds, Accounts Receivable billing & collection, and City and Pension Payroll activity

- Accounting – Accounts Payable, Grant and General Accounting

- Risk Management – Handles wellness programs, workers' compensation, general and auto liability claims, and manages health insurance

- Real Estate – Handles the acquisition and disposal of all City real estate

- Purchasing – Acts as the City's agent for acquisition of necessary materials and supplies

The Department contracts for lock box services for tax collections.

#### **Fire**

The Knoxville Fire Department is a career fire department with approximately 325 uniformed employees and 10 civilian employees.

The Knoxville Fire Department offers the citizens of Knoxville a non-transport, emergency medical response that includes 11 ALS companies and 16 BLS companies.

Besides fire, rescue, EMS, and hazardous materials response, the Knoxville Fire Department offers a “full menu” of services that include: fire prevention and fire codes enforcement, public fire education for all ages, CPR training, free smoke alarm

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## Appendix C. Service Area Profiles | [Knoxville \(cont.\)](#)

installation and battery replacement services, and fire and explosives investigation.

KFD's Public Education Division set a milestone in March 2016 by having the 100,000<sup>th</sup> elementary school aged child participate in the Fire Safety House Program. The KFD Fire Safety House Program was established in November 2008.

The Knoxville Fire Department has the first TEMA designated Level 1 Hazardous Materials Team in the State of Tennessee.

The Department has a Technical Rescue Team that is skilled in the areas of structural collapse, trench rescue, confined space, rope rescue (high and low angle), and swift water rescue.

The Knoxville Fire Department has an ISO Rating of "2," which became effective on September 1, 2016.

The Department has 2 marine vessels: a larger boat capable of producing firefighting streams and conducting water rescue operations, and a smaller, more maneuverable boat capable of being launched in most any of the waterways in and around the City of Knoxville in rescue situations. The larger boat is currently being housed in a boat slip at the downtown marina.

The Department purchased 2 new Utility Task Vehicles (bringing KFD's total to 4 UTVs). The 2 new UTVs have been strategically placed at our Headquarters Station (downtown) and Fire Station 10 (South Knoxville), which both allows for easy access to Knoxville's growing system of paved greenway trails, vast array of parks, and the South Knoxville Urban Interface trail system. The UTV fleet is also used for EMS special events.

### **Parks and Recreation**

The Knoxville Parks & Recreation Department serves over 175,000 municipal residents, covering an area of 100 square miles, including 2,828 acres of land dedicated to public recreation. The Department provides a wide range of recreational activities to residents and visitors, either through direct programming or working with partner organizations directly. Facilities managed by the Department include 15 recreation centers, an arts & crafts center, 3 indoor pools, 2 outdoor pools, 2 tennis facilities, 50+ ballfields, 3 golf courses, 91 miles of greenways and trails, and several parks offering open recreation spaces as well as other various park amenities. The Department also partners with outside agencies to provide activities such as

soccer, golf, boxing, youth basketball, youth baseball, youth softball, youth football, and others. The Department receives maintenance assistance through Knoxville's Public Service Department's Facility Maintenance Division.

The Department's annual budget is \$7,327,420 and is divided into three primary areas of operation.

The areas are:

1. Administration, Maintenance, Greenways
2. Recreation
3. Athletics

The Knoxville Parks & Recreation Department utilizes many annual contracts to provide services and amenities to the community and its citizens, including, but not limited to, janitorial, security, waste & recycling services, bus transportation, tennis, track & cross country, boxing, and a community band program. Several lease and management situations exist which aid in the department's ability to provide specialized programming.

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## Appendix C. Service Area Profiles | [Knoxville \(cont.\)](#)

### Planning and Zoning

Planning and Zoning is handled by the Metropolitan Planning Commission, a separate entity from the City of Knoxville.

### Police

The Knoxville Police Department is a full service law enforcement agency with an authorized strength of 416 sworn officers and over 100 civilian personnel. The Department is structured in four divisions: Operations, Criminal Investigations, Support Services, and Management Services. The City of Knoxville's resident population is approximately 178,874, although on a normal workday that number can grow by over 50% due to Knoxville being the economic and cultural center of East Tennessee and the home of the University of Tennessee.

The Department has several specialty units. The majority of the assignments are secondary duty and officers perform them in addition to their everyday police jobs.

- Special Operations Squad (SWAT)
- Motorcycle Unit
- Marine Unit

- Honor Guard
- Search and Recovery Unit
- Explosive Ordinance Disposal (Bomb Squad)

The Department has a drive home vehicle policy.

Department's Internet Crimes Against Children Unit is nationally recognized and the home agency for the State's ICAC Task Force.

The Department has a robust Safety Education Unit and School Resource Officer Program. This includes neighborhood watch and business watch groups.

The Department is dedicated to improvement through advanced training and technology.

### Property Maintenance Code Enforcement

Neighborhood Codes Enforcement operates as a division of the Plans Review and Inspections Department. The office investigates environmental codes violations regarding dilapidated buildings, dirty or overgrown lots, illegal dumping and abandoned vehicles. Violations that are not corrected can be referred to Municipal Court, the Public Officer Hearing or the Better Building Board.

Trash and debris that have accumulated on a piece of property, overgrown vines, and underbrush or grass over 12 inches high are all violations of City codes.

The owner has 10 days after receipt of a letter outlining the City code violations to correct them. If violations are not corrected, a City crew will correct the violations by cleaning or mowing the lot and bill the owner. The owner can be cited to Municipal Court, where substantial fines and penalties can be imposed.

An owner has up to 120 days after receipt of a letter outlining code violations to bring a structure up to code, depending on the seriousness of the violations. If the owner does not take care of the problem in that time, the case may go before the Public Officer Hearing, which could order demolition, acquisition, or mandatory repair of the structure.

The Public Officer Hearing is a key part of the City's effort to achieve cleaner and safer neighborhoods. The Public Officer starts action to force property owners to make repairs or to demolish unfit structures through the City's police powers over dangerous structures. Orders given by the Public Officer are appealable to the citizen-led Better Building Board.

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## Appendix C. Service Area Profiles | [Knoxville \(cont.\)](#)

Abandoned vehicles are those which are illegally parked on public property for more than 48 hours, over 4 years old, and left unattended on public property for more than 30 days, or on private property without consent of the owner for more than 48 hours.

An inoperable vehicle is one over 4 years old that has no engine or is otherwise totally inoperable or is without an engine in running condition, a transmission, four tires, or a battery.

Information taken from the Knoxville Neighborhoods Codes Enforcement website: <http://www.cityofknoxville.org/services/codes/dilapidated.asp>

### **Refuse Collection and Disposal/Recycling (Residential)**

The City's Solid Waste Management Facility (SWMF) is used to receive, process, and transport refuse and debris brought to the station by City workers, individuals, and businesses to a class 1 landfill and a class 3 landfill. The SWMF also has a recycling drop-off center that handles scrap metal, white goods, tires, electronic waste, and carpet. Standard recycling materials such as aluminum, paper products, glass, and

plastic are recycled by residents at City drop off centers or the City curbside program. This section also operates a permanent facility for collecting and processing household hazardous waste (HHW) such as paint, automotive fluids, yard chemicals and batteries. The SWMF also supports the trash and recycling collection services provided by the City crews within the Central Business Improvement District and City parks. The transfer station components of this facility are absolutely a key operation to the daily functions and service deliveries of the City.

The City also has two garbage trucks and one recycling truck to pick up downtown garbage and recycling and parks and recreation garbage and recycling. All other refuse collection, including all other households in the City of Knoxville, is contracted by Waste Connections.

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## Appendix C. Service Area Profiles | Morristown

### **Building Code Enforcement**

The Inspections Department includes all housing, building, electrical, mechanical, gas and plumbing inspections that are performed within the city.

The Building Department has four budgeted certified inspectors that review plans, issue permits, make inspections, investigate complaints, attend meetings and attend training for re-certification. During FY 2015 only two employees were on staff for the full year. We also used contracted service to help in completing inspections.

The Building Department's purpose is to serve the public by ensuring that the safety intended by the various codes becomes an accomplished goal.

The Chief Building Official works closely with the Planning and Engineering departments during the plans review process for new developments.

Engineering is a stand-alone department.

The increase of jurisdictional boundaries and State mandated laws affect the amount of time and expense added to the Building Department.

### **Human Resources Benefits**

#### **Benefits**

Human Resources handles the City's Health Clinic and other administration of employee services.

The City has entered into a partnership with Hamblen County for a health clinic for our employees and dependents.

#### **Human Resources**

Human Resources houses the following functions:

- Insurance administration, risk management, new hires, civil service, employee training, Title VI administration, ADA administration, Health Clinic, and other administration of employee services.
- Payroll is part of the Finance Department.

#### **Finance**

Finance functions include accounting, cash receipts (non-utility), Accounts Payable, and payroll.

Human Resources and Risk Management are in one department and Finance is in a separate department.

Contracted functions include utility billing and receipts. The City uses various utilities to bill and collect from sewer, storm water, and sanitation customers.

The City has sewer and storm water as a utility. Other cities may not have any utilities or have additional utilities such as water and electric. This can affect the size of the Finance Department greatly.

#### **Fire**

Morristown operates a full service fire department and provides services comparable with all other departments in the state.

Morristown has strategically located its 6 fire stations to better provide service to the City proper, as well as the 3 industrial parks located at the fringes of the City limits. Additionally, these locations position us to better serve any future annexations along those fringe areas in a timely manner.

The Department is certified to offer medical response at the First Responder level. All shift personnel are certified at this level and many have attained higher levels of training such as EMT or Paramedic. We do not transport currently, but the long range plans include upgrading to the BLS or ALS level.

The Department provides rescue services, urban search and rescue, and extrication.

The Department operates a Regional HazMat response team for District 2, and Department personnel are active in

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## Appendix C. Service Area Profiles | [Morristown \(cont.\)](#)

Tennessee Task Force 3 for USAR deployment.

The Department offers fire prevention, education, and codes enforcement through the Training Division and the Fire Marshal's Office.

The Department has partnered with other municipal and industrial departments in Northeast Tennessee to create a training association for the benefit of all. This association sponsors a 400-hour recruit class and other training.

Shift personnel work a 24 on 48 off schedule with 3 shifts.

The Department provides CPR training to students at Morristown East and West High Schools annually to assure that all graduates are qualified as providers.

Fire Department guidelines suggest using a tiered system when responding to call - in alarms and monitored alarms involving most commercial or residential occupancies. The intent is to reduce the number of vehicles responding in emergency mode. The response level can be stepped up to emergency response at any time by responding units as deemed necessary.

### **Information Technology**

Information Technology Department is a standalone department with one employee. It handles all server, personal computers,

smartphones/personal devices and printers for the City. We also contract support services for computer services.

### **Parks and Recreation**

Morristown Parks and Recreation remains a benchmarked Tier II agency through the Tennessee Department of Conservation-Recreation Education Services Division and the Tennessee Municipal Benchmarking Program with key cities of Tennessee.

Morristown Parks and Recreation implements a year round department that promotes positive recreation and leisure opportunities through facilities and programs by utilizing all existing resources. Morristown Parks and Recreation Department is an advocate in promoting citizens to live healthy and active lifestyles. Continue development of the recreation programs by providing those facilities identified by the citizens of Morristown and Hamblen County.

Parks and recreation is playing a major role in Morristown-Hamblen County process to become a designated Healthy Tennessee Community on January 7, 2017. We will hold a Fitness Fest, FX3 (Fun, Fit, Fab) to promote healthy community initiative. Area health and wellness providers will be present to promote a sample of wellness opportunities in our area.

Our department was awarded a Local Parks and Recreation Fund Grant for 500,000 dollars to be matched with a city match of 500,000. One million dollars of park improvements will be made at six parks in the areas of ADA improvements and facility upgrades. Civic, Hillcrest, Fred Miller, Frank Lorino, Popkin and Wayne Hansard.

We have over 267 acres of park land in 15 parks. For the purpose of this report our areas/divisions are administration, programming/special events/athletics and maintenance.

Within recent years we have experienced growth in the establishment of a dog park, second disc golf course, two new playgrounds and four new shelters and special needs programs in dance and special events.

We offer youth, adult and coed leagues/tournaments in most athletic programs. These are in baseball, softball, volleyball, basketball, soccer, football, tennis, and disc golf.

We have partnerships with 84 current programs, clubs, and organizations in the Morristown Lakeway area.

Facility, program and participation levels actually grew or leveled off. This was good news but we feel people are moving to more individual activities instead of team

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## Appendix C. Service Area Profiles | Morristown (cont.)

oriented programming. Key is that individual activities continue extensive growth over team activities.

The City along with the Hamblen County Board of Education is working on a possible conversion with the National Park Service at Long-Reel Track.

Disc Golf continues growth in our local tourism with our three courses in the area. Night tournaments along with other tournaments are a monthly happening. The areas fourth course is being planned at Panther Creek State Park through a lease agreement with local Chamber and Hamblen County.

Our special events programming highlights; Pick-in in the Park, Concerts in the Park, Boo Fest, Easter Eggsellent Adventure, Wet and Wild Wednesday, Hall of Fame Banquet, Movies in the Park, Touch a Truck, Tennessee State Disc Golf Championship, Summer Concerts in the Park, and Scarecrows in the Park. Our department also is a major co-sponsor of Arts in the Park, and the Hillbilly Chili Cook-Off, First Fire Truck, and DIDD programing of State of Tennessee.

Our department remains a member of Tennessee Recreation and Parks Association and National Parks and Recreation Association.

Morristown City Council has undertaken the purchase of Morristown College (50 acres) for development of a passive park.

Morristown Parks system has many program and facility partnerships from Hamblen County Board of Education, civic groups, individuals and other athletic and program providers.

Parks staff is responsible for 15 parks 7 days a week, 365 days per year – with increased facilities and a 30 hour work limitation makes schedules and work more difficult.

Parks staff uses flex time to compensate for no overtime especially in maintenance causes constant problems in work schedules.

Maintenance capital replacement program continues to address maintenance and equipment needs.

Wayne Hansard Park master plan is being worked on for possible land acquisition if Long-Reel Track conversion is initiated with Hamblen County Board of Education.

Playgrounds and shelters are showing age and need rehabilitated or replaced.

Need for a Parks and Recreation Master Plan has been addressed with a TDEC-RES assessment of our department in 2015.

The City trail system continues to take

shape with funding of greenway project from Fred Miller Park out to Cherokee Drive. And the need for more gym programming space of our own remain apparent as ever.

Have been able to use CDBG funds for park improvements over the past three years especially in our restroom needs at Wildwood, Civic, Parks along with

Need to generate additional revenue from out of county users of programs and facilities needs explored

### **Police**

Morristown operates a full-service police department including community service programs. The department has 86 full-time sworn positions and 7 non-sworn positions. This includes staffing 4 full-time school resource officers, 1 public housing liaison and 5 K-9s with handlers. The MPD also has the responsibilities of property maintenance codes enforcement and coordinating an inmate litter crew operation within the city limits. The department also have a reserve officer program.

The department saw an increase in employee turnover which has contributed to an increase in operational costs including training and overtime.



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## Appendix C. Service Area Profiles | Morristown (cont.)

For the purpose of this report, the police department includes administration, patrol, criminal investigations, and a narcotics/vice unit.

The MPD is accredited through the Tennessee Law Enforcement Accreditation Program (TLEA).

Patrol officers work twelve-hour shifts and are generally scheduled to work an 80-hour work week. Officers rotate shifts every two months. Court appearances, major incidents, and traffic crashes with injury are extra work often beyond the 80-hour work period. Other police personnel are assigned to a 40-hour work week.

Morristown's Police Department regularly participates in state and federal overtime projects to address specific high crime/major crime issues impacting its patrol, support services, investigations, and narcotic units. This is reflected in the full-time equivalents figure reported.

The department has a take-home vehicle program for officers.

Morristown has a large transit population and has been named as a Metropolitan Statistical Area by the US Office of Budget and Management. People from at least three surrounding counties commute to Morristown to work, shop, and for recreation which significantly increases

daytime population for police staffing and service. The estimated service population is between 55,000-60,000.

Morristown has a large Hispanic community. Many members of this community are undocumented and are non-English speaking which has given a greater complexity to calls for service to which officers respond.

### **Property Maintenance Code Enforcement**

The Morristown Police Department has 1 full-time codes enforcement officer and assigns part-time trained personnel on an overtime basis during peak seasons.

The codes enforcement officer is a Peace Officer Standards and Training (POST) Commission certified police officer assigned to enforce municipal codes issues such as overgrown yards, trash strewn areas, illegal temporary signage, and other matters of public concern.

The codes enforcement officer has an office located in the City Center and serves as a resource and provides information on city regulations to property owners, residents, businesses, and the general public.

### **Refuse and Recycling**

The City of Morristown collects residential refuse once per week at the curb. At the door pick-up is provided for handicapped

and disabled citizens. The City uses a semi-automated refuse system with 2 men per truck.

There are 4 routes that run every day, 5 days a week, to total 20 routes. Three trucks dump twice a day, 1 truck dumps twice a day for 3 days and 2 days once a day. There is a \$10.00 sanitation fee per can per month.

Ninety-gallon containers are provided where there is semi-automated service.

Hilly terrain in many parts of the city make operating the semi-automated singly system more versatile.

Recycling in the City of Morristown is collected with a single semi-automated rear loader truck with a 2 man crew. Recycling differs in the fact that it is a bi-weekly system. At door pick-up is also provided for handicapped and disabled citizens.

There are 5 East side routes and 5 West side routes. The recycle truck dumps 1 time a day on each route.

The recycle system is a blue bag system where blue bags are picked up curbside. Blue forty gallon containers are also furnished in limited numbers.

## Appendix C. Service Area Profiles | [Red Bank](#)

### Building Code Enforcement

The City of Red Bank has integrated the Building Code Enforcement and the Zoning and Planning Department into a single department. This makes requests dealing with Building Codes, Permits, Planning and Zoning a one stop permitting experience. Separate from these areas are Waste Water Treatment Authority, Storm water Division and Electrical Division that are administered by Hamilton County Government services.

The department provides complete plan reviews of Building plans, all major and minor development projects for presentation to the Red Bank Planning Commission and approval by the Southeast Tennessee Development District Agency who is under contract with the City to provide guidance and direction for planning services. Included in this division are permit applications for commercial and residential projects; special exemptions; variances; interpretation and enforcement of zoning ordinances, subdivision regulations and other applicable sections of the municipal code.

The Planning and Codes Department consists of the Public Works Director certified in Residential & Commercial Building inspections.

### Human Resources and Benefits

#### Benefits

City Manager is the personnel officer for the City and the City Recorder processes benefits paperwork. We contract out for administration of our FSA and COBRA.

#### HR

The City Manager acts as the human resources personnel officer.

The City Recorder acts as the Human Resources representative facilitating paperwork.

Payroll is handled by the Finance Department.

Risk Management is handled by the City Manager and the city Recorder.

#### Finance

The Finance Division collects, accounts for and disburses city funds under the direction of the City Manager and City Commission. This Division Head is also responsible for gathering and organizing accounting information, reporting financial information and making recommendations.

Finance also produces, under the direction of the City Manager, the annual budget document and the Financial Report. Other duties include accounts receivables,

accounts payables, pertinent business licensing and permits, and employee payroll.

#### Finance Organizational Chart



### Fire

The City of Red Bank Fire Department was organized in 1971. Prior to 1971, fire service was provided by a private concern on a subscription basis. Now the funding for the department comes from city taxes.

The department responds not only to fires, but also provides rescue services, hazardous materials response, service calls and public education programs.

The RBFD operates out of 2 stations, which are manned 24 hours a day. The membership consists of members who work full-time as their career, members who

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## Appendix C. Service Area Profiles | [Red Bank \(cont.\)](#)

receive compensation for working part-time shifts and are paid on call, and volunteer members who receive no compensation for services rendered.

The members of the RBFD are State Certified Fire Fighters. Included in the membership are Rescue Technicians, Hazardous Materials Technicians, Paramedics, and Emergency Medical Technicians. The members are continuously going through training in order to be efficient and abreast of the latest strategy and tactics. This is necessary in order to provide an effective, well-coordinated fire department with standard methods and procedures of operation.

The equipment currently consists of 4 engines, 1 hose / service truck, 1 rescue truck, and 2 - staff vehicles.

The RBFD participates in a mutual aid agreement and is a member of the Tri-State Mutual Aid Association, which consists of more than 43 metro area departments.

We also offer CPR and First Aid classes for the public, home fire safety inspections, and smoke detector installation and battery changes.

### **Information Technology**

We currently do have an Information Technology Department within our city

government. IT services are undertaken via contractual agreement with a provider. We do, however, have on staff employees that are familiar with our system and that are able to assist with minor problems and oversight.

### **Parks and Recreation**

The City of Red Bank's Parks & Recreation Department is a division of the Public Works Department. It serves over 12,167 residents, covering an area of 6.52 square miles, including 140 acres of land dedicated to public recreation. The department is under the direction of the Public Works Director and administered through the Public Works operations. The Department provides a wide range of recreational activities to residents and visitors either through direct programming, or working with other organizations directly.

Facilities managed by the Department include the Red Bank Community Center with its meeting hall well equipped with audio visual equipment for conferences of up to 175 people; a community swimming pool; several park areas offering walking trails, children's playgrounds, a soccer field, tennis courts, dog walks, Veterans Memorial and open picnic and recreation spaces. The Department also partners with the Red Bank Pool, Dixie Youth Association and the Red

Bank Girls Softball Association to provide activities such as swimming leagues, youth baseball, youth softball and youth football. The Department is responsible for structural and landscape maintenance.

The Department is managed as a single area of operation although each location has a separate budget within the General Budget for the City of Red Bank. The areas are:

- Red Bank Community Center
- White Oak / Norma Cagle Field
- Kids Corner Park Facilities
- Morrison Springs Facilities / Red Bank Pool
- White Oak Park / Dog Park

### **Police**

The agency operates under a "para-military hierarchical organization with first line responders, criminal investigators, and command/administrative staff personnel. While these employees are assigned to a specific division or team, all employees work for the greater good of the community and are responsible for many duties and assignments outside of their primary duty assignments. In addition to the primary responsibility of public safety, the agency also directly supports the efforts of the judicial process through transport and temporary retention of in custody people

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## Appendix C. Service Area Profiles | Red Bank (cont.)

for court appearance, courtroom security and management, as well as execution of service of court process.

Our agency recently completed the Tennessee Law Enforcement Accreditation process that mandates 164 benchmarked standards met by the agency in both policy and practice. These standards derive from the national accreditation process and are designed for those agencies lacking the fiscal or physical assets necessary to complete. Both are based on best practices approaches to policing and effect an elevated standard of behavior and professionalism by accomplished agencies.

We are presently updating many of our technology components to more effectively utilize information to analyze data to identify crime trends and patterns of behaviors to best address criminal activities. In addition, increased information and documentation of intelligence and other information allows for greater efficiency in human resources and time management. Service toward greater transparency in service provision allow for greater cohesion and stewardship of the public trust.

We presently negotiate certain support roles from ancillary entities such as the Hamilton County Emergency Communications District for dispatch and call management, the Tennessee Valley

Radio Service for radio communications service, the Hamilton County Sheriff's Office for Tactical Mission Support as well as various other agencies for critical incident management and support. MOU's are presently in place for many of the contracted services but others are available based upon professional relationships developed and maintained by command staff members of these various agencies.

### **Property Maintenance Code Enforcement**

The City of Red Bank's Property Maintenance Code Enforcement is a division of the Public Works Department. Under the direction of the Public Works Director, it serves as the primary office for enforcement of the city's municipal code in regards to property maintenance.

The division is staffed with a single Municipal Code Enforcement Officer who is knowledgeable of the city municipal code as well as the Property Maintenance code.

Property Maintenance Code enforcement is a daily operation of the Public Works Department. Operations include defining violations of the city municipal code; notification of violations with residents and commercial entities; tracking progress and follow up procedures for open violations; preparation of legal documentation and certified mailing of potential legal actions; summons to court for failure to comply with

the city municipal code; condemnation of dilapidated properties; demolition.

### **Refuse Collection and Disposal/Recycling (Residential)**

The City of Red Bank Solid Waste is a division of the Public Works Department. It serves over 12,167 residents, covering an area of 6.52 square miles. The division is under the direction of the Public Works Director and administered through the department of Public Works operations.

The division operates two garbage routes daily, five days per week. It employs six full-time personnel. Services are provided using both fully-automated and semi-automated collection equipment. Unique to this operation is daily street and right of way maintenance, as well as brush collection routes Monday through Thursday and Bulk Trash removal each Friday on a call-in basis.

The Solid Waste Division also operates a self-service Recycle Center within the city limits. This is a joint partnership with the Hamilton County Recycle Division. It serves not only the 12,167 Red Bank residents but anyone living in Hamilton County. This facility assists with recycling of aluminum and steel cans, newsprint, mixed paper, glass, plastics and cardboard. This center is staffed by a Red Bank Public Works employee on the days of operation.

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## Appendix C. Service Area Profiles | Sevierville

### **Building Code Enforcement**

The Code Enforcement Department is a public support and service organization charged with the task of providing a safe and quality environment for the citizens and visitors of the City of Sevierville through enforcement of various codes including:

- Building Codes
- Mechanical Codes
- Accessibility Codes
- Property Maintenance Codes
- Sign Regulations
- Zoning Ordinances

The employees of the Department handle such responsibilities as:

- Commercial Plan Reviews
- Consultation services for owners, developers, contractors, and architects
- Issuing of permits
- Onsite inspections

Engineering is a division of the Public Works Department and housed separately from the Codes and Planning Departments.

The City of Sevierville is a growing area and according to the East Tennessee

Development District, the City can expect to see a 35% increase in population above the 2010 U.S. Census Bureau estimate by the year 2020. This will require substantial housing development. Also, with this population growth, we can expect the need to dedicate more time to enforcement of zoning regulations, responding to general nuisance complaints, and investigation of building and safety violations.

In addition, the City continues to become a growing, popular tourist destination causing the need for more short term accommodations in the near future.

### **Human Resources and Benefits**

#### **Benefits**

In 2013, a spousal surcharge of \$100 per month was instituted in an effort to encourage non-employees to participate in their employer's health plan, if offered, and reduce costs to our plan.

The City provides a very generous self-insured health plan with no deductible and low co-pays. This has traditionally resulted in high overall costs to our fund.

#### **HR**

The HR and Risk Management functions are not standalone departments, but a part of the Administration Department.

The Human Resources Manager oversees the hiring process for all City employees, maintains employee benefits, and helps to ensure good employee relations throughout the City. This position is responsible for all City employees with regard to job descriptions, evaluations, benefits administration, and drug testing.

The Risk Manager oversees the job safety of all employees, and analyzes and classifies risks to minimize loss to the City. This position is also responsible for workers' compensation matters and works directly with the third-party administrator of our self-insured health plan.

The City provides a very generous self-insured health plan with no deductible and low co-pays. This has traditionally resulted in high overall costs to our fund.

Drug testing and administration of the health plan are contracted functions.

#### **Finance**

The City of Sevierville Finance Department oversees the security and management of the City's financial and property interests. The Department also plans and executes the issuance of bonds and other financing mechanisms.

The Finance Department provides financial services for the City of Sevierville including:

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## Appendix C. Service Area Profiles | Sevierville (cont.)

financial accounting and reporting, maintaining and reconciling City bank accounts, issuing employee payroll, issuing vendor payments, internal audits, ensuring that the annual external audit is conducted, issuing and collecting of bills for utilities, taxes, and fees, receipting most revenues, and acting as a central cashier point for depository functions.

Payroll functions are carried out in Finance with individual departments reporting time and attendance.

Risk management and HR are functions of another department.

Auditing and the printing and mailing of utility bills and property taxes are contracted services.

### **Fire**

Sevierville Fire Department is a career fire department that provides fire, EMS, limited haz-mat response, vehicle extrication, and technical rescue services to our citizens and visitors. Currently, we employ 30 front line personnel, a fire marshal, fire inspector, an administrative assistant, a training officer, and the Chief. We have 10 personnel per shift working a 24/48 schedule. Sevierville also provides:

- CPR classes for the public and other departments

- Personnel certified by Safe Kids International to check car seats and help educate parents in proper car seat installation
- Fire prevention services to the 8 schools in the City
- A ride-along program for the purposes of citizen engagement and education
- Safety stand-by for events at the Sevierville Events Center on an as needed basis
- Smoke detectors and installation for anyone in the City

In addition to the automatic aid agreement, Sevierville has service contracts with Sevier County Volunteer Fire Department and Northview Volunteer Fire Department

### **Information Technology**

The Information Services (IS) department is a stand-alone entity housed in City Hall. IS is comprised of four individuals, a Director, System Administrator and two System Analysts. IT is responsible for the following:

- Door access for all city facilities
- Time clocks for all city facilities
- Events Center Guest/Customer Event Services (telephone, television, wired internet, wireless internet)
- Hardware Tech Support (desktops, laptops, mobile devices, peripherals,

printers/copiers/scanners, servers) for 300+ devices

- Municipal Complex digital sign
- Winterfest Kick-off event planning and coordination
- Network (interoffice connectivity, internal support, remote access, wireless internet, user accounts)
- Publications (brochures, business cards, cover sheets, public notices, help wanted, bids)
- SCADA
- Security cameras for all city facilities
- Software (installation, maintenance, training, upgrades, support)
- City wide VOIP phone system
- Traffic Signal connectivity and operability
- All website updates for city/parks and recreation/convention center websites
- City facilities serviced by the Information Services Department include:
  - City Hall
  - Civic Center
  - Community Center
  - Police Department
  - Fire Department
  - Public Works
  - Water Treatment Plant
  - Sewer Treatment Plant
  - Water Department Admin Building

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## Appendix C. Service Area Profiles | Sevierville (cont.)

- City Park
- Sevierville Convention Center
- Sevierville Golf Club

### **Parks and Recreation**

RECREATION ADMINISTRATION: This area is responsible for the general administration of the Department and maintenance of all outdoor parks and greenways. This division includes operation of the Family Aquatics Center, Athletic Division and City Park, and all other parks and public grounds in the City.

- Within this division, is the installation and maintenance of the City's Winterfest lighting program and the City's annual Springfest program.
- The division has approximately 130+ acres of open space to maintain and mow throughout the City. These areas include all of the Recreation Facilities/ Buildings, City Buildings, Chamber of Commerce Administrative and Visitor's Center Buildings, the Convention Center Building, King Family Library, Kodak Library, Boys & Girls Club, City / County Welcome Signs, as well as several miles of Greenways.

COMMUNITY CENTER: This area is

responsible for the cost and operation of the Sevierville Community Center, a 43,000 square foot multi-purpose recreation facility. The Community Center offers a 10-Lane Bowling Center; 6-Lane/ 25 meter Natatorium, Gymnasium, Wellness-Fitness Center, one Racquetball Court, and a Spinning Room.

- In terms of Parks and Recreation services, the City does not differentiate between City and County residents. We currently serve approximately 70% of the residents of Sevier County without any assistance from any other government agency.

CIVIC CENTER: This area is responsible for the cost and operation of the Sevierville Civic Center, an 11,000 square foot multi-purpose facility built for various meetings and functions. The facility serves many functions such as Cultural Programs as well as providing meeting space and serving as home to many City meetings in Council Hall.

### **Planning and Zoning**

Sevierville's Planning and Development Department performs the following functions:

- Writes and administers land use regulations and evaluates requests

for amendments to the zoning text and map

- Responds to questions and requests for information from citizens by telephone and from "walk-in" visits
- Provides pre-application consultation to developers
- Reviews proposed public and private development projects and prepares recommendations for projects which proceed to the Planning Commission for action
- Prepares annexation reports, Plans of Service, and notifies local, State, and Federal agencies of boundary changes
- Researches and prepares requests for residential streetlights
- Provides research assistance to City Administration and other departments
- Collects and maintains demographic and development data
- Prepares long-range, special area, and special project plans

Engineering was a stand-alone department for one-half of FY2013. The engineering function now resides in the Department of Public Works.

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## Appendix C. Service Area Profiles | Sevierville (cont.)

- The City of Sevierville estimates population at or near 20,037 by 2020 (including the urban growth boundary). Sevier County is predicted to have a population of 106,928 by 2020.

Major growth generators are the land around Dumplin Creek/I-40 interchange and the Winfield Dunn Parkway and Gists Creek Road for tourism commercial and lodging uses.

Permanent housing growth is occurring primarily in the southeast quadrant within the City and planning region. (This type of development on the City's edges often leads to requests for annexation in order to receive lower utility rates, streetlights, lower insurance premiums due to proximity of fire stations and installation of City hydrants, and other City services).

### **Police**

The Police Department provides full-spectrum police services. Our service area covers 24+ square miles with a permanent resident population of approximately 15,000 and an estimated 35,000 to 40,000 visitors each day (seasonal visitation at 100,000+ daily).

The Police Department has 59 sworn police officers, 15 civilian employees (8 dispatch), and 12 Reserve Officers.

The Patrol Division has 4 shifts. The Operations Division provides Dispatching, Criminal Investigations, a Traffic Safety Unit, DARE/School Resource Officers, and Records Management. The Department also has Special Operations with 4 K9 Teams and a 16-Officer SWAT unit.

In past years, we have had a high turn-over rate resulting in being short-staffed on patrol shifts. Numerous new employees failed to complete their probationary period, which required us to conduct additional hiring processes with training and equipment costs that are never recouped.

12-hour shifts were implemented in January 2012 as an effort to control overtime costs and improve staffing.

We currently provide 6 SROs to the school system without a contract and no reimbursement for personnel costs.

We relieve traffic congestion from road construction, tourism, special events, school zones, inadequate infrastructure, and poor route planning.

Court appearances are scheduled by the respective courts. Often this creates significant officer staffing challenges and increases overtime payout.

The Department has received traffic safety

grant funding for 7 consecutive years, which has allowed us to focus on traffic enforcement and education and to create a traffic unit. These funds offset overtime and equipment costs and have purchased video cameras, computers, and radar units.

The Department has individually-assigned vehicles offering a longer service life, up to 12 years currently.

The Department has significant technology needs and is in the process of deploying a new records management software/system and achieving 100% deployment of in-vehicle computers. We also utilize digital video, digital radios, GPS, internet-based phones, wireless data transfer, and other technologies. There is a dedicated IT support person for these systems.

### **Property Maintenance Code Enforcement**

The Code Enforcement Department is a public support and service organization charged with the task of providing a safe and quality environment for the citizens and visitors of the City of Sevierville through enforcement of various codes including:

- Building Codes
- Mechanical Codes
- Accessibility Codes
- Property Maintenance Codes



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## Appendix C. Service Area Profiles | Sevierville (cont.)

- Sign Regulations
- Zoning Ordinances

The employees of the Department handle such responsibilities as:

- Commercial Plan Reviews
- Consultation services for owners, developers, contractors, and architects
- Issuing of permits
- Onsite inspections

Engineering is included in the Department of Public Works.

The City of Sevierville is a growing area and according to the East Tennessee Development District, the City can expect to see a 35% increase in population above the 2010 U.S. Census Bureau estimate by the year 2020. This will require substantial housing development. Also, with this population growth, we can expect the need to dedicate more time to enforcement of zoning regulations, responding to general nuisance complaints, and investigation of building and safety violations.

In addition, the City continues to become a growing, popular tourist destination causing the need for more short term accommodations in the near future.

### **Refuse Collection and Disposal/Recycling (Residential)**

#### **Residential Refuse:**

The City of Sevierville offers customers solid waste collection for \$4.00 per month. This service consists of the following:

- Once a week curbside garbage collection. Customers may choose a 95 or 65 gallon container. (Over 99% of containers in use are 95 gallon.)
- Twice a month junk/bulk pickup.
- Yard waste collection at least once every 2 weeks.
- Leaf collection – Mid-October through Mid-January.

Garbage collection is performed 4 days per week using 3 automated side loading garbage trucks along 6 routes with an average of 790 stops each and 1 semi-automated garbage truck on 1 route with 145 stops. Collection is carried out by 1 employee per truck.

Residential garbage routes are growing, making it difficult to service some routes within an 8-hour shift.

#### **Residential Recycling:**

Recycling is performed as follows:

- Cardboard – Collected by City employees at drop-off locations and hauled to Sevier Solid Waste for recycling.
- E-Waste – City employees collect e-waste (TVs, computers, etc.) at curbside and haul to the Public Works Facility for pickup by 5-R Processors.
- Newspaper, magazines, and office paper – Collected at drop-off locations by Spectra Recycling.
- Plastics and Aluminum – Collected by City employees at drop-off locations and hauled to Rock-Tenn in Knoxville, TN.

The City does not charge for recycling services and does not receive any reimbursement for materials.

No FTEs are budgeted for recycling.

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## Appendix C. Service Area Profiles | Springfield

### **Building Code Enforcement**

The building codes enforcement team is part of the Community Development Department. The building codes enforcement team is committed to supporting the Springfield community by enforcement of the adopted ordinances such as:

- Building & Mechanical Code
- Property Maintenance Code
- The Springfield Municipal Code
- The Springfield Zoning Ordinance

The Codes Administrator responsibilities include:

- Supervise and Train codes personnel
- Perform building & mechanical field inspections
- Perform Rental Property & PMC inspections
- Investigate and resolve community complaints
- Conduct pre-construction or change of occupancy meetings
- Conduct Plan Review of construction documents
- Approve building and mechanical permits

- Issuance of Certificates of Occupancy
- Code official of adopted laws and ordinances
- Order & Direct the removal of violations and recover expenses through liens
- Administrative duties —Plan for budget concerns, team needs, and future growth
- Identify and determine condition of unsafe buildings and structures
- Spearhead City's efforts to cleanup blighted areas
- Schedule and present cases of appeal to the Construction Board and the BMA

The building and codes inspector responsibilities include:

- Perform building & mechanical field inspections
- Perform Rental Property & PMC inspections
- Investigate and resolve community complaints
- Spearhead City's efforts to cleanup blighted areas
- Obtain all required certifications and training

Engineering is a stand-alone department and housed in a separate location. Engineering has no enforcement officers.

### **Human Resources and Benefits**

#### **Benefits**

No changes were made in retirement benefits or health insurance from a benefit standpoint. We made the decision to self-fund health insurance beginning January 1, 2014, with all co-pays and deductibles to remain the same.

#### **HR**

The Human Resources Department consists of one Personnel Coordinator and one Assistant City Manager (equivalent of 1.5 FTEs).

All HR functions and employee benefits are handled by the Department, including insurance, compensation, risk management, recruiting, TN Drug Free Workplace compliance, Employee Assistance Program (EAP), workers' compensation program, retirement, and all Human Resources compliance issues at the Federal, State, and local levels.

Payroll is handled by the Finance Department in close association with HR.

For the current fiscal year, Springfield has contracted with a firm to conduct a

## Appendix C. Service Area Profiles | [Springfield \(cont.\)](#)

classification and compensation study.

Springfield's self-funded health insurance is by far the largest human resource cost. This cost could greatly impact the budget.

### Finance

Finance oversees and manages the financial assets and systems of the City including the General Fund, Special Funds, and six Enterprise Funds. The Department helps the City Manager in preparing, implementing and monitoring the annual budgets and is responsible for issuance and payment of debt and investing of idle funds.

Finance Department provides shared services for ALL departments.

General Accounting functions performed include; 1) bank account reconciliation, 2) ensuring timely completion of the external audit, 3) monthly and annual financial statement reporting, 4) completion and filing of various tax returns.

The Finance Director also functions as City Recorder with additional functions, including: 1) Staff liaison to the Beer Board, 2) Permitting Pit Bulls, 3) maintaining an index of the City's public records, 4) responding to public information requests.

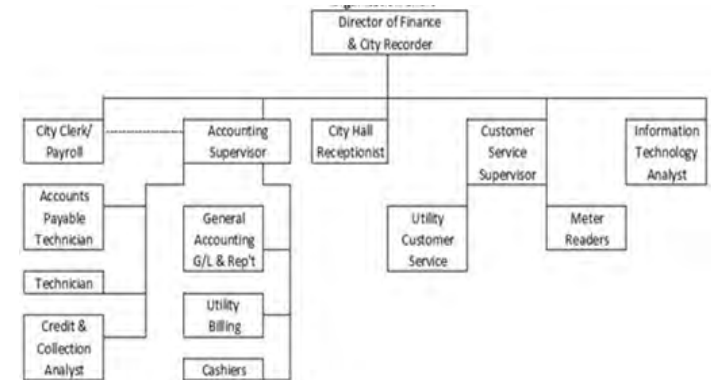
Information Technology is housed within the Finance Department. The City Clerk is also in the Finance department and is responsible for processing payroll, managing property tax and business licenses, and permitting for yard sales and door to door vendors.

Contracted functions include: printing and mailing of utility bills, and collection activity for aged utility bills.

Springfield does not have a separate Purchasing department. All purchases in excess of \$10,000 must go through a sealed bid process, which is the responsibility of the Finance Director. All other purchasing activities are decentralized in all departments and purchase orders are input at the departmental level.

Most finance salaries are partially funded by the Utilities. The following functions are fully paid for by the Utilities and are not included in the FTE number: cashiers, utility customer service, meter readers, customer service supervisor, utility billing, and credit and collection analysts. Finance salary dollars include the entire finance department.

### Springfield Finance Department organizational chart



### Fire

The Fire Department became career (paid) on July 1, 1933. Springfield operates a full service fire department and provides additional services. These services include:

- Emergency Medical Services
- Hazardous Materials Emergency Response
- Emergency Vehicle Extrication

The Department has a near 100% compliment of fire officers and firefighters that are certified by the State of Tennessee Commission on Fire Fighting.

The Department's ISO rating is Class 3. This low rating enables Springfield citizens to

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## Appendix C. Service Area Profiles | [Springfield \(cont.\)](#)

pay lower homeowner's insurance premiums.

Due to budget constraints, funding for the Department is limited, especially for overtime. These funding limitations result in:

- Use of the majority (85.68%) of the overtime budget to pay company personnel that work beyond the 53-hour work week.
- Little remaining budget (14.32%) is available when additional personnel are required to assist in a call for service; be on standby at the station; or fill in for personnel that are on vacation, sick leave, or workers' compensation leave.
- Reduced staffing, upon occasion, of engine companies from the nationally recognized standard of 3 persons per unit to 2 per unit, which is a critical safety concern.

The Department deals with increasing numbers of calls for service that result in an increase of the occurrence of "Overlapping Calls for Service." Overlapping calls for Service occur when there are one or more calls for service before a previous call for service is completed. Historically, the Department has 10%-13.93% of these "overlaps." This overlapping, caused by

budget constraints, impacts the Department's ability to respond to other fire and emergency calls in a timely fashion.

The Department uses volunteers for fire, rescue, and EMS services.

### **Parks and Recreation**

The Parks and Recreation Department provides multiple facilities and services. The Department manages four parks, which total approximately 200 acres, 4.5 miles of scenic greenway, and a Civic Center that doubles as the offices for the Department.

The Department staffs 11 FT employees, 2PT employees, and employs seasonal PT employees during the summer months.

Staff is responsible for day-to-day operations, maintenance, running various programs, hosting special events, and staff is directly involved in bringing recreational programs to the general public.

The park facilities host athletic programs that include, Dixie Youth/Boys Baseball, USSSA Adult Softball, USFA Youth Softball, Youth Soccer, Youth Football/Cheerleading, Adult Volley Ball, and Jr. Pro Basketball.

The park facilities also host several events throughout the year including: 5K walks/runs, various fund raising events, 4<sup>th</sup> of July Celebration, Summer Concert Series, Art in

the Park, and Winter Wonderland.

The Center is a multi-use facility that houses the department offices. Dedicated to the public in 1979, the Center has hosted multiple events over the years. It is available for rent for company parties, wedding receptions, civic clubs, concerts, and athletic events.

The Department focuses much of its attention on the community to ensure that the community is satisfied with the services it provides (our ultimate goal). We strive to accomplish this goal by providing inviting facilities and programs, increasing and diversifying community involvement, and improving public awareness of park successes, programs, and activities.

By providing high quality services and facilities, it helps the Department keep pace with the demands of the ever-changing community. Safety and cleanliness are the two most important and transparent issues in maintaining this high quality. The Department will continue this goal by focusing on maintaining grounds in good condition, keeping them in good repair, and working to ensure that the public is safe in our parks and surrounding areas.

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## Appendix C. Service Area Profiles | [Springfield \(cont.\)](#)

### Planning and Zoning

The Community Development Department has 6 employees: a director of planning, a senior planner, an administrative secretary, and 3 certified building inspectors.

The Department compiles and enforces the Zoning Ordinance, Subdivision Regulations, and Slum Clearance Ordinance. The Department provides staffing for the Springfield Municipal-Regional Planning Commission, the BZA, and advises the City Manager and Board of Mayor and Aldermen on planning problems and issues.

The Community Development Department for Springfield enforces the following codes:

- Building Codes
- Property Maintenance Codes
- Municipal Code
- Zoning Ordinance
- Subdivision Regulations

The Department performs the following functions:

- Receives all commercial site plans, distributes them to City departments for review, emails comments to the developer, and chairs a Site Plan Review Committee
- The Site Plan Review Committee is

composed of representatives from every department in the City. It reviews all site plans under 50,000 square feet. The Committee makes recommendations to the Planning Commission on Special Plans and those over 50,000 square feet for approval.

- Residential Plan Review
- Pre-application consultation and site visits with business owners and designers prior to plan submittal
- Permit Issuance (Building, Plumbing, Mechanical, Home Construction, Signs, and Vendor Permits)
- Inspections

Engineering is a stand-alone department.

The City of Springfield estimates that the population will be at or near 25,000 persons within the City limits by 2020. New construction has been slow but is rebounding in both commercial and residential and is expected to increase based on the growth of the Nashville-Middle Tennessee area and other improvements by the city.

### Police

The City of Springfield operates a full-time Police Department including community

service programs. The Department staffs 5 FT bicycle patrol officers dedicated to federal housing authority property as well as high crime areas. The Springfield Housing Authority provides partial compensation for these officers. We have 1 K-9 and handler. We have received the Edward Byrne federal grant for a number of years.

Annually, we lose 1 to 3 officers in turn-over. These losses have increased our uniform and equipment costs and force us to utilize more of the training budget to get new officers prepared to operate alone.

The Police Department oversees animal control including daily operations, training, and budgeting. The Department is also responsible for holding and overseeing municipal court. Springfield has sixteen 911 dispatchers.

For the purposes of this report, the Police Department includes administration, patrol, investigations, a bicycle unit, and a traffic unit.

Patrol officers work 12-hour shifts in an 84-hour pay period (2 weeks per pay period). Investigations and Bicycle units work 8½ hour shifts on an 85-hour pay period. Court appearances, major incidents, fatal and near fatal crashes often exceed this 84/85 hour pay period.

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## Appendix C. Service Area Profiles | [Springfield \(cont.\)](#)

Springfield Police Department participates in State and Federally-funded overtime projects.

The Department has a “take-home” car program.

Springfield has a transit population. Residents of all six surrounding counties, including 2 in Kentucky, commute to Springfield to work, increasing the daytime population by approximately 15,000. Two large industrial areas contain 8 of the largest factories in the area.

Springfield has a non-English speaking, Hispanic community, affecting calls for service. We have one fluent Spanish-speaking officer.

The Department has a Law Enforcement Explorer Program that is the longest running program in the State. The Program was started in 1990. These explorers are utilized to assist with traffic control, parking, and crowd control at most major events. This also has proven itself to be a breeding ground for new police officers.

### **Property Maintenance Code Enforcement**

Building Codes Inspectors & Property Maintenance Code Enforcement Officers are one and the same. The Team is part of the Community Development Department. The Officers are committed to supporting the Springfield community by enforcement of

the adopted ordinances such as:

- Building & Mechanical Code
- Property Maintenance Code
- The Springfield Municipal Code
- The Springfield Zoning Ordinance

The requirements for Building and Codes Inspectors are to obtain ICC certifications within required time frames for the following:

- State of Tennessee certified Building Inspector
- State of Tennessee certified Mechanical Inspector
- ICC certified International Property Maintenance and Housing Inspector

The Officers spend 75% of their day investigating and resolving community complaints of the following type:

- High grass / rubbish
- Inoperable / junk vehicles
- Accumulation of scrap metals and other materials
- Sight problems due to hedges and bushes
- Trash & garbage around premises
- Swimming pool violations
- Chicken issues

- Rental Property & PMC inspections
- Overcrowding issues
- Parking on sidewalks and lawns
- Indoor furniture used outside on front porches
- Sewage leaks in yards
- Improper Zoning issues
- Dilapidated buildings
- Slum Clearance enforcement

### **Refuse Collection and Disposal/Recycling (Residential)**

The City of Springfield collects residential refuse once per week at the curb. Waiver or at-the-door service is available for handicapped citizens.

The City has 8 routes ran Monday, Tuesday, Thursday and Friday utilizing automated trucks with one-man per truck. .

For small commercial customers that are serviced on a Monday, an additional rear loader is used with 2 men. All other small commercial customers are serviced with residential routes.

Refuse carts are 96 gallons.

The City of Springfield does not offer recycling.

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## Appendix C. Service Area Profiles | Tullahoma

### **Building Code Enforcement**

The City of Tullahoma includes the Planning and Codes Enforcement functions for the City in one department. Staff provides complete assistance for all aspects of the land development and building process.

Staff provides one-stop permitting for the review of all commercial and residential building plans. Staff coordinates the issuance of all required permits and conducts necessary inspections, both for the City and for local utilities through a weekly Planning & Development meeting with contractors and local agency officials.

The Department also serves as staff to the Planning Commission, the Historic Zoning Commission, and the Board of Adjustment and Appeals.

The State of Tennessee Fire Marshal's Office Electrical Division has jurisdiction over electrical and low voltage permits and inspections.

Staff provides complete plan review of development projects for presentation and approval by the Municipal Planning Commission. Staff also coordinates the review of special exceptions and variances for review by the Board of Adjustment and Appeals.

Staff also reviews all permit applications for

commercial and specific residential projects.

Staff provides interpretation and enforcement of the zoning ordinance, subdivision regulations and other applicable sections of the Municipal Code.

The Planning and Codes Department staff consists of 3 full-time employees: the Planning Director, Building & Codes Inspector, and an Administrative Assistant.

Engineering services are contracted.

### **Human Resources and Benefits**

#### **Benefits**

Employment Benefits are administered by the Human Resources Department.

#### **HR**

The Human Resources Department has a staff of 1 full-time and 1 part-time employee.

The Human Resources Department provides training and information to all City departments to ensure there is compliance with personnel related laws.

The Human Resources Department organizes the professional development of employees through job training, performance evaluations, and goal setting.

The Department directs the employment hiring process through recruitment, interviewing, selection, and retention.

The Department maintains the City compensation plan and administers the employee benefit program.

The Department maintains all personnel files and mediates employee issues.

The Department also administers the workers' compensation program.

The Human Resources Director is the Safety Officer and heads up the City's employee Safety Committee.

The City of Tullahoma contracts with Brooks Consulting for safety advisory services.

In April 2015 the City of Tullahoma joined the Tennessee Consolidated Retirement System (TCRS).

#### **Finance**

The Finance mission is to provide for proper disbursement of financial resources, to provide for sound investment of fiscal assets, and to maximize the collection of revenues for the benefit of the residents. The Department is responsible for all of the financial record keeping of the City and prepares the annual operating budget and the yearly financial statements.

The Department is also responsible for purchasing, payroll, risk management, accounts payable, grants and loans, budgeting and cost analysis, fixed assets,

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## Appendix C. Service Area Profiles | [Tullahoma \(cont.\)](#)

bank statement reconciliation, and financial compliance with various local, state and federal agencies. We support other City departments in accounting, grants administration, economic development and general business functions, investments of City funds, and the issuance of debt and debt service administration.

The Finance Department also provides accounting services for the Tullahoma Industrial Development Board, Tullahoma Airport Authority, and Tullahoma Area Economic Development Agency.

The issuance and collection of bills for utilities, property taxes, and fees are in the City Recorder's Office. The City Recorder receipts most revenues and acts as central cashier point for depository functions.

Purchasing is carried out through the Purchasing Officer, who is a member of the Finance Department.

Risk Management is performed in the Finance Department as well.

Finance contracts the annual audit and OPEB valuation.

### **Fire**

The mission of the Tullahoma Fire Department is to protect life and property against fire, medical, and other disastrous emergencies. Efforts are directed at

preventing and suppressing fires and abatement of fire hazards.

- Fire suppression includes the training of staff and provision of equipment necessary to respond to fires, accidents, hazardous material incidents, and other man-made or natural disasters.
- Fire prevention services include fire inspections, fire cause investigations, pre-planning, fire suppression responses, analysis, and plans review of new buildings and renovation of existing buildings for compliance with fire safety codes.
- The Department conducts fire safety educational programs in public and private schools as well as programs for local businesses and organizations.

The Department has two fire stations.

The Department has 32 full-time firemen and 18 reserve firefighters.

The Department is certified to offer medical response at the First Responder level. Most shift personnel are certified at this level and many have attained higher levels of training such as EMT or Paramedic.

The Department provides rescue services, urban search and rescue, and extrication.

The Department offers fire prevention, education, and codes enforcement through the Training Division and the Fire Marshal's Office.

Shift personnel work a 24 on 48 off schedule with 3 shifts.

The Department also provides mutual aid assistance to surrounding rural and municipal fire departments under written agreements.

The Department uses volunteers to fill-in for shift personnel.

The Department operates a regional air and light truck for surrounding departments.

The Department operates a regional HazMat response team for District 6.

The Department's response policy is a tiered system which can be stepped up to emergency response when deemed necessary.

### **Information Technology**

Information technology services is housed in the Public Services Department. Some services contracted.



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## Appendix C. Service Area Profiles | [Tullahoma \(cont.\)](#)

### **Parks and Recreation**

The primary focus of the Parks and Recreation Department is centered on the proper development and maintenance of the City's eight active/passive parks totaling 200 acres, two community centers, and indoor and outdoor pools. The grounds and facilities provide for opportunities to enjoy social, cultural, and athletic and/or nature-oriented activities through individual or organized group participation without having to travel great distances. The Department also cooperates with volunteer and other community groups in the provision of youth and adult activities, programs, and special events at the various park and community center facilities.

The Department is divided into 8 cost centers:

- Administration - Includes 2 full-time staff and general administrative costs.
- Parks & Grounds Labor - Includes 3 full-time staff plus part-time and seasonal grounds crew and benefits.
- Active Parks - Cost for supplies and maintenance for parks with ball fields.
- Passive parks - Cost for supplies and maintenance of parks with playgrounds and picnic areas only.

- Community Centers - Includes one full-time position and part-time and seasonal program assistants needed to operate two community centers. Also includes costs for contracted and professional services such as Class instructors, Soap box derby, and concert events.
- Aquatics - Includes one full-time position and part-time and seasonal life guard and aquatics instructor positions, and the cost of operating one indoor and one outdoor pool.
- Facilities Maintenance - Includes 2 full-time maintenance positions and one part-time janitorial position for maintenance of all City facilities.
- Forestry Resources - Includes City Forester, tree grants, memorial tree program, coordination and cost of City shrub and tree plantings and maintenance, and provides staff and direction to City Tree Board.

Contracted Services include:

- Recreation class instructors
- Musical talent for concerts
- Some maintenance activities depending on project scope and equipment needs

### **Planning and Zoning**

The City of Tullahoma includes the Planning and Codes Enforcement functions for the City in one department. Staff provides complete assistance for all aspects of the land development and building process.

Staff provides one-stop permitting for the review of all commercial and residential building plans. Staff coordinates the issuance of all required permits and conducts necessary inspections, both for the City and for local utilities through a weekly Planning & Development meeting with contractors and local agency officials.

The Department also serves as staff to the Planning Commission, the Historic Zoning Commission, and the Board of Adjustment and Appeals.

The State of Tennessee Fire Marshal's Office Electrical Division has jurisdiction over electrical and low voltage permits and inspections.

Staff provides complete plan review of development projects for presentation and approval by the Municipal Planning Commission. Staff also coordinates the review of special exceptions and variances for review by the Board of Adjustment and Appeals.

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## Appendix C. Service Area Profiles | Tullahoma (cont.)

Staff also reviews all permit applications for commercial and specific residential projects.

Staff provides interpretation and enforcement of the zoning ordinance, subdivision regulations and other applicable sections of the Municipal Code.

The Planning and Codes Department staff consists of 3 full-time employees: the Planning Director, Building & Codes Inspector, and an Administrative Assistant.

Engineering services are contracted.

### **Police**

The Tullahoma Police Department is a multi-functional law enforcement agency serving 18,655 residents. The Department is divided into 3 divisions: patrol, investigations, and support services.

The Department is staffed 24/7 with support services available for walk-in citizen needs.

The patrol division is dispatched through a consolidated communications center operated by Coffee County government.

- The patrol division has 30 officers working in 3 shifts with 8 hour tours of duty.
- Tullahoma Housing Authority officer
- School Resource Officer

- Child Passenger Seat program officers

The investigations division is staffed by 5 detectives.

- Additional duties include: Sexual Offender Program coordinator, evidence custodian, equipment manager, drug fund coordinator, and community service coordinator.
- “Drug Take Back” receptacle for medications

The Department maintains a “take home” policy for vehicles (must live within 15 road miles of City).

The Department utilizes a variety of methods to share information with the community:

- Departmental Facebook
- Website for information sharing and online services
- “Text a Tip” program for anonymous text messaging of criminal activity
- “NIXLE” for mass text messaging to subscribers on road closures and critical information
- Crime Reports website to view accidents, criminal incident locations, and sexual offender residences
- Bi-weekly articles from Police Chief to

local newspapers and bi-weekly interviews with local TV stations

The Department seeks funding opportunities through partnerships with other organizations and State and Federal grant programs. The Coffee County Anti-Drug Coalition and the Governor’s Highway Safety Office are the primary sources of funding and help to fund DUI checkpoints, saturation patrols, obtain traffic related equipment, and special events.

### **Property Maintenance Code Enforcement**

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## Appendix C. Service Area Profiles | [Tullahoma \(cont.\)](#)

The State of Tennessee Fire Marshal's Office - Electrical Division has jurisdiction over electrical and low voltage permits and inspections.

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### **Refuse Collection and Disposal/Recycling (Residential)**

The Sanitation Division is only one division in the Public Works Department. Other divisions include Administration, Streets, Cemetery and Stormwater Maintenance,

Vehicle Maintenance, and Animal Control.

The Administrative Division provides centralized administration to all other operating divisions of the Department and provides in-house planning, design, and engineering services for infrastructure improvements throughout the community.

The Sanitation Division is responsible for residential & commercial solid waste collection, residential & commercial recycling programs, and leaf and brush collection.

### **Residential Refuse**

- The City of Tullahoma provides curbside residential pickup on a weekly basis. At the door pick-up is provided for handicapped and disabled citizens.
- Ninety-gallon containers are provided for pick up by the automated loader.
- Provides a monthly pick up of additional household waste.
- Hazardous waste may be brought to the Public Works Department on specific days.
- The City does not charge for residential garbage collection.

### **Commercial Refuse**

- Commercial businesses may select the size of a dumpster and the number of weekly pick-ups needed.
- The City Recorder's Office signs up businesses for pick-up and bills either monthly or semi-annually depending on the business size.
- Businesses may request additional pick-ups when needed.

### **Residential and Commercial Recycling**

- Tullahoma picks up residential recycling at the curb, along with refuse collection. Recycling items must be separated. Bins are available at the Public Works Department.
- Commercial businesses may request cages for collection of cardboard for recycling.

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## TMBP Staff Contacts

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The Tennessee Municipal Benchmarking Project is a service of the

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Institute for Public Service

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