Tennessee Municipal Benchmarking Project

FY2004

Al Major
Municipal Technical Advisory Service, Alan.Major@tennessee.edu

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</tbody>
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TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
EXECUTIVE SUMMARY

This is the 2004 Annual Report of the Tennessee Municipal Benchmarking Project (TMBP). This is the third year of developing these comparisons. The performance and financial data is based on the actual results for the year ended June 30, 2004.

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

There are nine cities in this report. They are presented in ascending order of population. The populations of the cities range from 23,120 to 155,582. Those cities are Maryville, Brentwood, Oak Ridge, Collierville, Cleveland, Bartlett, Kingsport, Clarksville, and Chattanooga.

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

Although I put this report together, it was with the concerted efforts of several MTAS staff including Armintha Loveday, Sharon Rollins, Rex Barton, and Ray Crouch. Dick Phebus, Ralph Cross, and Ron Darden deserve special mention for their assistance and support.

There are three services measured and benchmarked: residential refuse collection and disposal, police services, and fire services. Each departmental service section begins with a service
description, next the raw data and performance measures is presented, and then each city’s graphs.

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

The direct costs are generally those controlled by the departmental budget authority. The direct costs in this report are the actual expenditures for the year ended June 30, 2004.

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

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

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

The service excludes waste from commercial dumpsters, yard waste and leaves, collection of recyclable material and any other special or non-routine service. Some cities are not involved in the refuse collection business at all as citizens contract directly with a private vendor.

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

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

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

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

<table>
<thead>
<tr>
<th>NAME</th>
<th>CITY</th>
<th>TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mark Brown</td>
<td>Bartlett</td>
<td>Finance Director</td>
</tr>
<tr>
<td>Kirk Bednar</td>
<td>Brentwood</td>
<td>Asst. City Manager</td>
</tr>
<tr>
<td>Brian Smart</td>
<td>Chattanooga</td>
<td>Accounting Manager</td>
</tr>
<tr>
<td>Wilbur Berry</td>
<td>Clarksville</td>
<td>Finance Director</td>
</tr>
<tr>
<td>Janice Casteel</td>
<td>Cleveland</td>
<td>Director of F &amp; A</td>
</tr>
<tr>
<td>David Smoak</td>
<td>Collierville</td>
<td>Asst. to City Manager</td>
</tr>
<tr>
<td>Ray Griffin, Jr.</td>
<td>Kingsport</td>
<td>City Manager</td>
</tr>
<tr>
<td>John Tate</td>
<td>Maryville</td>
<td>Finance Director</td>
</tr>
<tr>
<td>Amy Fitzgerald</td>
<td>Oak Ridge</td>
<td>Government and Public Affairs Coordinator</td>
</tr>
</tbody>
</table>

**POLICE COMMITTEE:**

<table>
<thead>
<tr>
<th>NAME</th>
<th>CITY</th>
<th>TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mark Hopper</td>
<td>Bartlett</td>
<td>Police Director</td>
</tr>
<tr>
<td>Jeff Hughes</td>
<td>Brentwood</td>
<td>Lieutenant</td>
</tr>
<tr>
<td>Lon Eilders</td>
<td>Chattanooga</td>
<td>Accreditation Mgr.</td>
</tr>
<tr>
<td>Mark Smith</td>
<td>Clarksville</td>
<td>Deputy Chief</td>
</tr>
<tr>
<td>Wesley B. Snyder, Jr.</td>
<td>Cleveland</td>
<td>Chief</td>
</tr>
<tr>
<td>Jim Wilson</td>
<td>Collierville</td>
<td>Accreditation Mgr.</td>
</tr>
<tr>
<td>David Quillin</td>
<td>Kingsport</td>
<td>Deputy Chief</td>
</tr>
<tr>
<td>Tony Crisp</td>
<td>Maryville</td>
<td>Chief</td>
</tr>
<tr>
<td>David Beams</td>
<td>Oak Ridge</td>
<td>Chief</td>
</tr>
</tbody>
</table>

**FIRE COMMITTEE:**

<table>
<thead>
<tr>
<th>NAME</th>
<th>CITY</th>
<th>TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gary Graves</td>
<td>Bartlett</td>
<td>Chief</td>
</tr>
<tr>
<td>Kenny Lane</td>
<td>Brentwood</td>
<td>Chief</td>
</tr>
<tr>
<td>Kelvin L. Flint</td>
<td>Chattanooga</td>
<td>Asst. Chief</td>
</tr>
<tr>
<td>Mike Roberts</td>
<td>Clarksville</td>
<td>Chief</td>
</tr>
<tr>
<td>Bob Gaylor</td>
<td>Cleveland</td>
<td>Chief</td>
</tr>
<tr>
<td>Richard Arwood</td>
<td>Collierville</td>
<td>Asst. Chief</td>
</tr>
<tr>
<td>Craig Dye</td>
<td>Kingsport</td>
<td>Chief</td>
</tr>
<tr>
<td>Ed Mitchell</td>
<td>Maryville</td>
<td>Chief</td>
</tr>
<tr>
<td>Mack Bailey</td>
<td>Oak Ridge</td>
<td>Chief</td>
</tr>
</tbody>
</table>
## TENNESSEE MUNICIPAL BENCHMARKING PROJECT
### COMMITTEE MEMBERS
#### FY 2004

**RESIDENTIAL REFUSE COMMITTEE**

<table>
<thead>
<tr>
<th>NAME</th>
<th>CITY</th>
<th>TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Yearwood</td>
<td>Bartlett</td>
<td>Asst. Director Public Works</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>Brentwood</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Beverly Pasley</td>
<td>Chattanooga</td>
<td>Dep.Adm.Public Works</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>Clarksville</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Don Bowker</td>
<td>Cleveland</td>
<td>Public Works Director</td>
</tr>
<tr>
<td>Dynette Wisher</td>
<td>Collierville</td>
<td></td>
</tr>
<tr>
<td>Betsy Dale</td>
<td>Kingsport</td>
<td>Sanitation Mgr.</td>
</tr>
<tr>
<td>Rick Whaley</td>
<td>Maryville</td>
<td>Public Works Mgr.</td>
</tr>
<tr>
<td>Gary Cinder</td>
<td>Oak Ridge</td>
<td>Public Works Director</td>
</tr>
</tbody>
</table>
Residential Refuse Collection and Disposal
Service Definition and Terms

Service Definition

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

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

Definitions of Terms Used

Residential Refuse Collected – This figure includes household refuse collected on a regularly-scheduled basis, and those small businesses who use residential-sized containers that are collected on the same schedule as residences.

Residential Collection Points – A collection point is a single home, or an apartment or duplex unit or small business that has residential-sized containers that do not exceed the number of containers and/or capacity limit for residential service. It does not include commercial-sized containers that service multiple housing units, apartments or businesses.

Service Requests – This is a written or oral request that is recorded and requires an action. Examples would include missed pickups, spillage, missing containers or lids, traffic problems involving collection vehicles, etc. It excludes general information requests.

Tons of Refuse Collected Per FTE Employee – This measure is applied only to those cities that collect residential refuse with city employees and equipment (Bartlett, Chattanooga, Collierville, Kingsport, Knoxville, and Maryville) rather than through a contractor. It is a measure of the efficiency of the city refuse work crews, and is not available from contractors. An FTE is defined as 2,080 hours per year, which is one year at 40 hours per week.

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
# Tennessee Municipal Benchmarking Program
## Residential Refuse Collection and Disposal Performance Data

### CITY DATA

<table>
<thead>
<tr>
<th>City</th>
<th>Maryville</th>
<th>Oak Ridge</th>
<th>Cleveland</th>
<th>Collierville</th>
<th>Bartlett</th>
<th>Kingsport</th>
<th>Chattanooga</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>23,120</td>
<td>27,387</td>
<td>37,192</td>
<td>37,044</td>
<td>40,543</td>
<td>44,905</td>
<td>155,582</td>
</tr>
<tr>
<td>City Area (sq. miles)</td>
<td>14</td>
<td>92</td>
<td>26</td>
<td>29</td>
<td>21</td>
<td>45</td>
<td>100</td>
</tr>
<tr>
<td>City Road Miles</td>
<td>163</td>
<td>210</td>
<td>268</td>
<td>257</td>
<td>221</td>
<td>420</td>
<td>1,250</td>
</tr>
<tr>
<td>Residential Refuse Collected (Tons)</td>
<td>7,806</td>
<td>9,102</td>
<td>11,194</td>
<td>13,087</td>
<td>24,381</td>
<td>16,213</td>
<td>50,559</td>
</tr>
<tr>
<td>Residential Collection Points</td>
<td>8,908</td>
<td>11,645</td>
<td>12,742</td>
<td>11,300</td>
<td>14,694</td>
<td>16,086</td>
<td>65,000</td>
</tr>
<tr>
<td>Number of Full Time Equivalents</td>
<td>7.2</td>
<td>N/A</td>
<td>N/A</td>
<td>5.2</td>
<td>21.0</td>
<td>16.5</td>
<td>42.0</td>
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<tr>
<td>Service Requests</td>
<td>650</td>
<td>N/A</td>
<td>312</td>
<td>759</td>
<td>2,543</td>
<td>477</td>
<td>7,220</td>
</tr>
</tbody>
</table>

#### Collection Location:
- Curbside: X
- Back Door: X

#### Collection Frequency:
- Once a Week: X
- Twice a Week: X

#### Crews:
- City: X
- Contract: X

#### Residential Collection Fees:
- $0
- $698,700
- $902,959
- $2,034,000
- $3,013,227
- $0
- $0

#### Total Cost:
- $605,781
- $972,590
- $953,077
- $782,420
- $3,391,961
- $1,563,382
- $8,360,787

### CALCULATED BENCHMARKS

#### WORKLOAD

<table>
<thead>
<tr>
<th>Tons/1,000 Population</th>
<th>Maryville</th>
<th>Oak Ridge</th>
<th>Cleveland</th>
<th>Collierville</th>
<th>Bartlett</th>
<th>Kingsport</th>
<th>Chattanooga</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>338</td>
<td>332</td>
<td>301</td>
<td>353</td>
<td>601</td>
<td>361</td>
<td>325</td>
</tr>
<tr>
<td>Tons/1,000 Collection Points</td>
<td>876</td>
<td>782</td>
<td>879</td>
<td>1,158</td>
<td>1,659</td>
<td>1,008</td>
<td>778</td>
</tr>
</tbody>
</table>

#### EFFICIENCY

<table>
<thead>
<tr>
<th>Cost/Ton Collected</th>
<th>Maryville</th>
<th>Oak Ridge</th>
<th>Cleveland</th>
<th>Collierville</th>
<th>Bartlett</th>
<th>Kingsport</th>
<th>Chattanooga</th>
</tr>
</thead>
<tbody>
<tr>
<td>$78</td>
<td>$78</td>
<td>$85</td>
<td>$85</td>
<td>$60</td>
<td>$139</td>
<td>$96</td>
<td>$165</td>
</tr>
<tr>
<td>Cost/Ton Collected - Curbside</td>
<td>$78</td>
<td>$85</td>
<td>$85</td>
<td>$60</td>
<td>$139</td>
<td>$96</td>
<td>$165</td>
</tr>
<tr>
<td>Cost/Ton Collected - Back Door</td>
<td>$78</td>
<td>$85</td>
<td>$85</td>
<td>$60</td>
<td>$139</td>
<td>$96</td>
<td>$165</td>
</tr>
<tr>
<td>Cost/Collection Point</td>
<td>$68</td>
<td>$84</td>
<td>$75</td>
<td>$69</td>
<td>$231</td>
<td>$97</td>
<td>$129</td>
</tr>
<tr>
<td>Cost/Collection Point - Curbside</td>
<td>$68</td>
<td>$75</td>
<td>$69</td>
<td>$231</td>
<td>$97</td>
<td>$129</td>
<td></td>
</tr>
<tr>
<td>Cost/Collection Point - Back Door</td>
<td>$68</td>
<td>$75</td>
<td>$69</td>
<td>$231</td>
<td>$97</td>
<td>$129</td>
<td></td>
</tr>
<tr>
<td>Tons Collected/FTE (2,080 hrs.)</td>
<td>1,084</td>
<td>N/A</td>
<td>N/A</td>
<td>2,517</td>
<td>1,161</td>
<td>983</td>
<td>1,204</td>
</tr>
</tbody>
</table>

#### EFFECTIVENESS

<table>
<thead>
<tr>
<th>Requests Per 1,000 Collect. Points</th>
<th>Maryville</th>
<th>Oak Ridge</th>
<th>Cleveland</th>
<th>Collierville</th>
<th>Bartlett</th>
<th>Kingsport</th>
<th>Chattanooga</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>73</td>
<td>N/A</td>
<td>24</td>
<td>67</td>
<td>173</td>
<td>30</td>
<td>111</td>
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</tbody>
</table>
Tennessee Municipal Benchmarking Program
Residential Refuse Collection and Disposal Performance Data
7/1/2003 - 6/30/2004

### CALCULATED BENCHMARKS

#### WORKLOAD

<table>
<thead>
<tr>
<th>Category</th>
<th>Average of All Cities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tons/1,000 Population</td>
<td>373</td>
</tr>
<tr>
<td>Tons/1,000 Collection Points</td>
<td>1,020</td>
</tr>
</tbody>
</table>

#### EFFICIENCY

<table>
<thead>
<tr>
<th>Category</th>
<th>Average of All Cities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost/Ton Collected</td>
<td>$104</td>
</tr>
<tr>
<td>Cost/Ton Collected - Curbside</td>
<td>$104</td>
</tr>
<tr>
<td>Cost/Ton Collected - Back Door</td>
<td>$107</td>
</tr>
<tr>
<td>Cost/Collection Point</td>
<td>$107</td>
</tr>
<tr>
<td>Cost/Collection Point - Curbside</td>
<td>$111</td>
</tr>
<tr>
<td>Cost/Collection Point - Back Door</td>
<td>$84</td>
</tr>
<tr>
<td>Tons Collected/FTE (2,080 hrs.)</td>
<td>1,390</td>
</tr>
</tbody>
</table>

#### EFFECTIVENESS

<table>
<thead>
<tr>
<th>Category</th>
<th>Average of All Cities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requests Per 1,000 Collect. Points</td>
<td>80</td>
</tr>
</tbody>
</table>
Maryville

Residential Refuse Collection

<table>
<thead>
<tr>
<th>City Profile</th>
<th>Explanatory Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population:</td>
<td>23,120</td>
</tr>
<tr>
<td>Residential Refuse</td>
<td>Maryville collects residential refuse in thirty-five gallon containers once a week at curbside.</td>
</tr>
<tr>
<td>Collected (tons):</td>
<td>7,806</td>
</tr>
<tr>
<td>The City provides back door pickup for handicapped and disabled residents.</td>
<td></td>
</tr>
<tr>
<td>Residential Collection Points:</td>
<td>8,908</td>
</tr>
<tr>
<td>The City uses rear loading refuse trucks and three men crews on three routes.</td>
<td></td>
</tr>
<tr>
<td>Service Requests:</td>
<td>180</td>
</tr>
<tr>
<td>The trucks average one trip per day to the landfill.</td>
<td></td>
</tr>
<tr>
<td>FTE Positions:</td>
<td>7.2</td>
</tr>
<tr>
<td>The average distance to the landfill is five miles.</td>
<td></td>
</tr>
<tr>
<td>There is no fee for residential service.</td>
<td></td>
</tr>
</tbody>
</table>

Conditions Affecting Service, Performance, and Cost

Rear loading with a three-man crew is labor intensive and more expensive than using smaller crews and an automated system.
<table>
<thead>
<tr>
<th>Oak Ridge</th>
<th>Residential Refuse Collection</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>City Profile</strong></td>
<td><strong>Explanatory Information</strong></td>
</tr>
<tr>
<td>Population:</td>
<td>Service Level and Delivery</td>
</tr>
<tr>
<td>27,387</td>
<td>The City of Oak Ridge contracts with Waste Connections of TN, Inc. for once a week residential backdoor refuse collection.</td>
</tr>
<tr>
<td>Residential Refuse</td>
<td>Customers provide containers.</td>
</tr>
<tr>
<td>Collected (tons):</td>
<td></td>
</tr>
<tr>
<td>9,102</td>
<td>The city charges a monthly fee of $5.00/household. The fee includes collection and disposal for household refuse, curbside recycling, a Spring household trash and brush pickup and a Fall leaf pickup. All these pickup services are contracted to Waste Connections of TN, Inc.</td>
</tr>
<tr>
<td>Residential Collection Points:</td>
<td>Collection services are funded by fees and the city's general fund.</td>
</tr>
<tr>
<td>11,645</td>
<td></td>
</tr>
<tr>
<td>Service Requests:</td>
<td>N/A</td>
</tr>
<tr>
<td>FTE Positions:</td>
<td></td>
</tr>
<tr>
<td>0 (contract)</td>
<td>Conditions Affecting Service, Performance, and Cost</td>
</tr>
<tr>
<td></td>
<td>The city’s contractor, Waste Connections of TN, Inc., collects recyclables at curbside weekly. Via contract with the city, Waste Connections of TN, Inc. also operates a convenience center in the city.</td>
</tr>
</tbody>
</table>
CITY OF CLEVELAND

Residential Refuse Collection and Disposal

Service Level and Delivery

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

Conditions Affecting Service, Performance, and Cost

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

ALL CITIES AVERAGE

Tons of Refuse Collected Per 1,000 Population

- Cleveland
- 7 City Average

ALL CITIES AVERAGE

Tons of Refuse Collected Per 1,000 Collection Points

- Cleveland
- 7 City Average

ALL CITIES AVERAGE

Cost Per Ton of Refuse Collected

- Cleveland
- 7 City Average

ALL CITIES AVERAGE

Cost Per Ton of Refuse Collected at Curbside

- Cleveland
- 6 City Average

ALL CITIES AVERAGE

Service Requests Per 1,000 Collection Points

- Cleveland
- 6 City Average

ALL CITIES AVERAGE

Cost Per Ton of Refuse Collected Per Collection Point

- Cleveland
- 7 City Average

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
CITY OF COLLIERVILLE

Residential Refuse Collection and Disposal

Service Level and Delivery

- The City of Collierville uses city crews, standard 90-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside.
- A fee of $15/month funds refuse collection and disposal as well as collection of brush and bulky items.
- Refuse is disposed at a city-owned transfer station. Then refuse is transported by the city approximately 46 one-way miles to a landfill owned by Waste Connection, Inc., Walnut, Mississippi.

Conditions Affecting Service, Performance, and Cost

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

Tons of Refuse Collected Per 1,000 Population

ALL CITIES AVERAGE

Collierville | 7 City Average
----- | ----- | ----- | ----- |
353 | 373

Cost Per Ton of Refuse Collected

ALL CITIES AVERAGE

Collierville | 7 City Average
----- | ----- | ----- | ----- |
$60 | $104

Tons of Refuse Collected Per 1,000 Collection Points

ALL CITIES AVERAGE

Collierville | 7 City Average
----- | ----- | ----- | ----- |
1,156 | 1,020

Cost Per Ton of Refuse Collected at Curbside

ALL CITIES AVERAGE

Collierville | 6 City Average
----- | ----- | ----- | ----- |
$66 | $104

Tons of Refuse Collected Per FTE Employee

ALL CITIES AVERAGE

Collierville | 5 City Average
----- | ----- | ----- | ----- |
2,517 | 1,390

Service Requests Per 1,000 Collection Points

ALL CITIES AVERAGE

Collierville | 6 City Average
----- | ----- | ----- | ----- |
67 | 80

Cost Per Ton of Refuse Collected Per Collection Point

ALL CITIES AVERAGE

Collierville | 7 City Average
----- | ----- | ----- | ----- |
$69 | $107

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
CITY OF BARTLETT

Residential Refuse Collection and Disposal

Service Level and Delivery

- The City of Bartlett uses city crews, standard 90-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside.
- Backdoor service is provided for elderly and handicapped residents.
- A fee of $17/month funds refuse collection and disposal as well as collection of brush and bulky items.
- Refuse is disposed at a city-owned transfer station. Then refuse is transported by the city approximately 25 one-way miles to a BFI landfill.

Conditions Affecting Service, Performance, and Cost

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

Tons of Refuse Collected Per 1,000 Population

- Bartlett
- 7 City Average

ALL CITIES AVERAGE

Tons of Refuse Collected Per 1,000 Collection Points

- Bartlett
- 7 City Average

ALL CITIES AVERAGE

Tons of Refuse Collected Per FTE Employee

- Bartlett
- 5 City Average

ALL CITIES AVERAGE

Cost Per Ton of Refuse Collected

- Bartlett
- 7 City Average

ALL CITIES AVERAGE

Cost Per Ton of Refuse Collected at Curbside

- Bartlett
- 6 City Average

ALL CITIES AVERAGE

Cost Per Ton of Refuse Collected Per Collection Point

- Bartlett
- 7 City Average

ALL CITIES AVERAGE

Service Requests Per 1,000 Collection Points

- Bartlett
- 6 City Average

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
# Kingsport Residential Refuse Collection and Disposal

<table>
<thead>
<tr>
<th>City Profile</th>
<th>Explanatory Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population:</strong> 44,905</td>
<td><strong>Service Level and Delivery</strong></td>
</tr>
<tr>
<td><strong>Residential Refuse</strong></td>
<td>The City of Kingsport uses two-men city crews and side loading and rear loading trucks to collect residential refuse weekly at curbside. Backdoor service is available for a fee.</td>
</tr>
<tr>
<td><strong>Collected (tons): 16,213</strong></td>
<td>There is no fee for curbside refuse collection and disposal. Customers provide containers.</td>
</tr>
<tr>
<td><strong>Residential Collection Points: 16,086</strong></td>
<td>Refuse is disposed at a county-owned transfer station. The one-way haul distance is approximately 5 miles.</td>
</tr>
<tr>
<td><strong>Service Requests: 477</strong></td>
<td><strong>Conditions Affecting Service, Performance, and Cost</strong></td>
</tr>
<tr>
<td><strong>FTE Positions: 16.5</strong></td>
<td>Re-designed collection routes resulted in the reduction of alley collections.</td>
</tr>
</tbody>
</table>

TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT
RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES

ALL CITIES AVERAGE

Tons of Refuse Collected Per 1,000 Population

Kingsport 361
7 City Average 373

Cost Per Ton of Refuse Collected

Kingsport $96
7 City Average $104

Tons of Refuse Collected Per 1,000 Collection Points

Kingsport 1,008
7 City Average 1,020

Cost Per Ton of Refuse Collected at Curbside

Kingsport $96
7 City Average $104

Tons of Refuse Collected Per FTE Employee

Kingsport 983
5 City Average 1,390

Cost Per Ton of Refuse Collected Per Collection Point

Kingsport $97
7 City Average $107

Service Requests Per 1,000 Collection Points

Kingsport 30
6 City Average 80

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
Chattanooga

Residential Refuse Collection and Disposal

<table>
<thead>
<tr>
<th>City Profile</th>
<th>Explanatory Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population:</td>
<td>Service Level and Delivery</td>
</tr>
<tr>
<td>155,582</td>
<td>The City of Chattanooga collects residential refuse once per</td>
</tr>
<tr>
<td></td>
<td>week at the curb. At the door pickup is provided for</td>
</tr>
<tr>
<td></td>
<td>handicapped and disabled citizens. The city uses primarily</td>
</tr>
<tr>
<td></td>
<td>fully automated refuse trucks with a one man crew, one</td>
</tr>
<tr>
<td></td>
<td>semi-automated refuse truck with a two man crew, and one</td>
</tr>
<tr>
<td></td>
<td>conventional rear loader refuse truck with a three man</td>
</tr>
<tr>
<td></td>
<td>crew.</td>
</tr>
<tr>
<td>Residential Refuse</td>
<td>Conditions Affecting Service, Performance, and Cost</td>
</tr>
<tr>
<td>Collected (tons):</td>
<td>Hilly terrain in many parts of the city necessitates the</td>
</tr>
<tr>
<td>50,559</td>
<td>use of the more costly 2 and 3 man crew vehicles on some</td>
</tr>
<tr>
<td></td>
<td>routes.</td>
</tr>
<tr>
<td>Residential</td>
<td></td>
</tr>
<tr>
<td>Collection Points:</td>
<td></td>
</tr>
<tr>
<td>65,000</td>
<td></td>
</tr>
<tr>
<td>Service Requests:</td>
<td></td>
</tr>
<tr>
<td>7,220</td>
<td></td>
</tr>
<tr>
<td>FTE Positions:</td>
<td></td>
</tr>
<tr>
<td>42.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>There are thirteen routes and the trucks make two trips per</td>
</tr>
<tr>
<td></td>
<td>day to the landfill, which is approximately five miles from</td>
</tr>
<tr>
<td></td>
<td>the city. There is no fee for refuse collection service.</td>
</tr>
<tr>
<td></td>
<td>Ninety-five gallon containers are provided where there is</td>
</tr>
<tr>
<td></td>
<td>automated service.</td>
</tr>
</tbody>
</table>

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES

ALL CITIES AVERAGE

Tons of Refuse Collected Per 1,000 Population

Chattanooga
7 City Average

ALL CITIES AVERAGE

Cost Per Ton of Refuse Collected

Chattanooga
7 City Average

ALL CITIES AVERAGE

Tons of Refuse Collected Per 1,000 Collection Points

Chattanooga
7 City Average

ALL CITIES AVERAGE

Cost Per Ton of Refuse Collected at Curbside

Chattanooga
6 City Average

ALL CITIES AVERAGE

Tons of Refuse Collected Per FTE Employee

Chattanooga
5 City Average

ALL CITIES AVERAGE

Service Requests Per 1,000 Collection Points

Chattanooga
6 City Average

ALL CITIES AVERAGE

Cost Per Ton of Refuse Collected Per Collection Point

Chattanooga
7 City Average

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
POLICE SERVICES
Police Service – Service Definition and Terms Used

Police Service Definition

Police Services consists of traditional law enforcement functions, including patrol, investigations, and police administration. These functions encompass preventive patrols, traffic enforcement, responding to calls for service, and investigation of crimes. Specifically excluded from the service definition are: animal control and emergency communications (dispatch). The service definition does include all support personnel and services, except those relating to animal control and emergency communications.

Definitions of Terms Used

TIBRS A & B Crimes – The Tennessee Incident-Based Reporting System is now the standard statewide system for reporting crimes in Tennessee. Part A Crimes consist of 22 specific serious crimes, including arson, assault, burglary, homicide, kidnapping, larceny/theft, fraud, drug crimes and sex crimes. Part B Crimes include 11 less serious categories of crimes such as bad checks, loitering and vagrancy, DUI, disorderly conduct, non-violent family offenses, liquor law violations, and trespassing.

Dispatched Calls – Calls that result in a response from a Police Patrol unit. Some cities may have a “teleserve” program, where low priority requests for service are handled via telephone, with no officer dispatched, which may be a factor in reducing the number of Dispatched Calls. Also includes officer-initiated calls.

FTE Positions – Number of hours worked in Police Patrol converted to “Full Time Equivalent” positions at 2,080 hours per year, where those figures were available. Since a standard work year is used, this figure may not correspond to the number of positions budgeted in the Patrol function. For some cities, the number of FTE’s may be a budgeted figure, rather than actual hours worked, which could result in either understating or overstating the actual hours worked.

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
# Tennessee Municipal Benchmarking Program
## Police Performance Data
### 7/1/2003 - 6/30/2004

#### Cities By Increasing Population

<table>
<thead>
<tr>
<th>City</th>
<th>Maryville</th>
<th>Oak Ridge</th>
<th>Brentwood</th>
<th>Collierville</th>
<th>Cleveland</th>
<th>Bartlett</th>
<th>Kingsport</th>
<th>Clarksville</th>
<th>Chattanooga</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>23,120</td>
<td>27,387</td>
<td>30,617</td>
<td>37,044</td>
<td>37,192</td>
<td>40,543</td>
<td>44,905</td>
<td>103,455</td>
<td>155,582</td>
</tr>
<tr>
<td>City Area (sq. miles)</td>
<td>14</td>
<td>92</td>
<td>41</td>
<td>29</td>
<td>26</td>
<td>21</td>
<td>45</td>
<td>100</td>
<td>144</td>
</tr>
<tr>
<td>City Road Miles</td>
<td>163</td>
<td>210</td>
<td>217</td>
<td>257</td>
<td>268</td>
<td>221</td>
<td>420</td>
<td>638</td>
<td>1,100</td>
</tr>
<tr>
<td>Calls For Service</td>
<td>25,242</td>
<td>29,705</td>
<td>19,537</td>
<td>39,976</td>
<td>69,517</td>
<td>42,550</td>
<td>69,103</td>
<td>143,769</td>
<td>163,710</td>
</tr>
<tr>
<td>Calls Actually Dispatched</td>
<td>25,242</td>
<td>26,450</td>
<td>19,537</td>
<td>39,976</td>
<td>69,517</td>
<td>42,550</td>
<td>69,103</td>
<td>143,769</td>
<td>163,710</td>
</tr>
<tr>
<td>TIBRS Type A Crimes</td>
<td>1,469</td>
<td>3,333</td>
<td>902</td>
<td>1,683</td>
<td>5,014</td>
<td>2,730</td>
<td>8,512</td>
<td>12,237</td>
<td>29,926</td>
</tr>
<tr>
<td>TIBRS Type B Crimes</td>
<td>211</td>
<td>395</td>
<td>306</td>
<td>877</td>
<td>1,394</td>
<td>378</td>
<td>3,736</td>
<td>1,179</td>
<td>389</td>
</tr>
<tr>
<td>Number of FTE’S</td>
<td>39</td>
<td>63</td>
<td>56</td>
<td>102</td>
<td>92</td>
<td>94</td>
<td>97</td>
<td>240</td>
<td>472</td>
</tr>
<tr>
<td>Number of Support Personnel</td>
<td>4</td>
<td>17</td>
<td>3</td>
<td>11</td>
<td>11</td>
<td>8</td>
<td>14</td>
<td>27</td>
<td>88</td>
</tr>
<tr>
<td>Traffic Accidents *</td>
<td>1,789</td>
<td>1,204</td>
<td>974</td>
<td>957</td>
<td>2,881</td>
<td>1,162</td>
<td>3,385</td>
<td>2,526</td>
<td>15,946</td>
</tr>
<tr>
<td>Traffic Accidents w/Injury</td>
<td>246</td>
<td>233</td>
<td>161</td>
<td>179</td>
<td>320</td>
<td>158</td>
<td>934</td>
<td>979</td>
<td>2,950</td>
</tr>
<tr>
<td>Police Vehicles</td>
<td>62</td>
<td>19</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>117</td>
<td>91</td>
<td>124</td>
<td>285</td>
</tr>
<tr>
<td>Maintenance Costs</td>
<td>$93,332</td>
<td>$195,684</td>
<td>$45,201</td>
<td>$9,105</td>
<td>$376,373</td>
<td>$176,730</td>
<td>$336,330</td>
<td>$380,548</td>
<td>$2,059,443</td>
</tr>
<tr>
<td>Training Costs</td>
<td>26,434</td>
<td>31,992</td>
<td>56,215</td>
<td>45,339</td>
<td>38,990</td>
<td>90,000</td>
<td>36,234</td>
<td>68,650</td>
<td>990,054</td>
</tr>
<tr>
<td>Alarm Calls</td>
<td>1,563</td>
<td>2,511</td>
<td>3,840</td>
<td>2,984</td>
<td>3,153</td>
<td>4,553</td>
<td>3,533</td>
<td>1,833</td>
<td>20,530</td>
</tr>
<tr>
<td>Total Cost</td>
<td>$3,415,667</td>
<td>$4,165,504</td>
<td>$4,607,855</td>
<td>$6,578,698</td>
<td>$6,862,287</td>
<td>$7,506,105</td>
<td>$7,273,801</td>
<td>$15,592,710</td>
<td>$38,106,390</td>
</tr>
</tbody>
</table>

#### CALCULATED BENCHMARKS

##### WORKLOAD

<table>
<thead>
<tr>
<th></th>
<th>Cost/1,000 pop.</th>
<th>Type A &amp; B Crimes/1,000 pop.</th>
<th>FTE's/1,000 pop.</th>
<th>FTE's/road mile</th>
<th>FTE's/square mile</th>
<th>Accidents/Road Mile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost/1,000 pop.</td>
<td>$147,736</td>
<td>$152,098</td>
<td>$150,500</td>
<td>$177,591</td>
<td>$184,510</td>
<td>$185,139</td>
</tr>
<tr>
<td>Type A &amp; B Crimes/1,000 pop.</td>
<td>72.7</td>
<td>136.1</td>
<td>39.5</td>
<td>69.1</td>
<td>172.3</td>
<td>76.7</td>
</tr>
<tr>
<td>FTE's/1,000 pop.</td>
<td>1.69</td>
<td>2.30</td>
<td>1.83</td>
<td>2.75</td>
<td>2.46</td>
<td>2.32</td>
</tr>
<tr>
<td>FTE's/road mile</td>
<td>0.24</td>
<td>0.30</td>
<td>0.26</td>
<td>0.40</td>
<td>0.34</td>
<td>0.43</td>
</tr>
<tr>
<td>FTE's/square mile</td>
<td>2.79</td>
<td>0.68</td>
<td>1.37</td>
<td>3.52</td>
<td>3.52</td>
<td>4.48</td>
</tr>
<tr>
<td>Accidents/Road Mile</td>
<td>10.98</td>
<td>5.73</td>
<td>4.49</td>
<td>3.73</td>
<td>10.75</td>
<td>5.26</td>
</tr>
</tbody>
</table>

##### EFFICIENCY

<table>
<thead>
<tr>
<th></th>
<th>Cost/FTE's</th>
<th>Cost/dispatched call</th>
<th>Incoming Calls/FTE's</th>
<th>Dispatched Calls/FTE's</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost/FTE's</td>
<td>$87,581</td>
<td>$66,119</td>
<td>$82,283</td>
<td>$64,497</td>
</tr>
<tr>
<td>Cost/dispatched call</td>
<td>$135</td>
<td>$157</td>
<td>$236</td>
<td>$165</td>
</tr>
<tr>
<td>Incoming Calls/FTE's</td>
<td>647</td>
<td>472</td>
<td>349</td>
<td>392</td>
</tr>
<tr>
<td>Dispatched Calls/FTE's</td>
<td>647</td>
<td>420</td>
<td>349</td>
<td>392</td>
</tr>
</tbody>
</table>

##### EFFECTIVENESS

| Traffic Injury/ Accidents * | 13.8% | 19.4% | 16.5% | 18.7% | 11.1% | 13.6% | 27.6% | 38.8% | 18.5% |

* Some cities report private property accidents
<table>
<thead>
<tr>
<th>CALCULATED BENCHMARKS</th>
<th>UNDER 100,000</th>
<th>OVER 100,000</th>
<th>ALL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WORKLOAD</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost/1,000 pop.</td>
<td>$165,651</td>
<td>$197,824</td>
<td>$172,801</td>
</tr>
<tr>
<td>Type A &amp; B Crimes/1,000 pop.</td>
<td>119.9</td>
<td>162</td>
<td>129</td>
</tr>
<tr>
<td>FTE's/1,000 pop.</td>
<td>2.22</td>
<td>2.68</td>
<td>2.32</td>
</tr>
<tr>
<td>FTE's/road mile</td>
<td>0.31</td>
<td>0.40</td>
<td>0.33</td>
</tr>
<tr>
<td>FTE's/square mile</td>
<td>2.64</td>
<td>2.84</td>
<td>2.69</td>
</tr>
<tr>
<td>Accidents/Road Mile</td>
<td>7.00</td>
<td>9.23</td>
<td>7.49</td>
</tr>
<tr>
<td><strong>EFFICIENCY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost/FTE's</td>
<td>$75,760</td>
<td>$72,852</td>
<td>$75,113</td>
</tr>
<tr>
<td>Cost/dispatched call</td>
<td>$153</td>
<td>$171</td>
<td>$157</td>
</tr>
<tr>
<td>Incoming Calls/FTE's</td>
<td>541</td>
<td>473</td>
<td>526</td>
</tr>
<tr>
<td>Dispatched Calls/FTE's</td>
<td>533</td>
<td>473</td>
<td>520</td>
</tr>
<tr>
<td><strong>EFFECTIVENESS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traffic Injury/ Accidents</td>
<td>17.23%</td>
<td>28.63%</td>
<td>19.77%</td>
</tr>
</tbody>
</table>
MARYVILLE

Service Level and Delivery

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

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

Conditions Affecting Service, Performance, and Cost

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

Service Level and Delivery

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

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

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

Conditions Affecting Service, Performance, and Cost

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

Traffic Accidents Per Road Mile

Police Cost Per FTE

Police Cost Per 1,000 Population

Cost Per Dispatched Police Call

FTE's Per Road Mile

TIBRS Group A & B Crimes Per 1,000 Population

Police FTE Per 1,000 Population

Dispatched Calls Per FTE
BRENTWOOD

Service Level And Delivery

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

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

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

Conditions Affecting Service, Performance, And Cost

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

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
COLLIERVILLE

Service Level and Delivery

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

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

Conditions Affecting Service, Performance, and Cost

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

Service Level and Delivery

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

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

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

Conditions Affecting Service, Performance, and Cost

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

Service Level and Delivery

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

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

Conditions Affecting Service, Performance, and Cost

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

Police Cost Per FTE

Cost Per Dispatched Police Call

Police Cost Per 1,000 Population

TIBRS Group A & B Crimes Per 1,000 Population

Police FTE Per 1,000 Population

Dispatched Calls Per FTE

Traffic Accidents Per Road Mile

FTE's Per Road Mile

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
KINGSPORT

Service Level and Delivery

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

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

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

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

Conditions Affecting Service, Performance, and Cost

The city has annexed multiple exits along the interstate, resulting in long “fingers,” well away from the city proper, that officers must patrol and answer calls for service.
**Injuries Per Traffic Accident**

- **Kingsport**: 27.6%
- **9 City Average**: 19.77%

**Police Cost Per FTE**

- **Kingsport**: $74,988
- **9 City Average**: $75,113

**Cost Per Dispatched Police Call**

- **Kingsport**: $105
- **9 City Average**: $157

**Police FTE Per 1,000 Population**

- **Kingsport**: 273
- **9 City Average**: 129

**TIBRS Group A & B Crimes Per 1,000 Population**

- **Kingsport**: 2.16
- **9 City Average**: 2.32

**Dispatched Calls Per FTE**

- **Kingsport**: 712
- **9 City Average**: 520

**Traffic Accidents Per Road Mile**

- **Kingsport**: 0.23
- **9 City Average**: 0.33

**FTE's Per Road Mile**

- **Kingsport**: 0.23
- **9 City Average**: 0.33

**Police Cost Per 1,000 Population**

- **Kingsport**: $161,982
- **9 City Average**: $172,001

**Police FTE Per 1,000 Population**

- **Kingsport**: 8.06
- **9 City Average**: 7.49

**Dispatched Calls Per FTE**

- **Kingsport**: 712
- **9 City Average**: 520

**Traffic Accidents Per Road Mile**

- **Kingsport**: 0.23
- **9 City Average**: 0.33

**FTE's Per Road Mile**

- **Kingsport**: 0.23
- **9 City Average**: 0.33

**Police Cost Per 1,000 Population**

- **Kingsport**: $161,982
- **9 City Average**: $172,001

**Police FTE Per 1,000 Population**

- **Kingsport**: 8.06
- **9 City Average**: 7.49

**Dispatched Calls Per FTE**

- **Kingsport**: 712
- **9 City Average**: 520

**Traffic Accidents Per Road Mile**

- **Kingsport**: 0.23
- **9 City Average**: 0.33

**FTE's Per Road Mile**

- **Kingsport**: 0.23
- **9 City Average**: 0.33

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
CLARKSVILLE

Service Level and Delivery

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

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

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

Conditions Affecting Service, Performance, and Cost

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

Police Cost Per FTE

Cost Per Dispatched Police Call

Police FTE Per 1,000 Population

Dispatched Calls Per FTE

Police Cost Per 1,000 Population

Traffic Accidents Per Road Mile

FTE's Per Road Mile

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
CHATTANOOGA

Service Level and Delivery

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

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

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

Conditions Affecting Service, Performance, and Cost

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

Service Definition

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

Definitions of Terms Used

Calls For Service – Includes all response categories for both emergency and non-emergency service that require use of Fire Department personnel and equipment.

Fire Calls – The total of all reported fires of all types, including structure fires. The reporting standard for all fire data is TFIRS, the Tennessee Fire Incident Reporting System, which complies with the standards of NFIRS, the National Fire Incident Reporting System operated by the U.S. Fire Administration, part of the Federal Emergency Management Agency (FEMA).

Fire Inspections – Includes inspections performed by both certified fire inspectors and by the staff of the city’s engine companies.

FTE Positions – Number of hours worked in the Fire Department converted to “Full Time Equivalent” positions at 2,760 hours per year. Since a standard work year is used, this figure may not correspond to the number of positions budgeted in the Fire Department. For some cities, the number of FTE’s may be a budgeted figure, rather than actual hours worked, which could result in either understating or overstating the actual hours worked.

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

**Population**
- Maryville: 23,120
- Oak Ridge: 27,387
- Brentwood: 30,617
- Collierville: 37,044
- Bartlett: 40,543
- Kingsport: 44,905
- Cleveland: 37,192
- Clarksville: 103,455
- Chattanooga: 155,582

**City Area (sq. miles)**
- Maryville: 14
- Oak Ridge: 92
- Brentwood: 41
- Collierville: 29
- Bartlett: 21
- Kingsport: 45
- Cleveland: 26
- Clarksville: 100
- Chattanooga: 144

**City Road Miles**
- Maryville: 163.0
- Oak Ridge: 210.0
- Brentwood: 217.0
- Collierville: 257.0
- Bartlett: 221.0
- Kingsport: 420.0
- Cleveland: 268.0
- Clarksville: 638.0
- Chattanooga: 1,100.0

**Non-Emergency Calls for Service**
- Maryville: 500.0
- Oak Ridge: 1,102.0
- Brentwood: 229.0
- Collierville: 613.0
- Bartlett: 1,645.0
- Kingsport: 592.0
- Cleveland: 308.0
- Clarksville: 1,100.0

**Emergency Calls for Service**
- Maryville: 1,447.0
- Oak Ridge: 2,410.0
- Brentwood: 1,959.0
- Collierville: 1,511.0
- Bartlett: 3,114.0
- Kingsport: 4,175.0
- Cleveland: 211.0
- Clarksville: 5,312.0
- Chattanooga: 9,556.0

**Fire Calls**
- Maryville: 11.0
- Oak Ridge: 128.0
- Brentwood: 76.0
- Collierville: 113.0
- Bartlett: 105.0
- Kingsport: 303.0
- Cleveland: 172.0
- Clarksville: 700.0
- Chattanooga: 1,006.0

**Structure Fires**
- Maryville: 6.0
- Oak Ridge: 30.0
- Brentwood: 12.0
- Collierville: 47.0
- Bartlett: 32.0
- Kingsport: 94.0
- Cleveland: 39.0
- Clarksville: 120.0
- Chattanooga: 285.0

**Inspections by Fire Inspectors**
- Maryville: 2,297.0
- Oak Ridge: 801.0
- Brentwood: 415.0
- Collierville: 2,201.0
- Bartlett: 1,616.0
- Kingsport: 2,812.0
- Cleveland: 422.0
- Clarksville: 1,436.0
- Chattanooga: 2,968.0

**Inspections by Fire Companies**
- Maryville: 1,307.0
- Oak Ridge: 892.0
- Brentwood: 129.0
- Collierville: 0.0
- Bartlett: 196.0
- Kingsport: 0.0
- Cleveland: 0.0
- Clarksville: 0.0
- Chattanooga: 0.0

**Fire Code Violations**
- Maryville: 113.0
- Oak Ridge: 711.0
- Brentwood: 1,794.0
- Collierville: 1,609.0
- Bartlett: 229.0
- Kingsport: 16,853.0
- Cleveland: 308.0
- Clarksville: 911.0
- Chattanooga: N/A

**Fire Code Violations-% Cleared**
- Maryville: 96%
- Oak Ridge: 60%
- Brentwood: 91%
- Collierville: 96%
- Bartlett: 95%
- Kingsport: 98%
- Cleveland: 97%
- Clarksville: 97%
- Chattanooga: N/A

**Number of Full Time Equivalents**
- Maryville: 32.0
- Oak Ridge: 46.0
- Brentwood: 58.0
- Collierville: 55.0
- Bartlett: 78.0
- Kingsport: 96.0
- Cleveland: 80.0
- Clarksville: 188.0
- Chattanooga: 431.0

**City Appraised Value (Millions)**
- Maryville: $1,774
- Oak Ridge: $1,867
- Brentwood: $4,804
- Collierville: $3,215
- Bartlett: $2,807
- Kingsport: $3,673
- Cleveland: $2,484
- Clarksville: $3,343
- Chattanooga: $9,911

**Fire Response Time**
- Maryville: 5 Min:05
- Oak Ridge: 4 Min:53
- Brentwood: 4 Min:16
- Collierville: 4 Min:19
- Bartlett: 3 Min:12
- Kingsport: 3 Min:30
- Cleveland: 5 Min:35
- Clarksville: 6 Min:13
- Chattanooga: N/A

**Fire Cause Determined**
- Maryville: 95%
- Oak Ridge: 95%
- Brentwood: 100%
- Collierville: 78%
- Bartlett: 88%
- Kingsport: 97%
- Cleveland: 95%
- Clarksville: 96%
- Chattanooga: N/A

**Fire Loss**
- Maryville: $74,730
- Oak Ridge: $843,215
- Brentwood: $380,175
- Collierville: $1,544,820
- Bartlett: $1,002,750
- Kingsport: $998,465
- Cleveland: $1,176,550
- Clarksville: $6,944,000
- Chattanooga: $5,888,427

**EMS Service Levels**
- Maryville: 1st Resp.
- Oak Ridge: 1st Resp.
- Brentwood: BLS
- Collierville: ALS
- Bartlett: TRANSPORT
- Kingsport: ALS
- Cleveland: NONE
- Clarksville: 1st Resp.
- Chattanooga: 1st Resp.

**EMS Calls**
- Maryville: 873
- Oak Ridge: 2,142
- Brentwood: 582
- Collierville: 1,398
- Bartlett: 3,065
- Kingsport: 4,096
- Cleveland: NONE
- Clarksville: 2,233
- Chattanooga: 4,765

**ISO Rating**
- Maryville: 3
- Oak Ridge: 3
- Brentwood: 10
- Collierville: 4
- Bartlett: 4
- Kingsport: 4
- Cleveland: 3
- Clarksville: 3
- Chattanooga: 3

**Number of Fire Stations**
- Maryville: 3
- Oak Ridge: 3
- Brentwood: 10
- Collierville: 4
- Bartlett: 4
- Kingsport: 11
- Cleveland: 3
- Clarksville: 3
- Chattanooga: 3

**Median Age of Population**
- Maryville: 49
- Oak Ridge: 50
- Brentwood: 50
- Collierville: 49
- Bartlett: 49
- Kingsport: 50
- Cleveland: 49
- Clarksville: 49
- Chattanooga: 49

**Total Cost**
- Maryville: $2,625,387
- Oak Ridge: $3,423,031
- Brentwood: $4,494,138
- Collierville: $5,589,096
- Bartlett: $5,812,633
- Kingsport: $5,947,320
- Cleveland: $5,461,455
- Clarksville: $10,345,827
- Chattanooga: $27,207,622

### CALCULATED BENCHMARKS

<table>
<thead>
<tr>
<th>Metric</th>
<th>Maryville</th>
<th>Oak Ridge</th>
<th>Brentwood</th>
<th>Collierville</th>
<th>Bartlett</th>
<th>Kingsport</th>
<th>Cleveland</th>
<th>Clarksville</th>
<th>Chattanooga</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Per Service Per 1,000 Pop.</td>
<td>$113,555</td>
<td>$124,987</td>
<td>$146,786</td>
<td>$150,877</td>
<td>$143,370</td>
<td>$132,442</td>
<td>$146,845</td>
<td>$100,003</td>
<td>$174,876</td>
</tr>
<tr>
<td>Calls for Service Per 1,000 Pop.</td>
<td>84</td>
<td>128</td>
<td>71</td>
<td>57</td>
<td>77</td>
<td>130</td>
<td>22</td>
<td>54</td>
<td>63</td>
</tr>
<tr>
<td>Fire Inspections Per 1,000 Pop.</td>
<td>156</td>
<td>62</td>
<td>18</td>
<td>59</td>
<td>45</td>
<td>63</td>
<td>11</td>
<td>14</td>
<td>19</td>
</tr>
<tr>
<td>Fire Code Violations-% Cleared</td>
<td>96.00%</td>
<td>60.00%</td>
<td>90.70%</td>
<td>96.00%</td>
<td>95.00%</td>
<td>98.00%</td>
<td>97.40%</td>
<td>97.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Structure Fires Per 1,000 Pop.</td>
<td>0.3</td>
<td>1.1</td>
<td>0.4</td>
<td>1.3</td>
<td>0.8</td>
<td>2.1</td>
<td>17.0</td>
<td>1.2</td>
<td>17.8</td>
</tr>
<tr>
<td>Total Response Time</td>
<td>N/A</td>
<td>N/A</td>
<td>5:53</td>
<td>N/A</td>
<td>6:02</td>
<td>5:38</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Dispatch Time</td>
<td>N/A</td>
<td>N/A</td>
<td>1:00</td>
<td>N/A</td>
<td>1:43</td>
<td>1:26</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Cost Per Calls For Service</td>
<td>$1,348</td>
<td>$975</td>
<td>$2,054</td>
<td>$2,631</td>
<td>$1,867</td>
<td>$1,022</td>
<td>$6,801</td>
<td>$1,841</td>
<td>$2,793</td>
</tr>
<tr>
<td>Fire Cause Determined</td>
<td>95%</td>
<td>95%</td>
<td>100%</td>
<td>100%</td>
<td>78%</td>
<td>88%</td>
<td>97%</td>
<td>95%</td>
<td>96%</td>
</tr>
</tbody>
</table>
## CALCULATED BENCHMARKS

<table>
<thead>
<tr>
<th></th>
<th>UNDER 100,000</th>
<th>OVER 100,000</th>
<th>ALL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fire Service Cost Per 1,000 Pop.</strong></td>
<td>$136,980</td>
<td>$137,440</td>
<td>$137,082</td>
</tr>
<tr>
<td><strong>Calls for Service Per 1,000 Pop.</strong></td>
<td>81</td>
<td>58</td>
<td>76</td>
</tr>
<tr>
<td><strong>Fire Inspections Per 1,000 Pop.</strong></td>
<td>59</td>
<td>16</td>
<td>50</td>
</tr>
<tr>
<td><strong>Fire Code Violations-% Cleared</strong></td>
<td>90.44%</td>
<td>97.00%</td>
<td>91.26%</td>
</tr>
<tr>
<td><strong>Structure Fires Per 1,000 Pop.</strong></td>
<td>1.0</td>
<td>1.5</td>
<td>1.1</td>
</tr>
<tr>
<td><strong>Total Response Time</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Dispatch Time</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fire Response Time</strong></td>
<td>4:29</td>
<td>5:54</td>
<td>4:48</td>
</tr>
<tr>
<td><strong>Cost Per Calls For Service</strong></td>
<td>$2,385</td>
<td>$2,317</td>
<td>$2,370</td>
</tr>
<tr>
<td><strong>Fire Cause Determined</strong></td>
<td>93%</td>
<td>96%</td>
<td>94%</td>
</tr>
</tbody>
</table>
## Maryville Fire Service

<table>
<thead>
<tr>
<th>City Profile</th>
<th>Explanatory Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population: 23,120</td>
<td><strong>Service Level and Delivery</strong></td>
</tr>
<tr>
<td>Land Area: 14 sq. mi.</td>
<td>Maryville operates a full-service fire department, and provides almost all of the services offered in Fire departments across the state.</td>
</tr>
<tr>
<td>Calls For Service: 1,947</td>
<td>The department provides fire prevention, public fire education, and code enforcement services.</td>
</tr>
<tr>
<td>Emergency Calls: 1,447</td>
<td></td>
</tr>
<tr>
<td>Fire Calls: 11</td>
<td>Firefighter pay scales are related to levels of training and certification.</td>
</tr>
<tr>
<td>Structure Fires: 6</td>
<td></td>
</tr>
<tr>
<td>FTE Positions: 32</td>
<td></td>
</tr>
<tr>
<td>Fire Inspections: 3,604</td>
<td>See the “Fire Services Provided” table at the beginning of this section for more detail.</td>
</tr>
<tr>
<td>Fire Code Violations: 113</td>
<td><strong>Conditions Affecting Service, Performance, and Cost</strong></td>
</tr>
<tr>
<td>Fire Code Violations Cleared Within 90 Days: 96%</td>
<td>None</td>
</tr>
<tr>
<td>Fire Response Time: 5:05</td>
<td></td>
</tr>
<tr>
<td>EMS Level: 1st Responder</td>
<td></td>
</tr>
<tr>
<td>EMS Calls: 873</td>
<td></td>
</tr>
</tbody>
</table>
### City Profile

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population:</td>
<td>27,387</td>
</tr>
<tr>
<td>Land Area:</td>
<td>92.0 sq. mi.</td>
</tr>
<tr>
<td>Calls For Service:</td>
<td>3,512</td>
</tr>
<tr>
<td>Emergency Calls:</td>
<td>1,447</td>
</tr>
<tr>
<td>Fire Calls:</td>
<td>128</td>
</tr>
<tr>
<td>Structure Fires:</td>
<td>30</td>
</tr>
<tr>
<td>FTE Positions:</td>
<td>46</td>
</tr>
<tr>
<td>Fire Inspections:</td>
<td>1,693</td>
</tr>
<tr>
<td>Fire Code Violations:</td>
<td>711</td>
</tr>
</tbody>
</table>

### Explanatory Information

#### Service Level and Delivery

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

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

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

#### Conditions Affecting Service, Performance, and Cost

The department has first-out, emergency response vehicles that are over 21 years old, which could affect performance.
<table>
<thead>
<tr>
<th>City Profile</th>
<th>Explanatory Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population: 30,617</td>
<td><strong>Service Level and Delivery</strong></td>
</tr>
<tr>
<td>Land Area: 41 sq. mi.</td>
<td>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.</td>
</tr>
<tr>
<td>Calls For Service: 2,188</td>
<td>They also provide fire alarm acceptance testing.</td>
</tr>
<tr>
<td>Emergency Calls: 1,959</td>
<td>The department has a written Master Plan.</td>
</tr>
<tr>
<td>Fire Calls: 79</td>
<td>Firefighter pay scales are related to levels of training and certification.</td>
</tr>
<tr>
<td>Structure Fires: 12</td>
<td>See the “Fire Services Definitions” table at the beginning of this section for more details.</td>
</tr>
<tr>
<td>FTE Positions: 58</td>
<td></td>
</tr>
<tr>
<td>Fire Inspections: 544</td>
<td></td>
</tr>
<tr>
<td>Fire Code Violations: 1,794</td>
<td><strong>Conditions Affecting Service, Performance and Cost</strong></td>
</tr>
<tr>
<td>Fire Code Violations Cleared Within 90 Days: 91</td>
<td>None</td>
</tr>
<tr>
<td>Fire Response Time 4:53</td>
<td></td>
</tr>
<tr>
<td>EMS Level: BLS</td>
<td></td>
</tr>
<tr>
<td>EMS Calls: 582</td>
<td></td>
</tr>
</tbody>
</table>
FIRE CHARTS - ALL CITIES

ALL CITIES COMPARED TO AVERAGE

- **Fire Services Cost Per 1,000 Population**
  - Brentwood: $146,786
  - 9 City Average: $137,082

- **Structure Fire Per 1,000 Population**
  - Brentwood: 0.4
  - 9 City Average: 1.1

- **Calls For Fire Services Per 1,000 Population**
  - Brentwood: 71
  - 9 City Average: 76

- **Fire Response Time**
  - Brentwood: 4:53
  - 9 City Average: 4:48

- **Fire Inspections Per 1,000 Population**
  - Brentwood: 18
  - 9 City Average: 50

- **Cost Per Calls For Service**
  - Brentwood: $2,054
  - 9 City Average: $2,370

- **Percentage of Fire Code Violations Cleared in 90 Days**
  - Brentwood: 90.70%
  - 8 City Average: 91.26%

- **Percentage of Structure Fires Where Cause is Determined**
  - Brentwood: 100%
  - 9 City Average: 94%

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
Collierville

<table>
<thead>
<tr>
<th>City Profile</th>
<th>Explanatory Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population: 37,044</td>
<td><strong>Service Level and Delivery</strong></td>
</tr>
</tbody>
</table>

Collierville 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.

<table>
<thead>
<tr>
<th>Calls For Service: 2,124</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Calls: 1,511</td>
</tr>
<tr>
<td>Fire Calls: 113</td>
</tr>
<tr>
<td>Structure Fires: 47</td>
</tr>
<tr>
<td>FTE Positions: 55</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Fire Inspections: 2,201</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Code Violations: 1,609</td>
</tr>
<tr>
<td>Fire Code Violations Cleared Within 90 Days: 96</td>
</tr>
</tbody>
</table>

Fire response time: 4:16

EMS Level: ALS

EMS Calls: 1,398

**Conditions Affecting Service, Performance and Cost**

None
FIRE CHARTS - ALL CITIES

ALL CITIES COMPARED TO AVERAGE

Fire Services Cost Per 1,000 Population

- Collierville: $150,877
- 9 City Average: $137,082

ALL CITIES COMPARED TO AVERAGE

Structure Fire Per 1,000 Population

- Collierville: 1.3
- 9 City Average: 1.1

ALL CITIES COMPARED TO AVERAGE

Calls For Fire Services Per 1,000 Population

- Collierville: 57
- 9 City Average: 76

ALL CITIES COMPARED TO AVERAGE

Fire Response Time

- Collierville: 4:16
- 9 City Average: 4:48

ALL CITIES COMPARED TO AVERAGE

Fire Inspections Per 1,000 Population

- Collierville: 59
- 9 City Average: 50

ALL CITIES COMPARED TO AVERAGE

Cost Per Calls For Service

- Collierville: $2,631
- 9 City Average: $2,370

ALL CITIES COMPARED TO AVERAGE

Percentage of Fire Code Violations Cleared in 90 Days

- Collierville: 96.00%
- 9 City Average: 91.26%

ALL CITIES COMPARED TO AVERAGE

Percentage of Structure Fires Where Cause is Determined

- Collierville: 100%
- 9 City Average: 94%

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2004 ANNUAL REPORT
Bartlett Fire Service

City Profile

Population: 40,543
Land Area: 21 sq. mi.
Calls For Service: 3,114
Emergency Calls: 3,114
Fire Calls: 105
Structure Fires: 32
FTE Positions: 77
Fire Inspections: 1,812
Fire Code Violations: 229
Fire Code Violations Cleared Within 90 Days: 95%
Response Time: 4:19
EMS Level: Transport
EMS Calls: 3,065

Explanatory Information

Service Level and Delivery

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

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

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

Conditions Affecting Service, Performance, and Cost

This is the only city providing ambulance transport services.
Kingsport Fire Service

City Profile  Explanatory Information

Population: 44,905  Service Level and Delivery

Land Area: 45 sq. mi.  Kingsport operates a full-service fire department, and provides almost all of the services offered in any fire department in the state.

Calls For Service: 5,820

Emergency Calls: 4,175  The department provides fire prevention, public fire education, and code enforcement services.

Fire Calls: 303

Structure Fires: 94

FTE Positions: 96  The fire department has a written Master Plan.

Fire Inspections: 2,812  See the “Fire Services Definitions” table at the beginning of this section for more detail.

Fire Code Violations: 16,853

Fire Code Violations Cleared Within 90 Days: 98%

Conditions Affecting Service, Performance, and Cost

Response Time: 4:12  Response time for the Kingsport department is affected by the city’s past annexation policy, which has resulted in lengthy, irregular extensions of the city limits which add to response time.

EMS Level: ALS

EMS Calls: 4,096
<table>
<thead>
<tr>
<th>City Profile</th>
<th>Explanatory Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population: 37,192</td>
<td><strong>Service Level and Delivery</strong></td>
</tr>
<tr>
<td>Median Age: 34</td>
<td>Cleveland operates a modern, up-to-date fleet of fire apparatus and provides the traditional services offered by most departments.</td>
</tr>
<tr>
<td>Calls For Service: 803</td>
<td>However, they do not provide emergency medical services.</td>
</tr>
<tr>
<td>Emergency Calls: 211</td>
<td>The fire department also provides fire prevention education and code enforcement services.</td>
</tr>
<tr>
<td>Fire Calls: 172</td>
<td>Cleveland also provides fire protection services for Bradley County (337 square miles).</td>
</tr>
<tr>
<td>Structure Fires: 39</td>
<td>Costs and incidents outside the city limits are not included in this data.</td>
</tr>
<tr>
<td>Fire Inspections: 422</td>
<td>See the “Fire Services Definitions” table at the beginning of this section for more detail.</td>
</tr>
<tr>
<td>Fire Code Violations: 308</td>
<td>Fire Code Violations Cleared Within 90 Days: 97%</td>
</tr>
<tr>
<td><strong>Number of full time equivalents (FTE’s): 80</strong></td>
<td>Fire Inspector provides plan review and administers the City’s safety program.</td>
</tr>
<tr>
<td><strong>Fire Response Time: 3:30</strong></td>
<td><strong>Conditions Affecting Service, Performance, and Cost</strong></td>
</tr>
<tr>
<td>ISO Rating: 3</td>
<td>EMS Level: None</td>
</tr>
<tr>
<td>EMS Calls: None</td>
<td></td>
</tr>
</tbody>
</table>
ALL CITIES COMPARED TO AVERAGE

**Fire Services Cost Per 1,000 Population**
- **Cleveland**: $137,082
- **9 City Average**: $146,845

**Calls For Fire Services Per 1,000 Population**
- **Cleveland**: 22
- **9 City Average**: 76

**Fire Inspections Per 1,000 Population**
- **Cleveland**: 11
- **9 City Average**: 50

**Structure Fire Per 1,000 Population**
- **Cleveland**: 1.0
- **9 City Average**: 1.1

**Fire Response Time**
- **Cleveland**: 3:30
- **9 City Average**: 4:48

**Cost Per Calls For Service**
- **Cleveland**: $6,801
- **9 City Average**: $2,370

**Percentage of Fire Code Violations Cleared in 90 Days**
- **Cleveland**: 97.40%
- **9 City Average**: 91.26%

**Percentage of Structure Fires Where Cause is Determined**
- **Cleveland**: 97%
- **9 City Average**: 94%
### Clarksville Fire Service

#### City Profile

<table>
<thead>
<tr>
<th>Population:</th>
<th>114,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Area:</td>
<td>110 sq. mi.</td>
</tr>
<tr>
<td>Calls For Service:</td>
<td>5,620</td>
</tr>
<tr>
<td>Emergency Calls:</td>
<td>5,312</td>
</tr>
<tr>
<td>Fire Calls:</td>
<td>700</td>
</tr>
<tr>
<td>Structure Fires:</td>
<td>120</td>
</tr>
<tr>
<td>FTE Positions:</td>
<td>188</td>
</tr>
<tr>
<td>Fire Inspections:</td>
<td>1,436</td>
</tr>
<tr>
<td>Fire Code Violations:</td>
<td>911</td>
</tr>
</tbody>
</table>

#### Explanatory Information

**Service Level and Delivery**

Clarksville operates a modern well-equipped department, and is moving aggressively to improve fire services and enhance training of firefighters.

Significant investments are being made to train firefighters to a higher overall level of competency.

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

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

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

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

The department has first-out, emergency response vehicles that are over 21 years old, which could affect performance.
Fire Services Cost Per 1,000 Population

- Clarksville: $100,003
- 9 City Average: $137,082

Calls For Fire Services Per 1,000 Population

- Clarksville: 54
- 9 City Average: 76

Fire Inspections Per 1,000 Population

- Clarksville: 14
- 9 City Average: 50

Percentage of Fire Code Violations Cleared in 90 Days

- Clarksville: 97.00%
- 8 City Average: 91.26%
<table>
<thead>
<tr>
<th>Chattanooga Fire Service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>City Profile</strong></td>
</tr>
<tr>
<td>Population: 155,554</td>
</tr>
<tr>
<td>Land Area 144 sq. mi.</td>
</tr>
<tr>
<td>Calls For Service: 9,742</td>
</tr>
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<tr>
<td>Fire Code Violations</td>
</tr>
<tr>
<td>Cleared Within 90 Days:</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
</tr>
<tr>
<td>EMS Level: 1st Responder</td>
</tr>
</tbody>
</table>
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FY 2004 ANNUAL REPORT