

# **TENNESSEE MUNICIPAL BENCHMARKING PROJECT**

## **FY 2004 ANNUAL REPORT**

**PREPARED BY:**

**ALAN MAJOR  
FINANCE & ACCOUNTING CONSULTANT**



**MTAS**

**Municipal Technical Advisory Service**  
*In cooperation with the Tennessee Municipal League*

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## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 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.

TENNESSEE MUNICIPAL BENCHMARKING PROJECT  
COMMITTEE MEMBERS  
FY 2004

STEERING COMMITTEE:

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

POLICE COMMITTEE:

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

FIRE COMMITTEE:

<u>NAME</u>	<u>CITY</u>	<u>TITLE</u>
Gary Graves	Bartlett	Chief
Kenny Lane	Brentwood	Chief
Kelvin L. Flint	Chattanooga	Asst. Chief
Mike Roberts	Clarksville	Chief
Bob Gaylor	Cleveland	Chief
Richard Arwood	Collierville	Asst. Chief
Craig Dye	Kingsport	Chief
Ed Mitchell	Maryville	Chief
Mack Bailey	Oak Ridge	Chief

TENNESSEE MUNICIPAL BENCHMARKING PROJECT  
COMMITTEE MEMBERS  
FY 2004

RESIDENTIAL REFUSE COMMITTEE

<u>NAME</u>		<u>TITLE</u>
Bill Yearwood	Bartlett	Asst. Director Public Works
Not Applicable	Brentwood	Not Applicable
Beverly Pasley	Chattanooga	Dep.Adm.Public Works
Not Applicable	Clarksville	Not Applicable
Don Bowker	Cleveland	Public Works Director
Dynette Wisher	Collierville	
Betsy Dale	Kingsport	Sanitation Mgr.
Rick Whaley	Maryville	Public Works Mgr.
Gary Cinder	Oak Ridge	Public Works Director

RESIDENTIAL REFUSE  
COLLECTION AND DISPOSAL  
SERVICE

TENNESSEE MUNICIPAL BENCHMARKING PROJECT  
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# Residential Refuse Collection and Disposal Service Definition and Terms

## **Service Definition**

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

This service is provided by 9 of the 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**

**7/1/2003 - 6/30/2004**

Cities By Increasing Population

**CITY DATA**

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

Tons/1,000 Population	338	332	301	353	601	361	325
Tons/1,000 Collection Points	876	782	879	1,158	1,659	1,008	778

**EFFICIENCY**

Cost/Ton Collected	\$78	\$107	\$85	\$60	\$139	\$96	\$165
Cost/Ton Collected - Curbside	\$78		\$85	\$60	\$139	\$96	\$165
Cost/Ton Collected - Back Door		\$107					
Cost/Collection Point	\$68	\$84	\$75	\$69	\$231	\$97	\$129
Cost/Collection Point - Curbside	\$68		\$75	\$69	\$231	\$97	\$129
Cost/Collection Point - Back Door		\$84					
Tons Collected/FTE (2,080 hrs.)	1,084	N/A	N/A	2,517	1,161	983	1,204

**EFFECTIVENESS**

Requests Per 1,000 Collect. Points	73	N/A	24	67	173	30	111
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**Tennessee Municipal Benchmarking Program  
Residential Refuse Collection and Disposal Performance Data  
7/1/2003 - 6/30/2004**

**CALCULATED BENCHMARKS**

**Average of All Cities**

**WORKLOAD**

Tons/1,000 Population	373	<b>7 City Average</b>
Tons/1,000 Collection Points	1,020	<b>7 City Average</b>

**EFFICIENCY**

Cost/Ton Collected	\$104	<b>7 City Average</b>
Cost/Ton Collected - Curbside	\$104	<b>6 City Average</b>
Cost/Ton Collected - Back Door	\$107	<b>1 City Average</b>
Cost/Collection Point	\$107	<b>7 City Average</b>
Cost/Collection Point - Curbside	\$111	<b>6 City Average</b>
Cost/Collection Point - Back Door	\$84	<b>1 City Average</b>
Tons Collected/FTE (2,080 hrs.)	1,390	<b>5 City Average</b>

**EFFECTIVENESS**

Requests Per 1,000 Collect. Points	80	<b>6 City Average</b>
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## Maryville

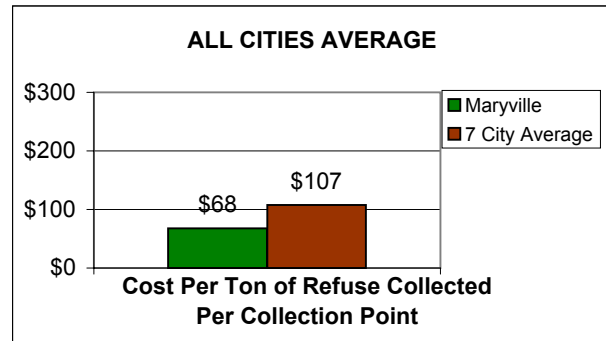
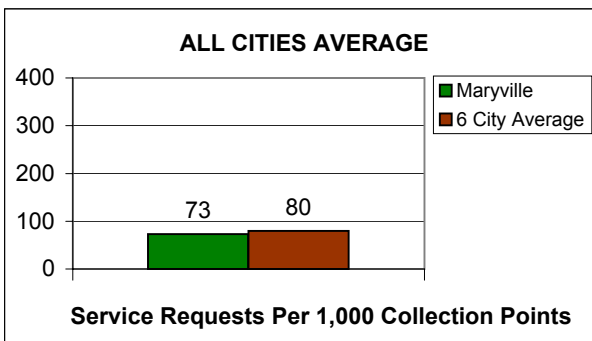
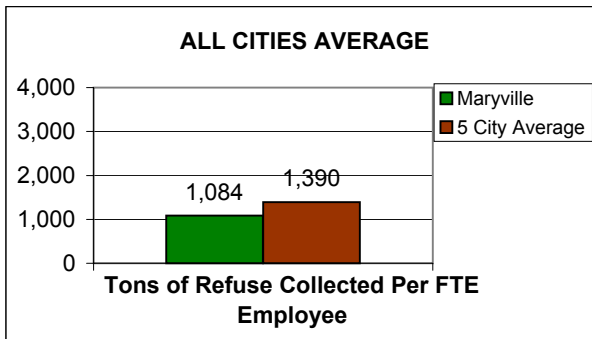
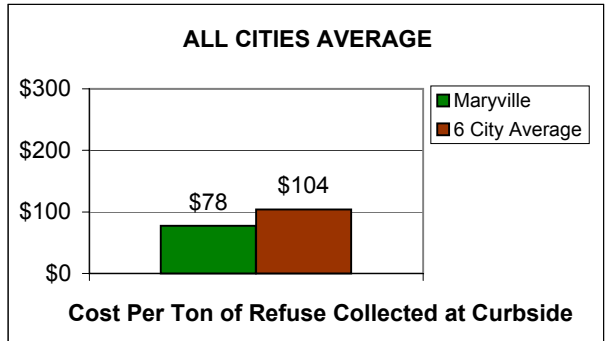
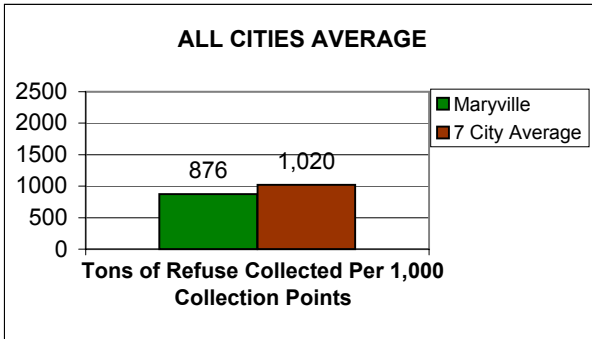
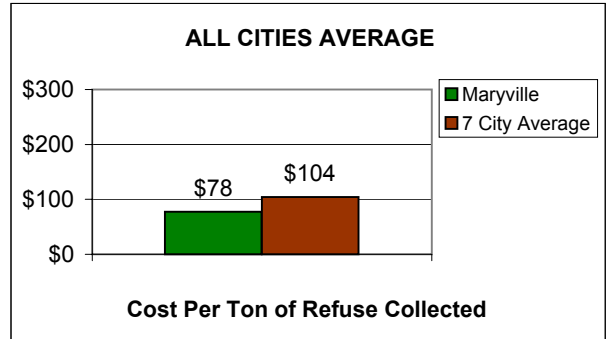
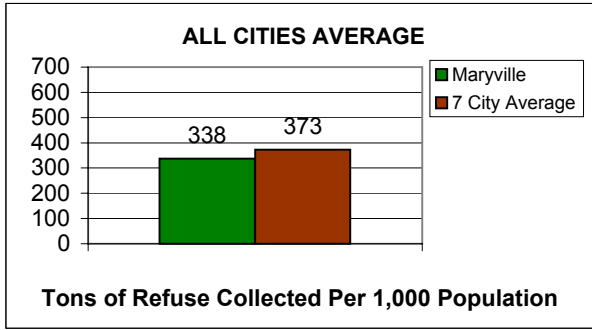
## Residential Refuse Collection

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City Profile	Explanatory Information
Population: 23,120	<b>Service Level and Delivery</b>
Residential Refuse Collected (tons): 7,806	Maryville collects residential refuse in thirty-five gallon containers once a week at curbside. The City provides back door pickup for handicapped and disabled residents.
Residential Collection Points: 8,908	The City uses rear loading refuse trucks and three men crews on three routes.
Service Requests: 180	The trucks average one trip per day to the landfill.
FTE Positions: 7.2	The average distance to the landfill is five miles. There is no fee for residential service.
	<b>Conditions Affecting Service, Performance, and Cost</b>
	Rear loading with a three-man crew is labor intensive and more expensive than using smaller crews and an automated system.

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## RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

# Oak Ridge

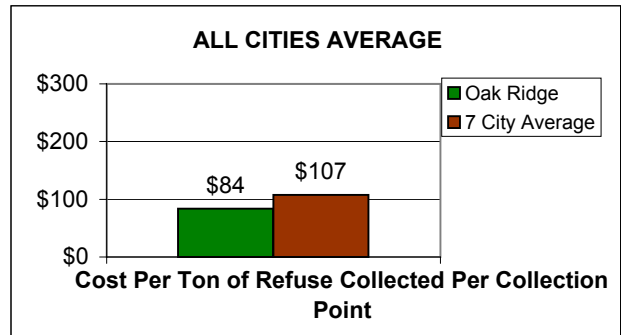
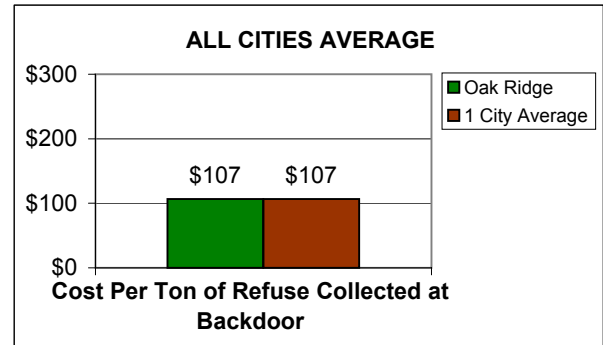
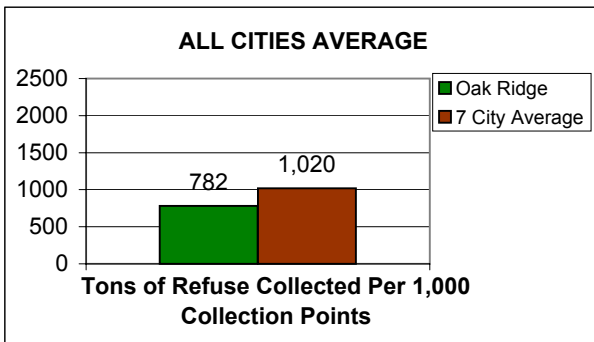
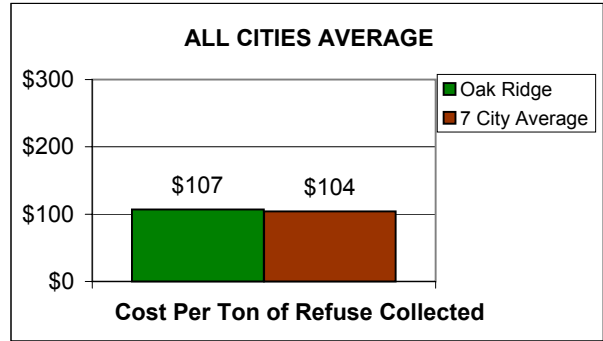
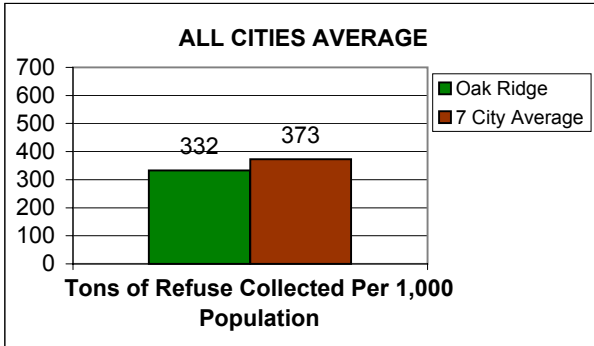
# Residential Refuse Collection

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City Profile	Explanatory Information
Population: 27,387	<b>Service Level and Delivery</b>
Residential Refuse	The City of Oak Ridge contracts with Waste Connections of TN, Inc. for once a week residential backdoor refuse collection. Customers provide containers.
Collected (tons): 9,102	The city charges a monthly fee of \$5.00/household. The fee includes collection and disposal for household refuse, curbside recycling, a Spring household trash and brush pickup and a Fall leaf pickup. All these pickup services are contracted to Waste Connections of TN, Inc.
Residential Collection Points: 11,645	Collection services are funded by fees and the city's general fund.
Service Requests: N/A	
FTE Positions: 0 (contract)	<b>Conditions Affecting Service, Performance, and Cost</b>
	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.

## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

## RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

# **CITY OF CLEVELAND**

## **Residential Refuse Collection and Disposal**

### **Service Level and Delivery**

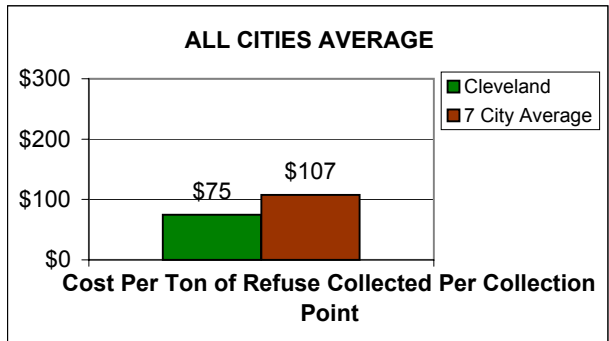
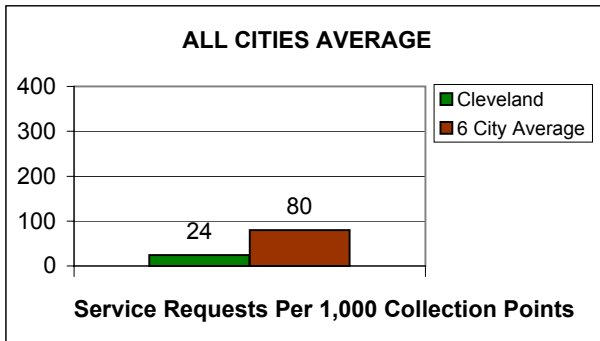
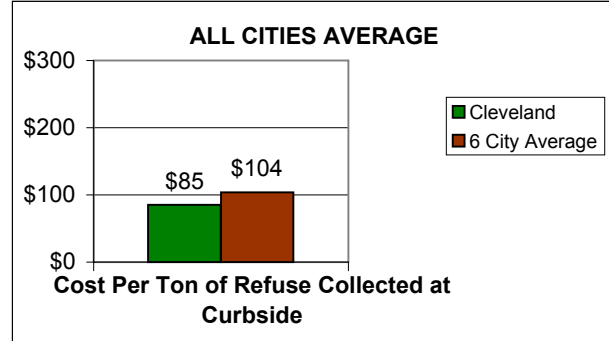
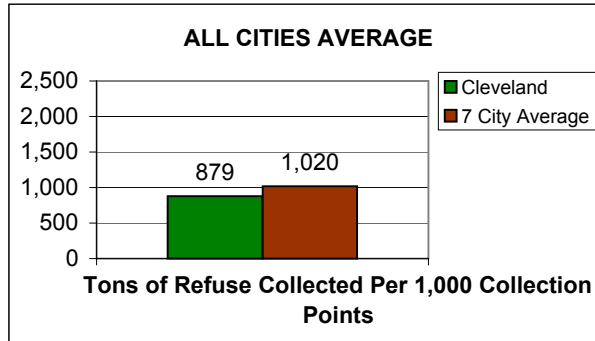
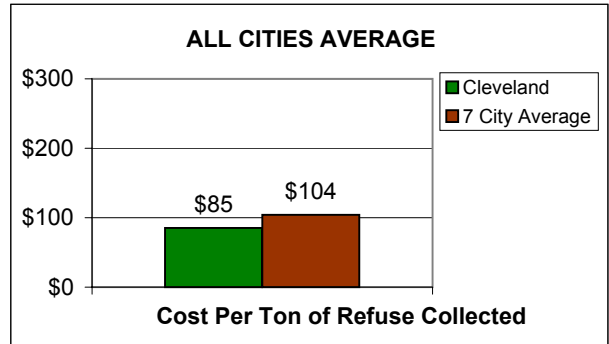
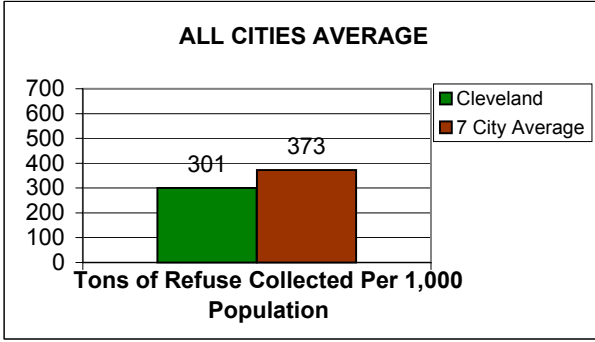
- The City of Cleveland contracts with Waste Connections of TN, Inc. for once per week curbside collection of residential refuse.
- Backdoor service is provided for handicapped and disabled residents.
- The city does not provide refuse containers.
- The monthly fee of \$6.00 funds the costs of refuse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

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

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



## RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

# **CITY OF COLLIERVILLE**

## **Residential Refuse Collection and Disposal**

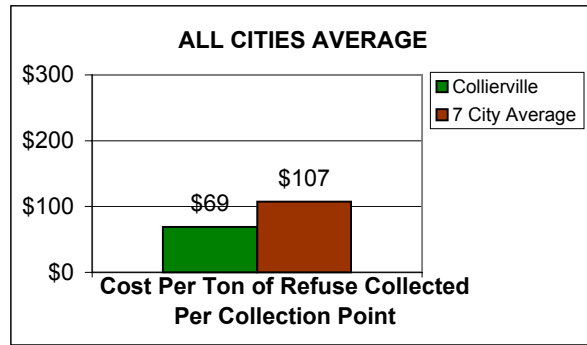
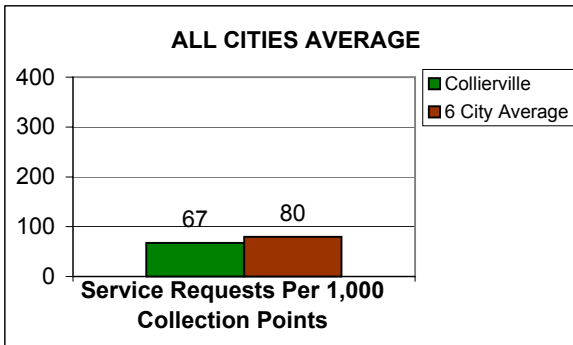
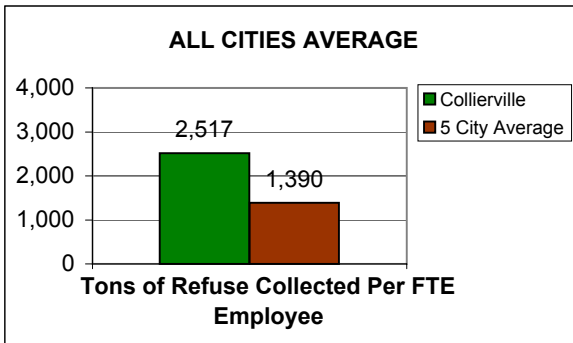
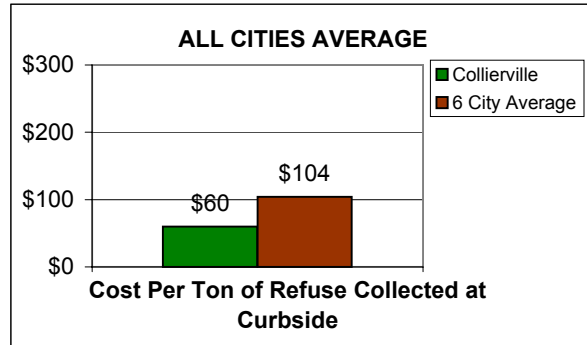
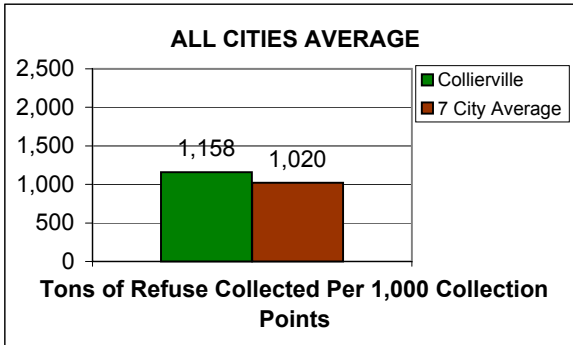
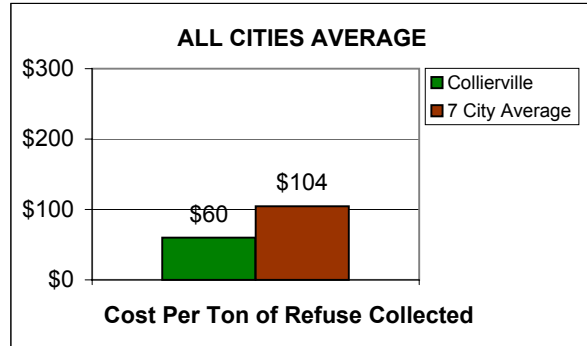
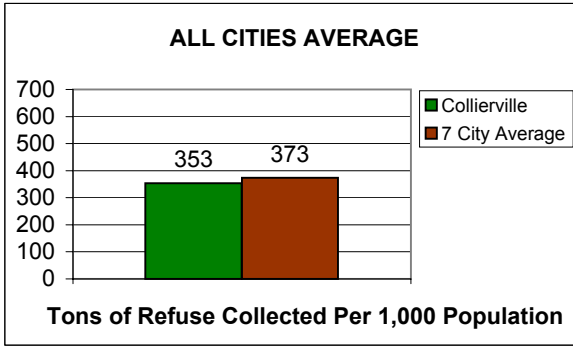
### **Service Level and Delivery**

- 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



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

# **CITY OF BARTLETT**

## **Residential Refuse Collection and Disposal**

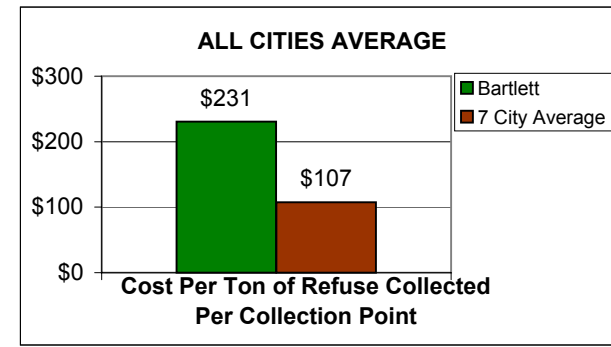
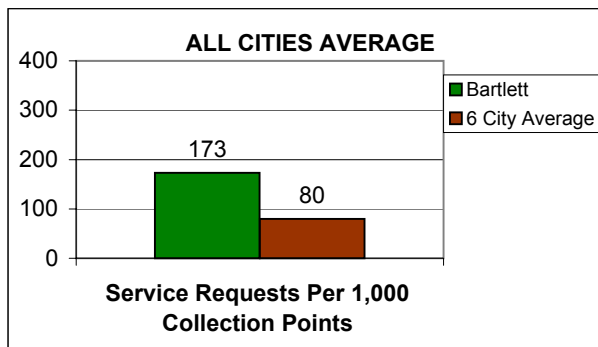
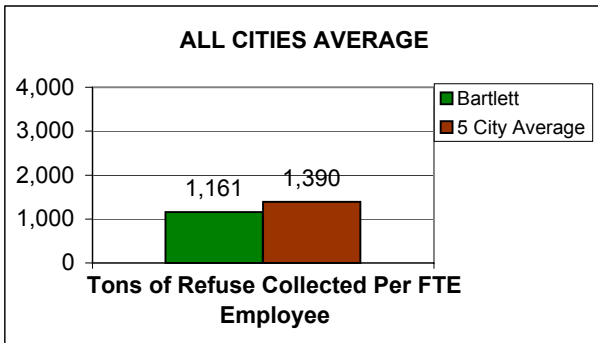
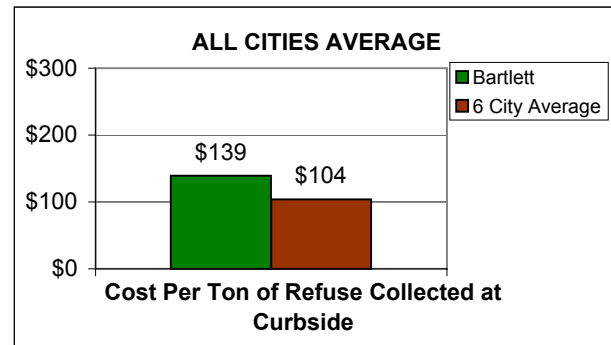
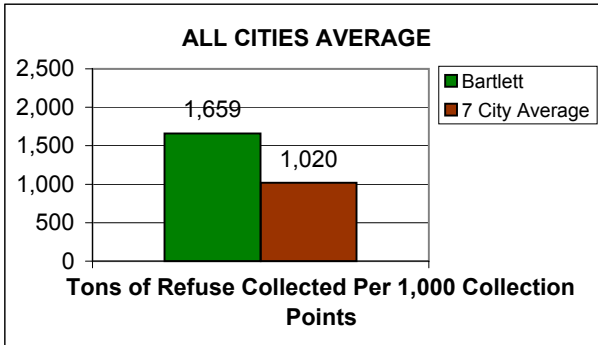
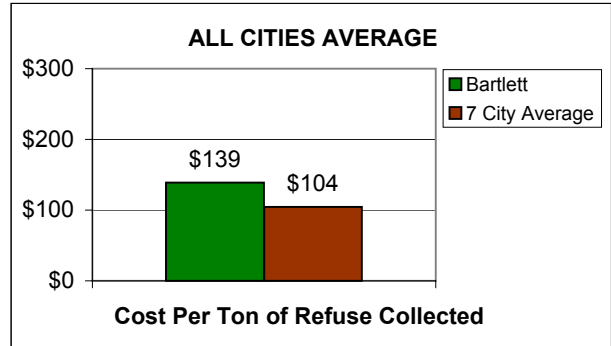
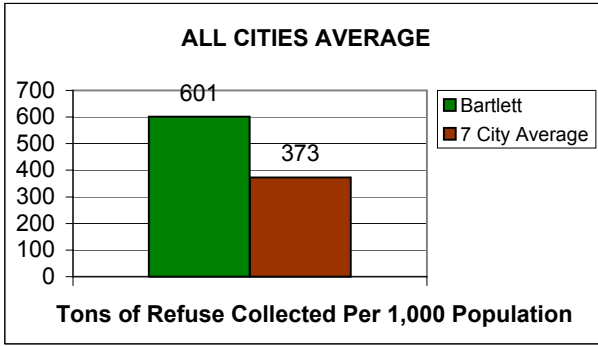
### **Service Level and Delivery**

- 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



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

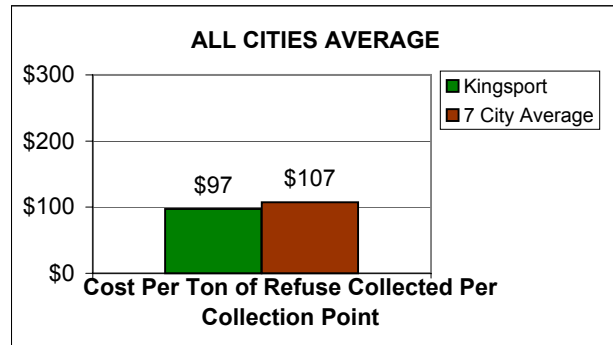
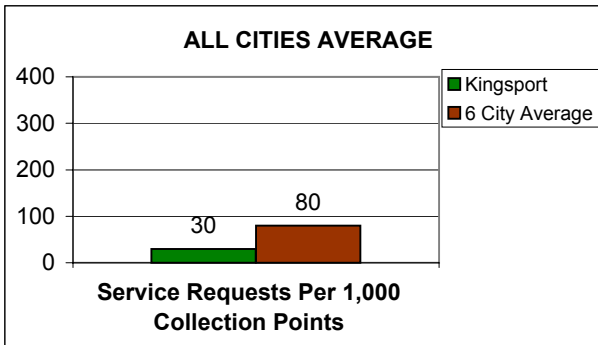
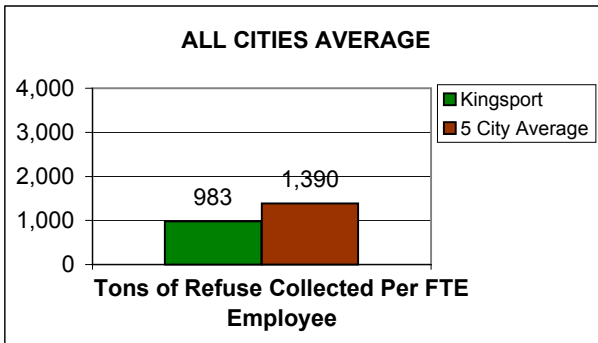
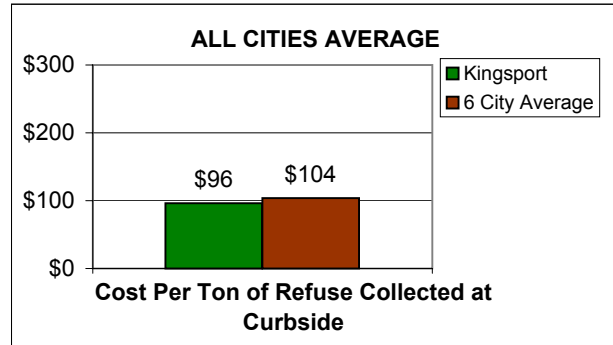
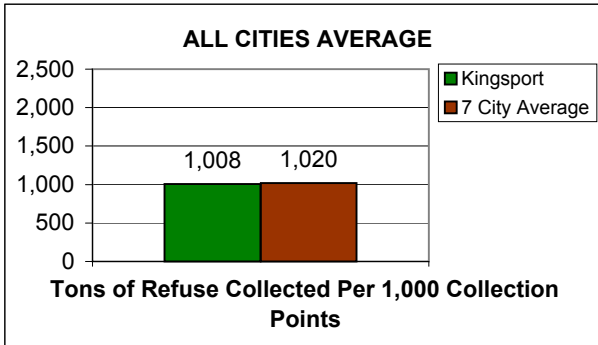
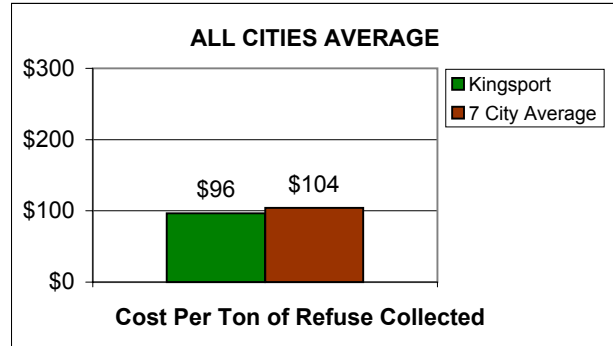
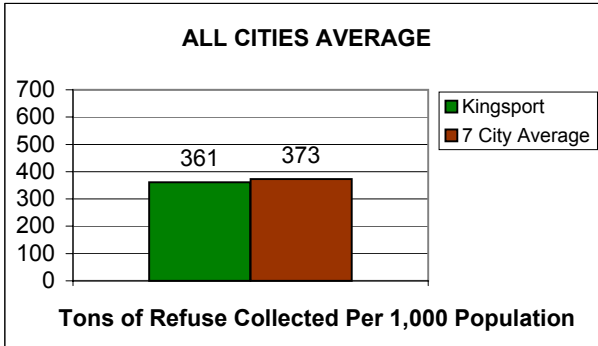
# Kingsport

# Residential Refuse Collection and Disposal

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

## RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

# Chattanooga

# Residential Refuse Collection and Disposal

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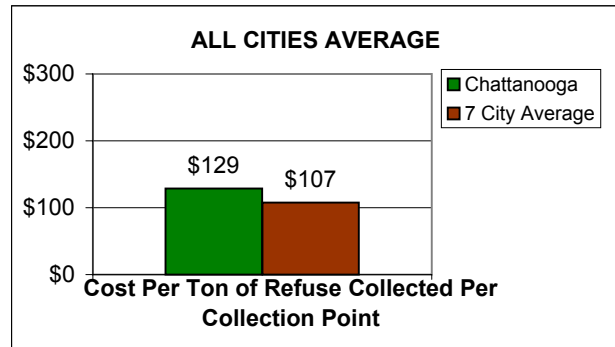
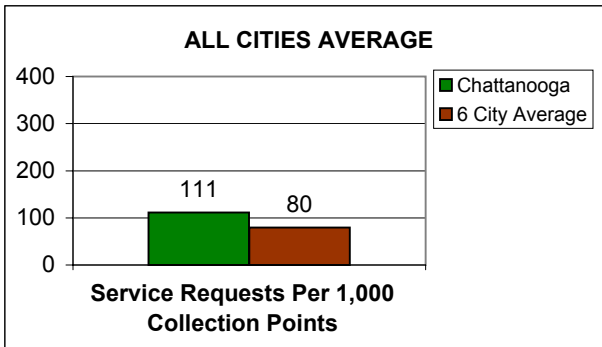
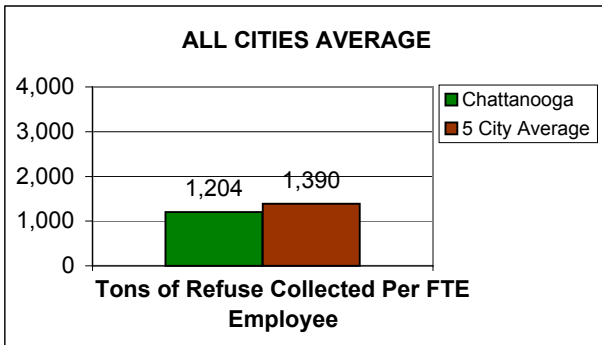
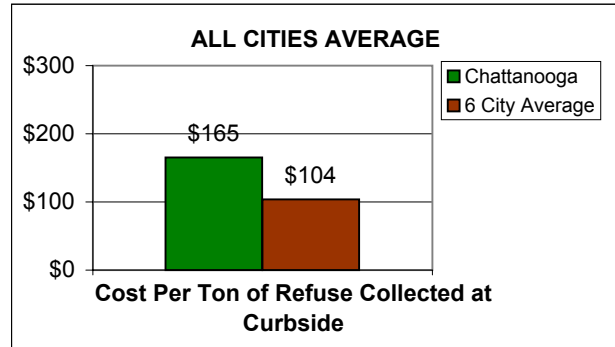
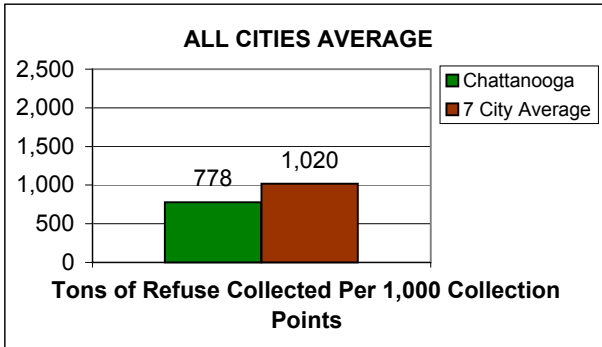
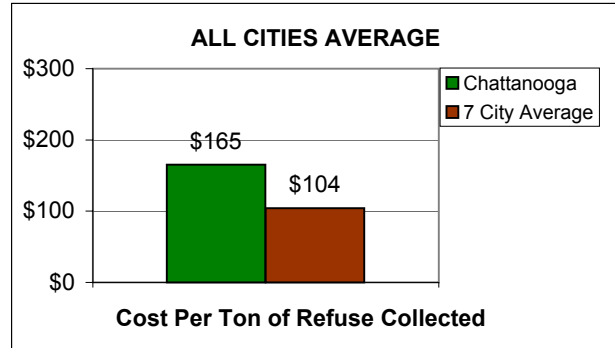
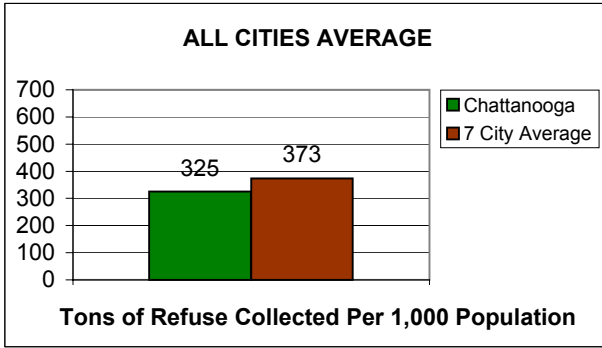
City Profile		Explanatory Information
Population:	155,582	<b>Service Level and Delivery</b>
Residential Refuse Collected (tons):	50,559	The City of Chattanooga collects residential refuse once per week at the curb. At the door pickup is provided for handicapped and disabled citizens. The city uses primarily fully automated refuse trucks with a one man crew, one semi-automated refuse truck with a two man crew, and one conventional rear loader refuse truck with a three man crew.
Residential Collection Points:	65,000	
Service Requests:	7,220	There are thirteen routes and the trucks make two trips per day to the landfill, which is approximately five miles from the city. There is no fee for refuse collection service. Ninety-five gallon containers are provided where there is automated service.
FTE Positions:	42.0	

### Conditions Affecting Service, Performance, and Cost

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



## RESIDENTIAL REFUSE COLLECTION AND DISPOSAL - ALL CITIES



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

# POLICE SERVICES

TENNESSEE MUNICIPAL BENCHMARKING PROJECT  
FY 2004 ANNUAL REPORT

## **Police Service – Service Definition and Terms Used**

### **Police Service Definition**

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

### **Definitions of Terms Used**

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

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

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

## **TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT**

**Tennessee Municipal Benchmarking Program  
Police Performance Data**

**7/1/2003 - 6/30/2004**

Cities By Increasing Population

	Maryville	Oak Ridge	Brentwood	Collierville	Cleveland	Bartlett	Kingsport	Clarksville	Chattanooga
Population	23,120	27,387	30,617	37,044	37,192	40,543	44,905	103,455	155,582
City Area (sq. miles)	14	92	41	29	26	21	45	100	144
City Road Miles	163	210	217	257	268	221	420	638	1,100
Calls For Service	25,242	29,705	19,537	39,976	69,517	42,550	69,103	143,769	163,710
Calls Actually Dispatched	25,242	26,450	19,537	39,976	69,517	42,550	69,103	143,769	163,710
TIBRS Type A Crimes	1,469	3,333	902	1,683	5,014	2,730	8,512	12,237	29,926
TIBRS Type B Crimes	211	395	306	877	1,394	378	3,736	1,179	389
Number of FTE'S	39	63	56	102	92	94	97	240	472
Number of Support Personnel	4	17	3	11	11	8	14	27	88
Traffic Accidents *	1,789	1,204	974	957	2,881	1,162	3,385	2,526	15,946
Traffic Accidents w/Injury	246	233	161	179	320	158	934	979	2,950
Police Vehicles	62	19	60	60	117	91	124	285	461
Maintenance Costs	\$93,332	\$195,684	\$45,201	\$9,105	\$376,373	\$176,730	\$336,330	\$380,548	\$2,059,443
Training Costs	26,434	31,992	56,215	45,339	38,990	90,000	36,234	68,650	990,054
Alarm Calls	1,563	2,511	3,840	2,984	3,153	4,553	3,533	1,833	20,530
Total Cost	\$3,415,667	\$4,165,504	\$4,607,855	\$6,578,698	\$6,862,287	\$7,506,105	\$7,273,801	\$15,592,710	\$38,106,390

**CALCULATED BENCHMARKS**

**WORKLOAD**

Cost/1,000 pop.	\$147,736	\$152,098	\$150,500	\$177,591	\$184,510	\$185,139	\$161,982	\$150,720	\$244,928
Type A & B Crimes/1,000 pop.	72.7	136.1	39.5	69.1	172.3	76.7	272.8	129.7	194.8
FTE's/1,000 pop.	1.69	2.30	1.83	2.75	2.46	2.32	2.16	2.32	3.03
FTE's/road mile	0.24	0.30	0.26	0.40	0.34	0.43	0.23	0.38	0.43
FTE's/square mile	2.79	0.68	1.37	3.52	3.52	4.48	2.16	2.40	3.28
Accidents/Road Mile	10.98	5.73	4.49	3.73	10.75	5.26	8.06	3.96	14.50

**EFFICIENCY**

Cost/FTE's	\$87,581	\$66,119	\$82,283	\$64,497	\$74,998	\$79,852	\$74,988	\$64,970	\$80,734
Cost/dispatched call	\$135	\$157	\$236	\$165	\$99	\$176	\$105	\$108	\$233
Incoming Calls/FTE's	647	472	349	392	760	453	712	599	347
Dispatched Calls/FTE's	647	420	349	392	760	453	712	599	347

**EFFECTIVENESS**

Traffic Injury/ Accidents *	13.8%	19.4%	16.5%	18.7%	11.1%	13.6%	27.6%	38.8%	18.5%
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\* Some cities report private property accidents

**Tennessee Municipal Benchmarking Program**

**Police Performance Data**

**7/1/2003 - 6/30/2004**

**7/1/2003 - 6/30/2004**

<b><u>CALCULATED BENCHMARKS</u></b>	<b>UNDER 100,000</b>	<b>OVER 100,000</b>	<b>ALL</b>
	<b>7 City Average</b>	<b>2 City Average</b>	<b>9 City Average</b>
<b>WORKLOAD</b>			
Cost/1,000 pop.	\$165,651	\$197,824	\$172,801
Type A & B Crimes/1,000 pop.	119.9	162	129
FTE's/1,000 pop.	2.22	2.68	2.32
FTE's/road mile	0.31	0.40	0.33
FTE's/square mile	2.64	2.84	2.69
Accidents/Road Mile	7.00	9.23	7.49
<b>EFFICIENCY</b>			
Cost/FTE's	\$75,760	\$72,852	\$75,113
Cost/dispatched call	\$153	\$171	\$157
Incoming Calls/FTE's	541	473	526
Dispatched Calls/FTE's	533	473	520
<b>EFFECTIVENESS</b>			
Traffic Injury/ Accidents	17.23%	28.63%	19.77%

## **MARYVILLE**

### **Service Level and Delivery**

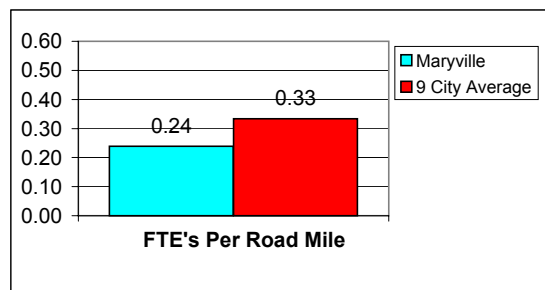
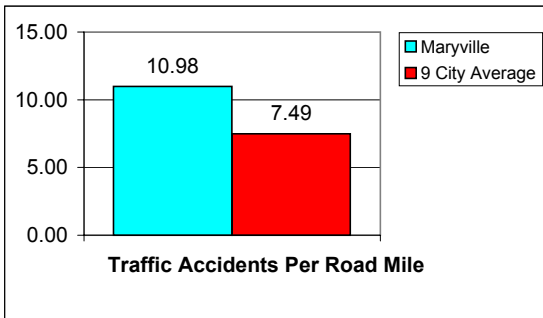
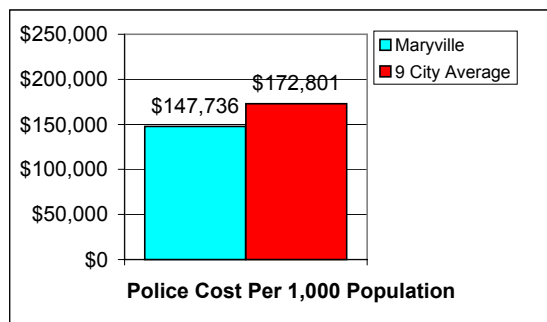
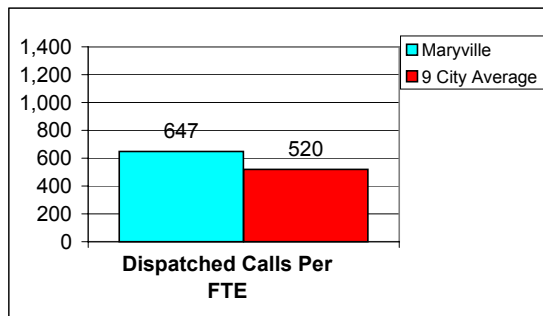
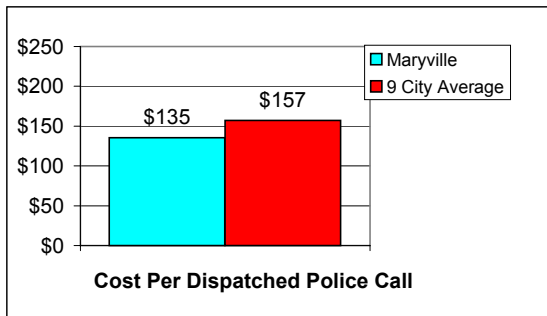
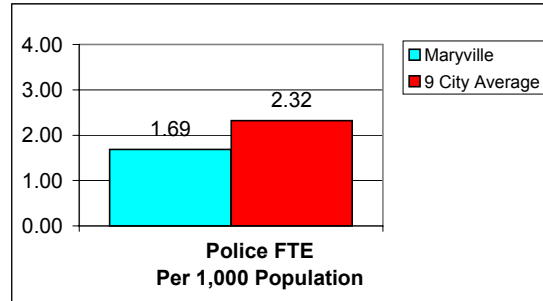
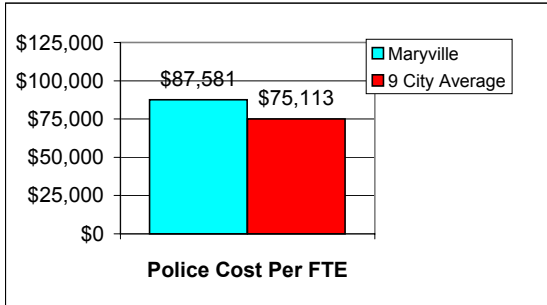
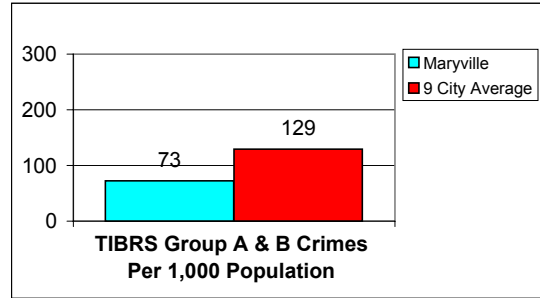
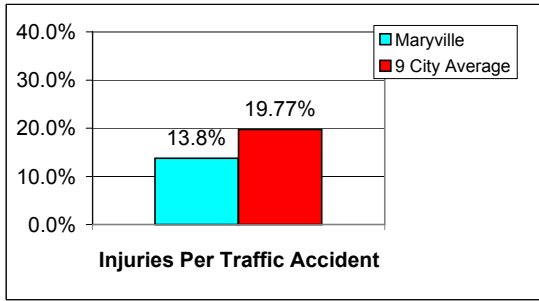
Maryville operates a full-service police department, including school resource officers and community precinct officers. The department currently operates out of the Blount County Sheriff's Department complex, due to ongoing renovation of the police headquarters and city hall. The department maintains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

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

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

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

POLICE - ALL CITIES



# 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.

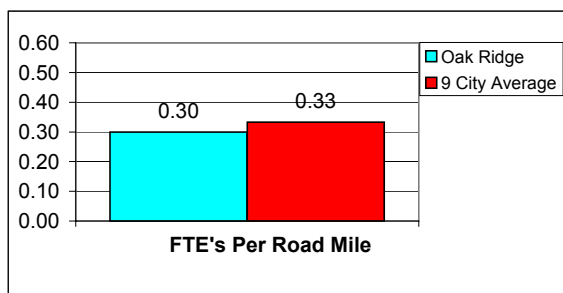
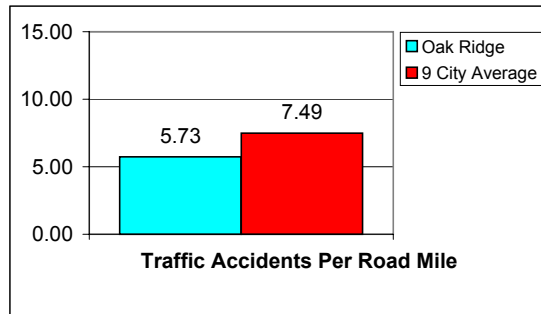
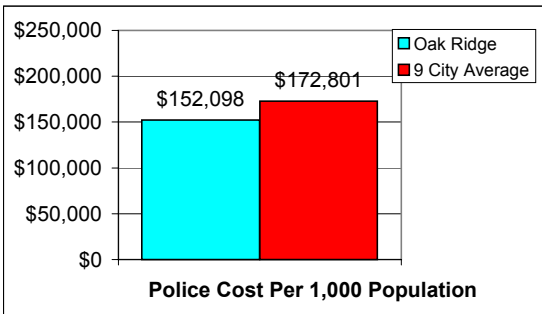
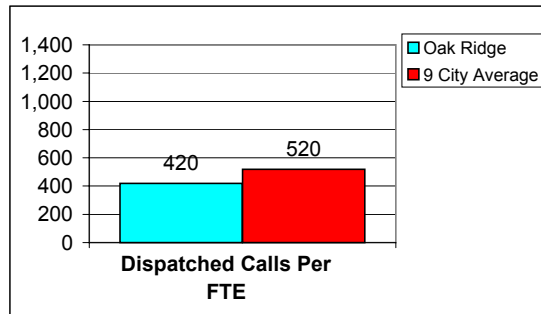
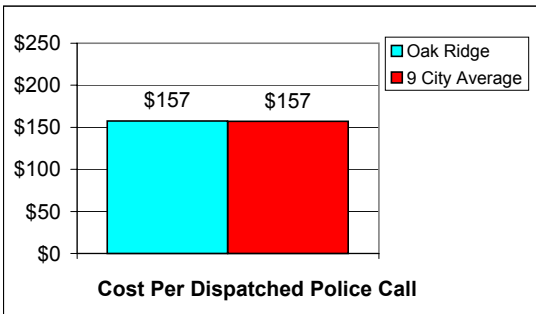
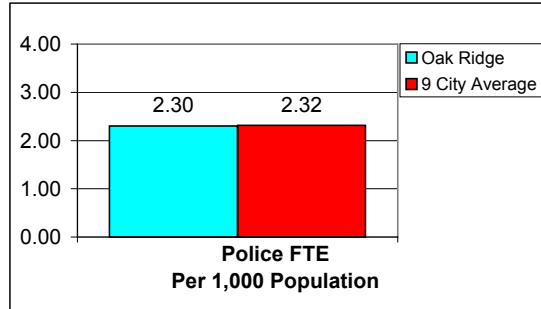
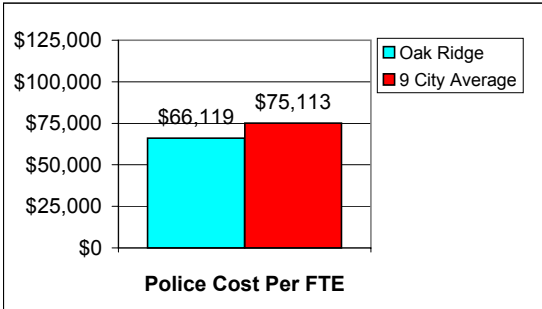
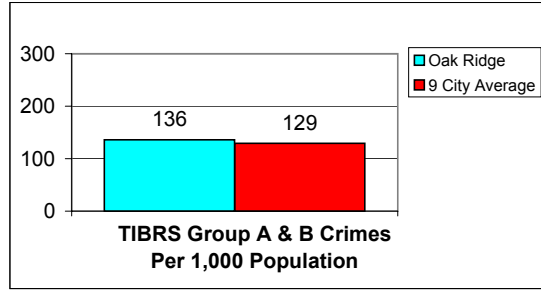
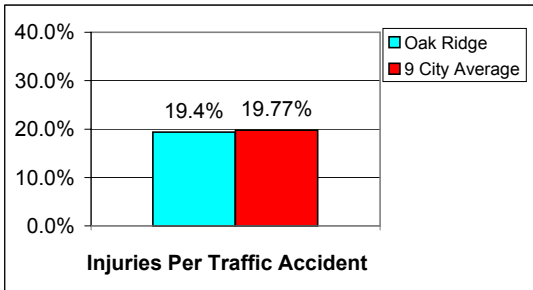
Officers generally work 12-hour shifts, and the department uses a 28 day, 160 hour work schedule, but the department requires each officer to work two “short” days each work period to balance the schedule.

## **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.



POLICE - ALL CITIES



## **BRENTWOOD**

### **Service Level And Delivery**

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

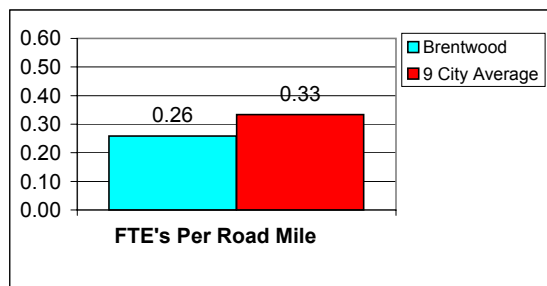
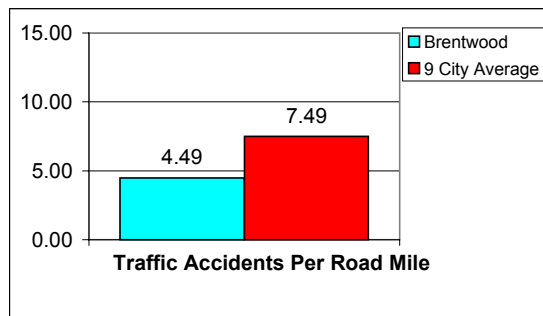
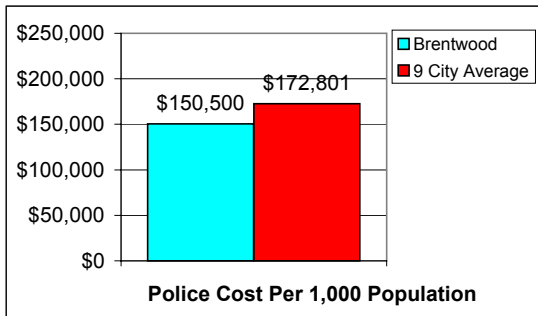
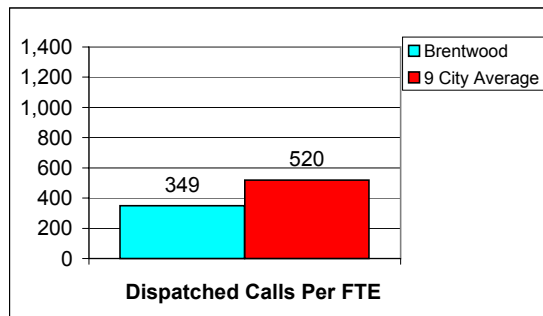
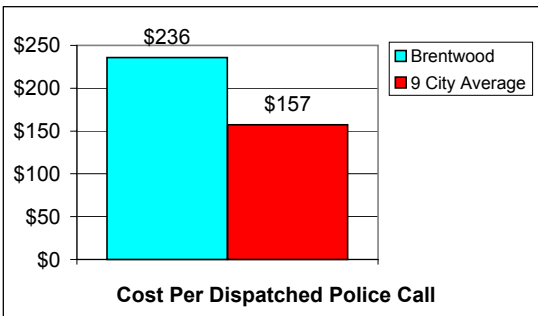
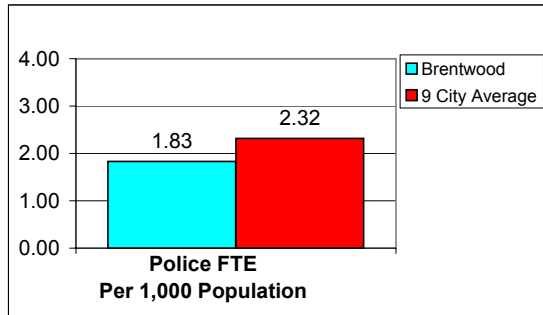
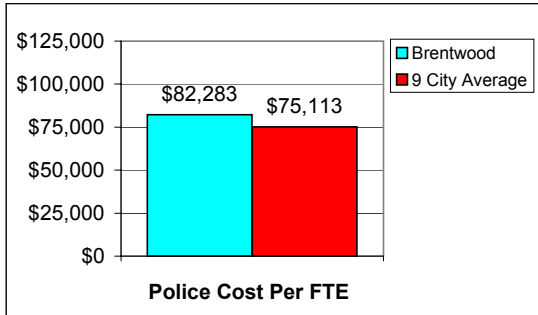
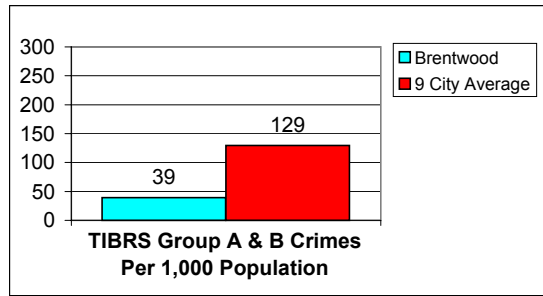
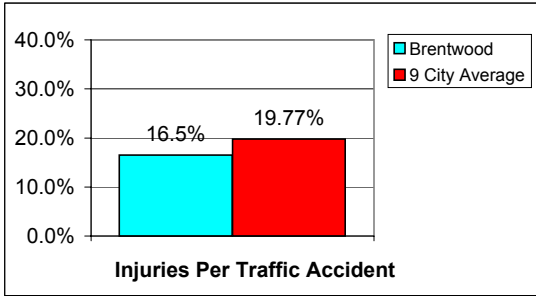
For the purpose of this report, the police department includes administration, patrol and criminal investigations. The department has an in-house dispatch operation, but that unit is not included in this report. The police department headquarters is part of the city's municipal building.

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

### **Conditions Affecting Service, Performance, And Cost**

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

POLICE - ALL CITIES



## **COLLIERVILLE**

### **Service Level and Delivery**

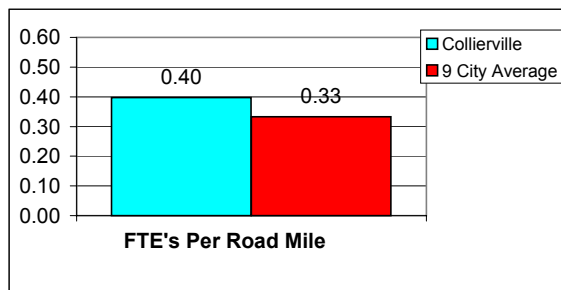
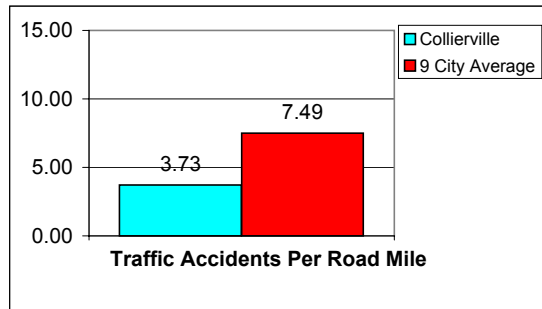
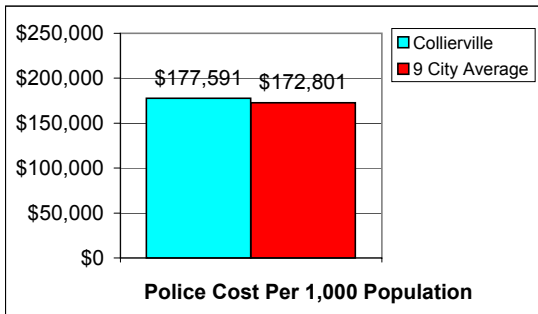
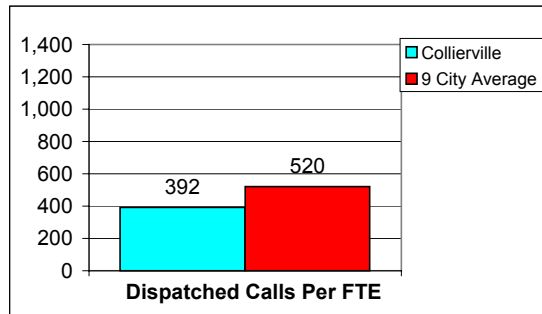
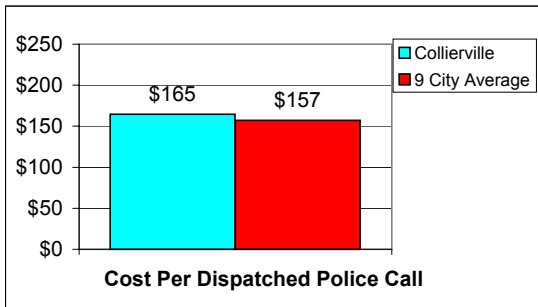
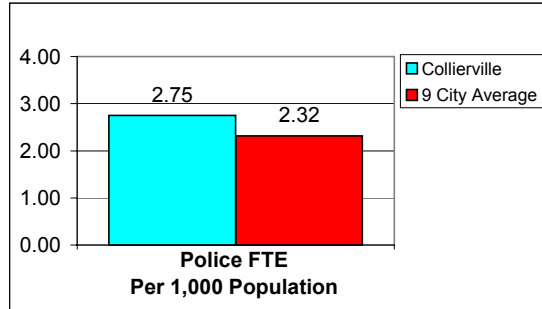
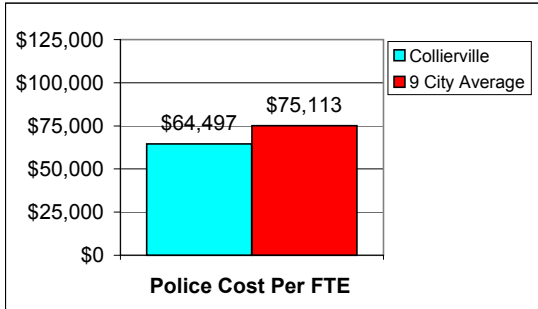
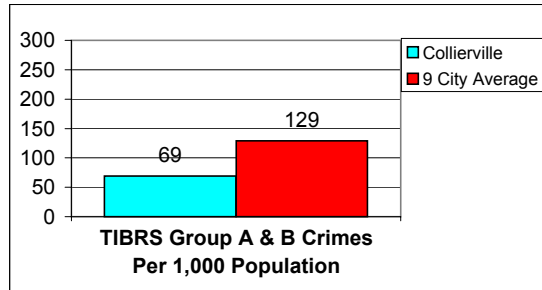
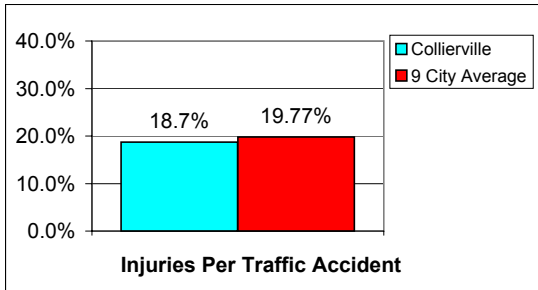
Collierville operates a full-service police department, including DARE, traffic officers and community relations officers.

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

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

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

POLICE - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT  
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## **CLEVELAND**

### **Service Level and Delivery**

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

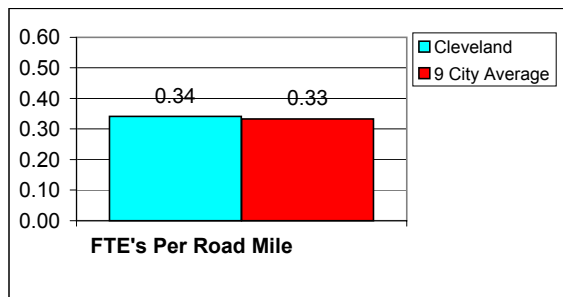
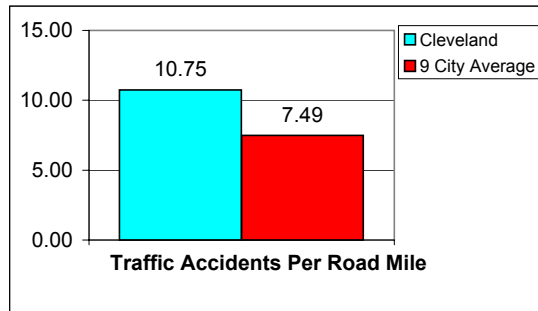
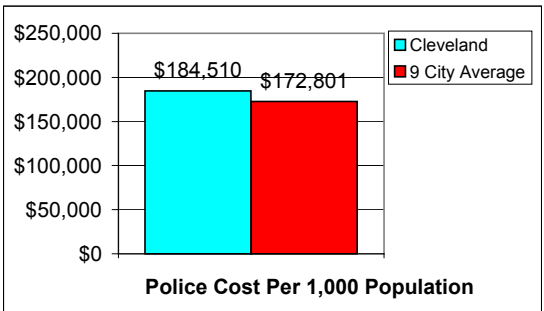
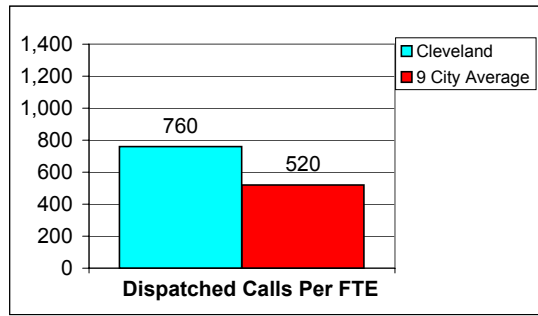
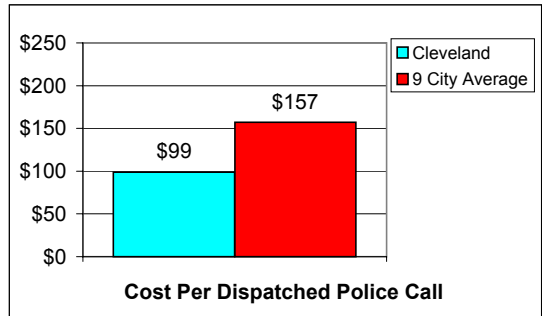
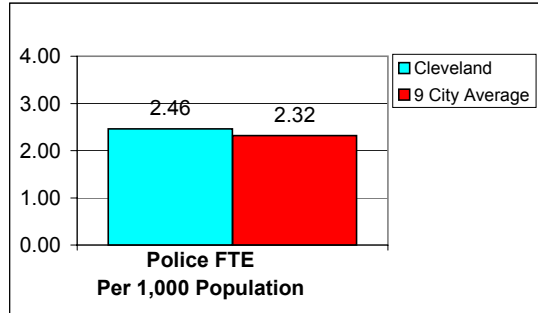
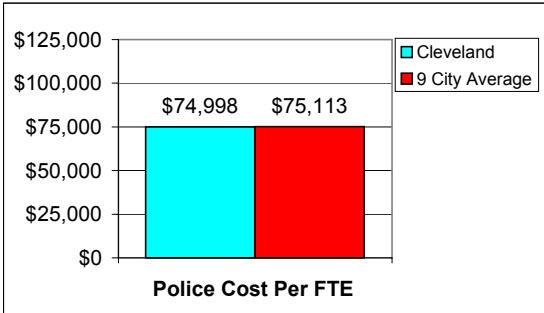
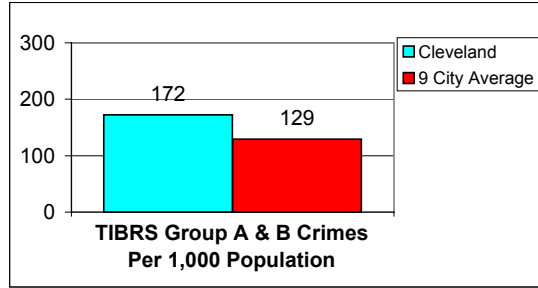
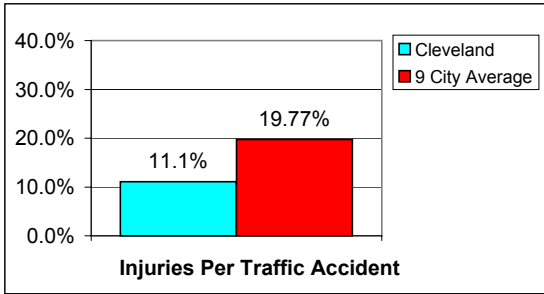
The department operates a police headquarters separate from the city municipal building. The department provides take-home vehicles for all but a few police officers.

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

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

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

POLICE - ALL CITIES



TENNESSEE MUNICIPAL BENCHMARKING PROJECT  
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# **BARTLETT**

## **Service Level and Delivery**

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

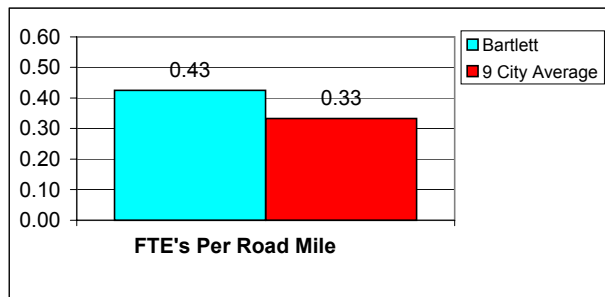
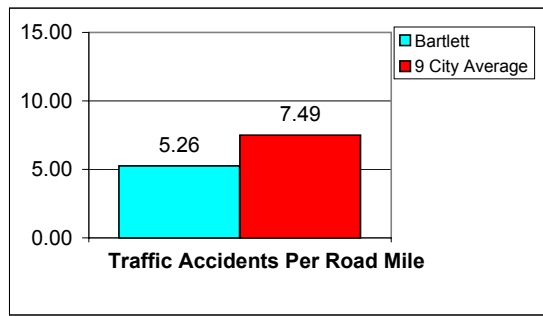
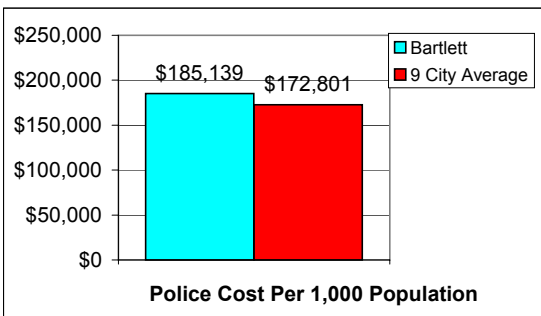
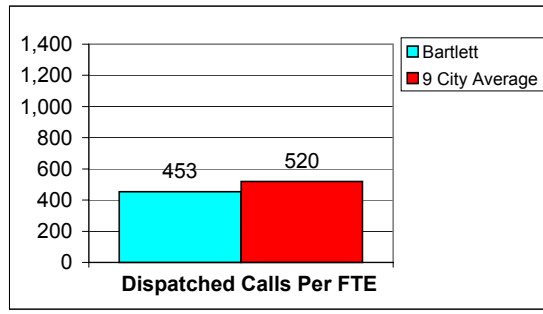
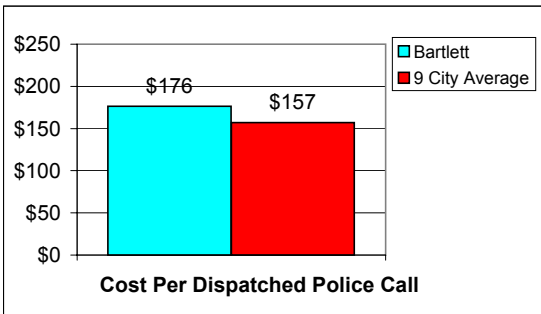
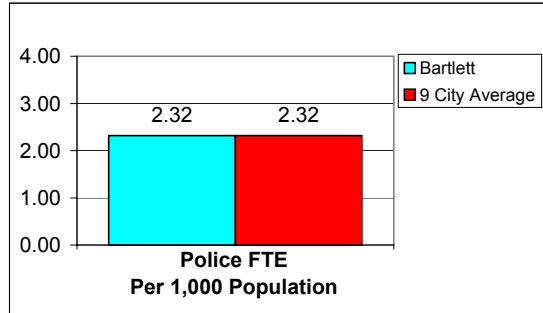
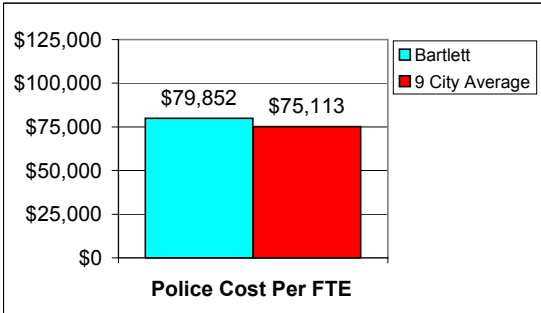
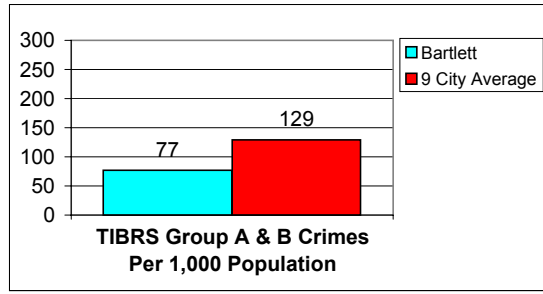
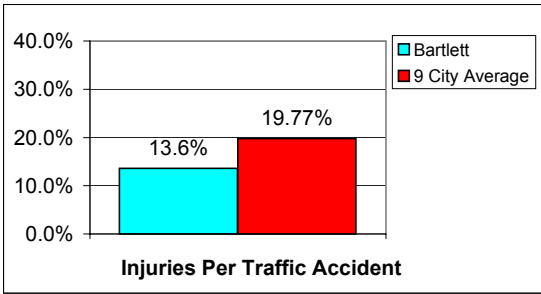
The police department maintains a headquarters separate from the city hall building and operates a municipal jail. For the purpose of this study, the dispatch center and the jail unit are not included in this report. The city also operates a General Sessions Court.

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

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



POLICE - ALL CITIES



# KINGSPORT

## **Service Level and Delivery**

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

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

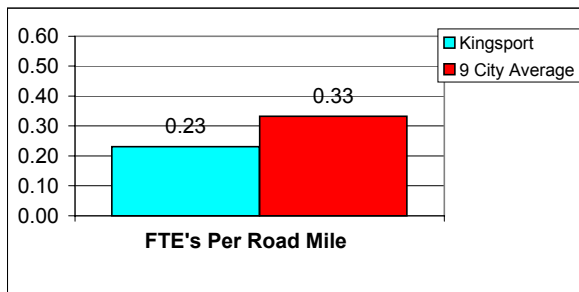
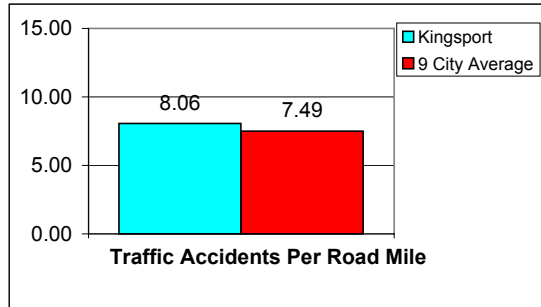
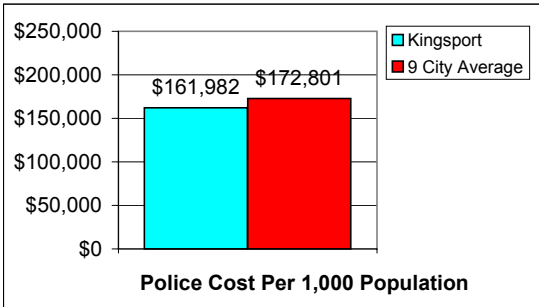
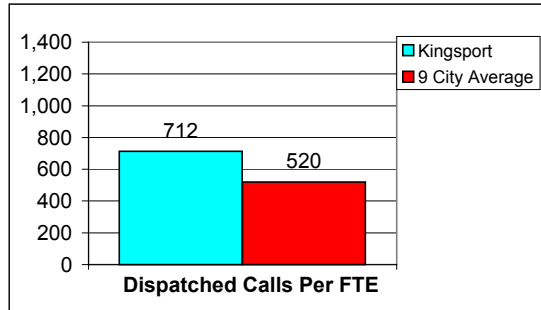
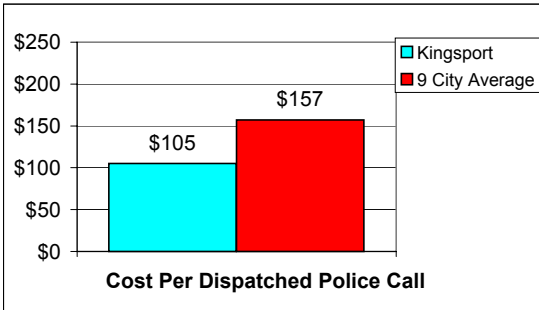
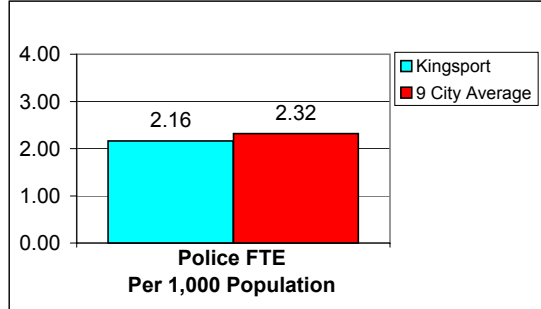
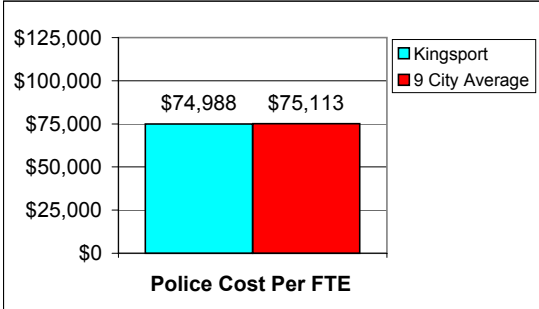
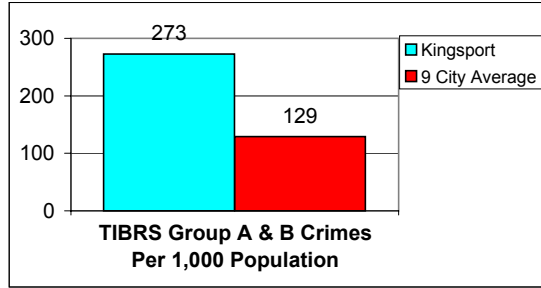
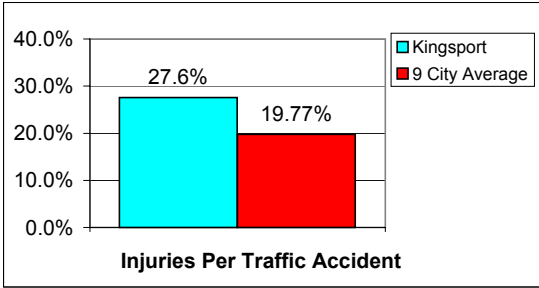
Most patrol officers work 12-hour shifts, and the shift schedule results in an 80-hour work schedule every two-week work period. Others are assigned to “Power Shifts” and work an 8 hour day on an 80 hour work period.

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

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

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

POLICE - ALL CITIES



# CLARKSVILLE

## **Service Level and Delivery**

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

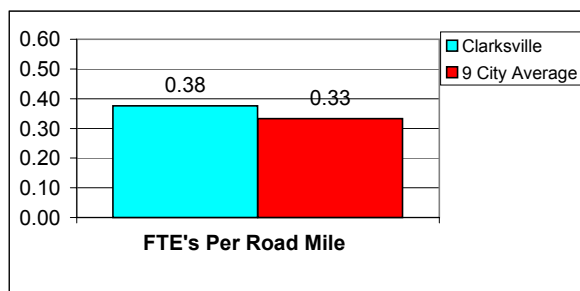
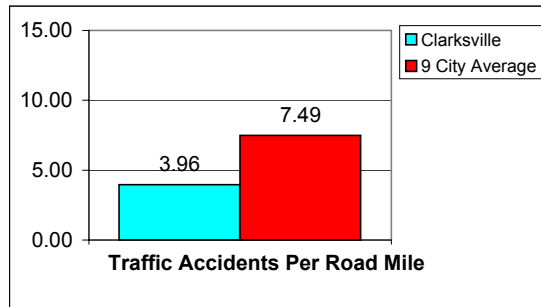
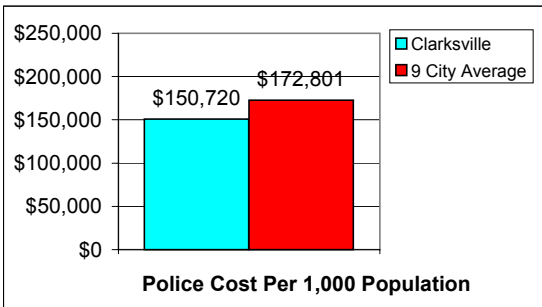
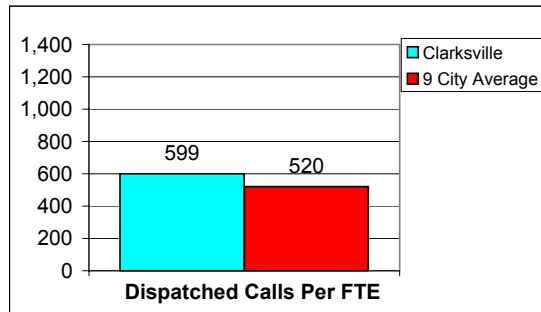
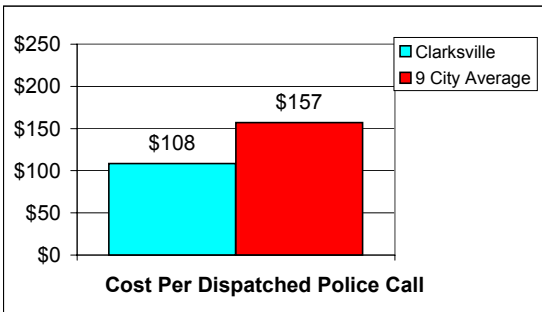
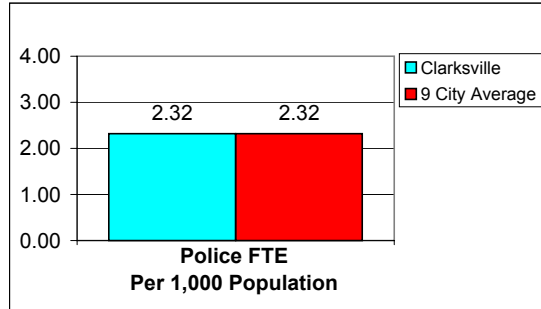
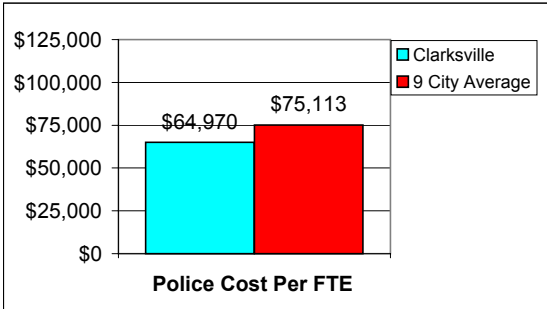
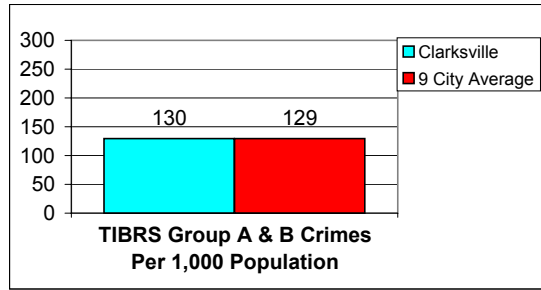
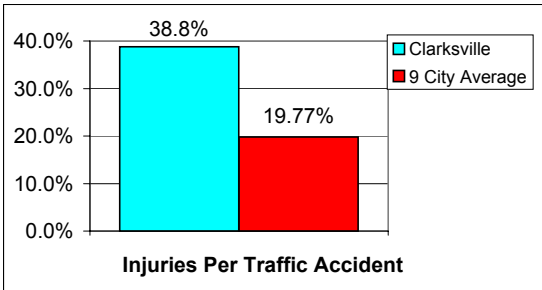
The department has a headquarters building, and two districts have their own office space in other buildings. The department maintains a “home fleet” with officers allowed to drive the police vehicles home.

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

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

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

## POLICE - ALL CITIES



# CHATTANOOGA

## **Service Level and Delivery**

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

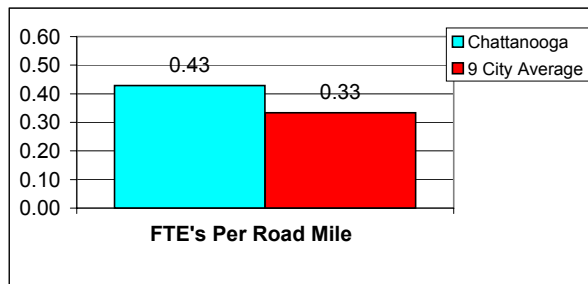
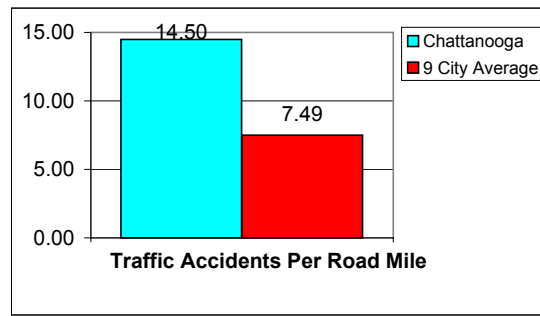
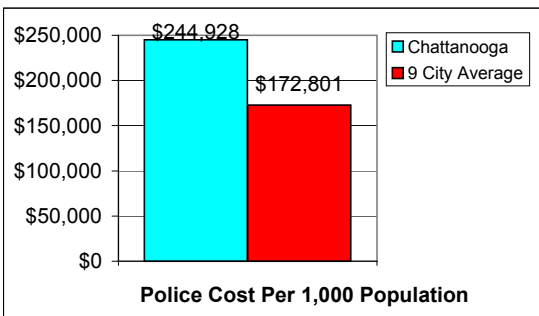
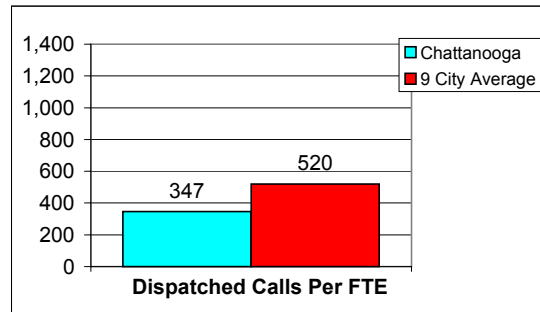
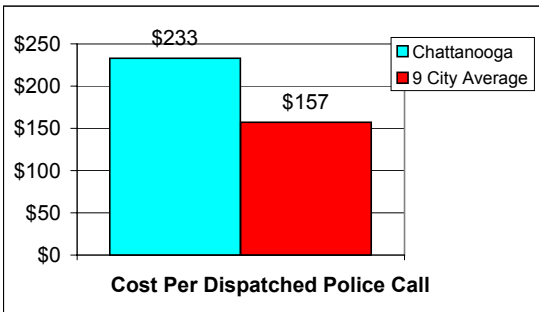
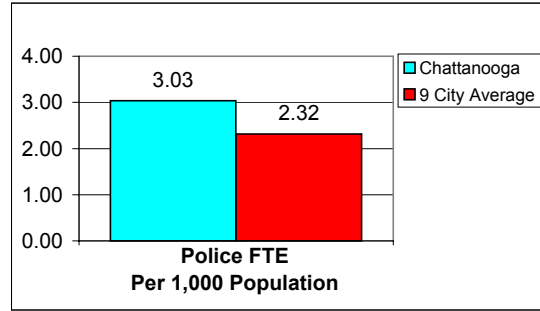
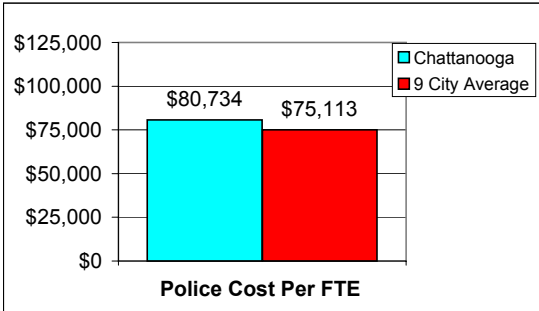
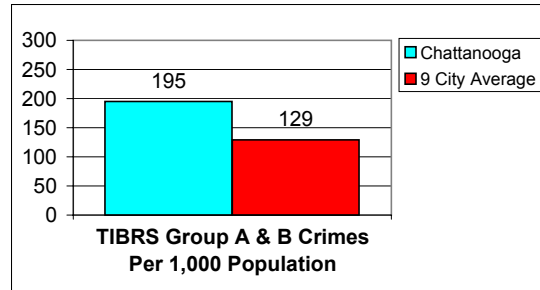
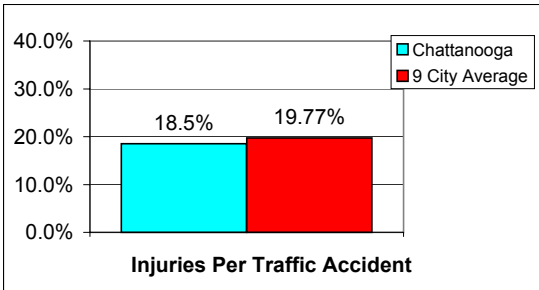
The officers generally work eight-hour shifts. The department has a partial “home fleet,” with some officers allowed to drive the police vehicles home.

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

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

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

POLICE - ALL CITIES



# FIRE SERVICES

TENNESSEE MUNICIPAL BENCHMARKING PROJECT  
FY 2004 ANNUAL REPORT



## **Fire Service – Service Definition and Terms Used**

### **Service Definition**

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

### **Definitions of Terms Used**

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

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

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

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

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

## **TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT**

**Tennessee Municipal Benchmarking Program  
Fire Performance Data**

**7/1/2003 - 6/30/2004**

	Maryville	Oak Ridge	Brentwood	Collierville	Bartlett	Kingsport	Cleveland	Clarksville	Chattanooga
Population	23,120	27,387	30,617	37,044	40,543	44,905	37,192	103,455	155,582
City Area (sq. miles)	14	92	41	29	21	45	26	100	144
City Road Miles	163	210	217	257	221	420	268	638	1,100
Non-Emergency Calls for Service	500	1,102	229	613	0	1,645	592	308	186
Emergency Calls for Service	1,447	2,410	1,959	1,511	3,114	4,175	211	5,312	9,556
Fire Calls	11	128	76	113	105	303	172	700	1,006
Structure Fires	6	30	12	47	32	94	39	120	285
Inspections by Fire Inspectors	2,297	801	415	2,201	1,616	2,812	422	1,436	2,968
Inspections by Fire Companies	1,307	892	129	0	196	0	0	0	0
Fire Code Violations	113	711	1,794	1,609	229	16,853	308	911	N/A
Fire Code Violations-% Cleared	96%	60%	91%	96%	95%	98%	97%	97%	N/A
Number of Full Time Equivalents	32	46	58	55	78	96	80	188	431
City Appraised Value (Millions)	\$ 1,774	\$ 1,867	\$ 4,804	\$ 3,215	\$ 2,807	\$ 3,673	\$ 2,484	\$ 3,343	\$ 9,911
Fire Response Time	5 Min:05	5 Min:11	4 Min:53	4 Min:16	4 Min:19	4 Min:12	3 Min:30	5 Min:35	6 Min:13
Fire Cause Determined	95%	95%	100%	100%	78%	88%	97%	95%	96%
Fire Loss	\$74,730	\$843,215	\$380,175	\$1,544,820	\$1,002,750	\$998,465	\$1,176,550	\$6,944,000	\$5,888,427
EMS Service Levels	1st Resp.	1st Resp.	BLS	ALS	TRANSPORT	ALS	NONE	1st Resp.	1st Resp.
EMS Calls	873	2,142	582	1,398	3,065	4,096	NONE	2,233	4,765
ISO Rating	3	3, 10	4	4	3	3, 9	3	3	3
Number of Fire Stations			4		4	6			
Median Age of Population									
Total Cost	\$2,625,387	\$3,423,031	\$4,494,138	\$5,589,096	\$5,812,633	\$5,947,320	\$5,461,455	\$10,345,827	\$27,207,622

**CALCULATED BENCHMARKS**

Fire Service Cost Per 1,000 Pop.	\$113,555	\$124,987	\$146,786	\$150,877	\$143,370	\$132,442	\$146,845	\$100,003	\$174,876
Calls for Service Per 1,000 Pop.	84	128	71	57	77	130	22	54	63
Fire Inspections Per 1,000 Pop.	156	62	18	59	45	63	11	14	19
Fire Code Violations-% Cleared	96.00%	60.00%	90.70%	96.00%	95.00%	98.00%	97.40%	97.00%	0.00%
Structure Fires Per 1,000 Pop.	0.3	1.1	0.4	1.3	0.8	2.1	1.0	1.2	1.8
Total Response Time	N/A	N/A	5:53	N/A	6:02	5:38	N/A	N/A	N/A
Dispatch Time	N/A	N/A	1:00	N/A	1:43	1:26	N/A	N/A	N/A
Fire Response Time	5:05	5:11	4:53	4:16	4:19	4:12	3:30	5:35	6:13
Cost Per Calls For Service	\$1,348	\$975	\$2,054	\$2,631	\$1,867	\$1,022	\$6,801	\$1,841	\$2,793
Fire Cause Determined	95%	95%	100%	100%	78%	88%	97%	95%	96%

**Tennessee Municipal Benchmarking Program**  
**Fire Performance Data**  
**7/1/2003 - 6/30/2004**

**CALCULATED BENCHMARKS**

	<b>UNDER 100,000</b>	<b>OVER 100,000</b>	<b>ALL</b>
	<b>7 City Average</b>	<b>2 City Average</b>	<b>9 City Average</b>
Fire Service Cost Per 1,000 Pop.	\$136,980	\$137,440	\$137,082
Calls for Service Per 1,000 Pop.	81	58	76
Fire Inspections Per 1,000 Pop.	59	16	50
Fire Code Violations-% Cleared	90.44%	97.00%	91.26%
Structure Fires Per 1,000 Pop.	1.0	1.5	1.1
Total Response Time			
Dispatch Time			
Fire Response Time	4:29	5:54	4:48
Cost Per Calls For Service	\$2,385	\$2,317	\$2,370
Fire Cause Determined	93%	96%	94%

## City Profile

## Explanatory Information

Population: 23,120

### Service Level and Delivery

Land Area: 14 sq. mi.

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

Calls For Service: 1,947

Emergency Calls: 1,447

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

Fire Calls: 11

Structure Fires: 6

FTE Positions: 32

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

Fire Inspections: 3,604

Fire Code Violations:  
113

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

Fire Code Violations  
Cleared Within  
90 Days: 96%

### Conditions Affecting Service, Performance, and Cost

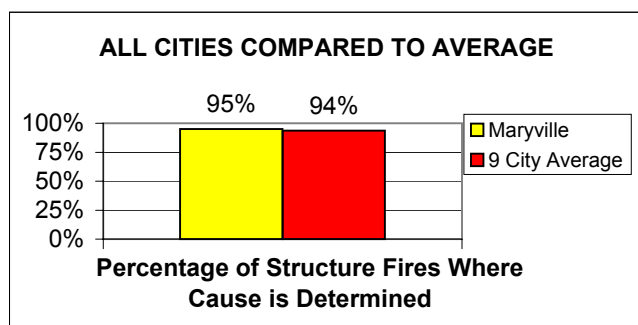
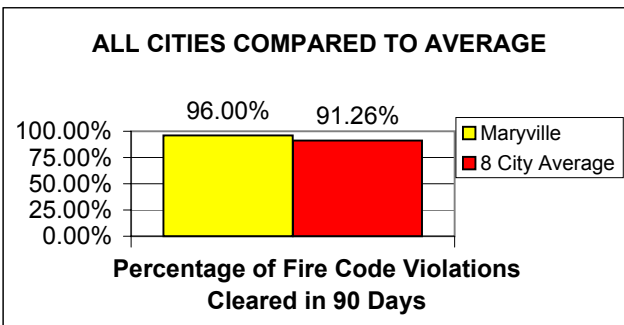
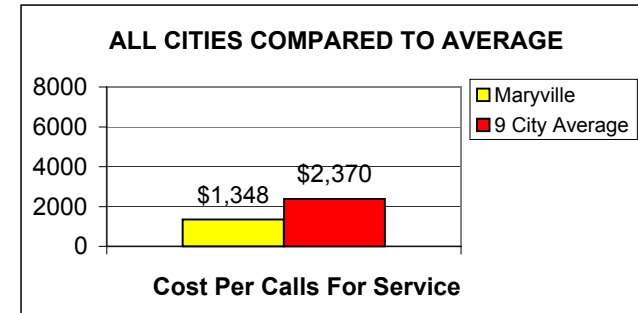
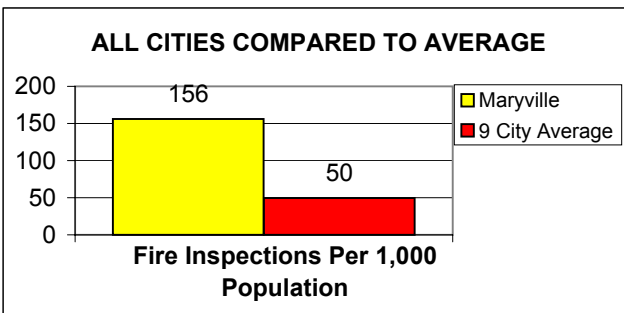
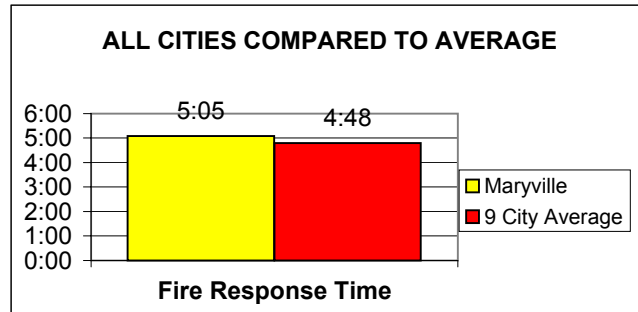
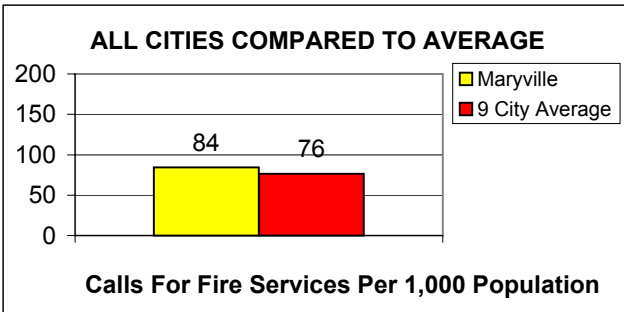
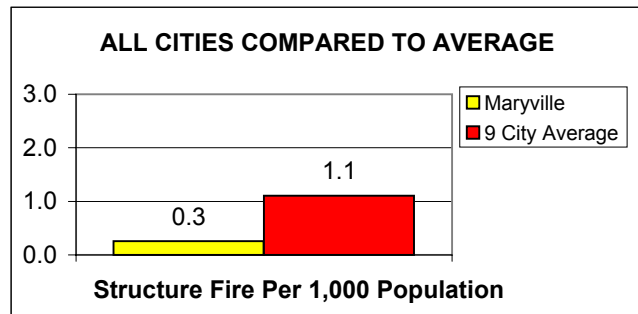
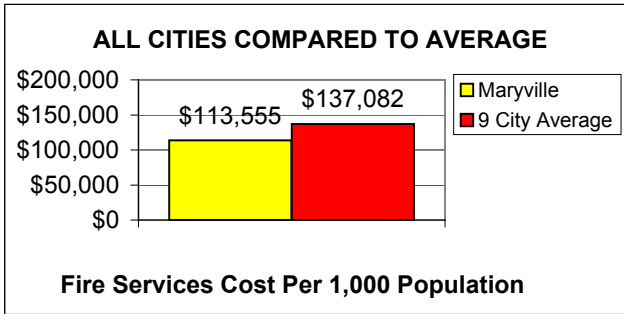
None

Fire Response Time:  
5:05

EMS Level:  
1<sup>st</sup> Responder

EMS Calls: 873

## FIRE CHARTS - ALL CITIES



**City Profile**

**Explanatory Information**

Population: 27,387

**Service Level and Delivery**

Land Area: 92.0 sq. mi.

Oak Ridge operates a full-service fire department, and

Calls For Service: 3,512

provides almost all of the services offered in any fire department in the state.

Emergency Calls: 1,447

Fire Calls: 128

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

Structure Fires: 30

FTE Positions: 46

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

Fire Inspections: 1,693

Fire Code Violations:  
711

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

Fire Code Violations  
Cleared Within

90 Days: 60%

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

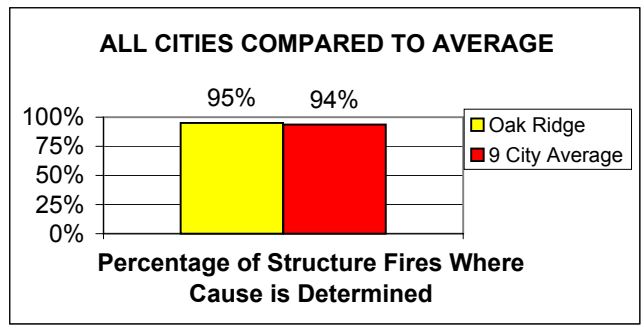
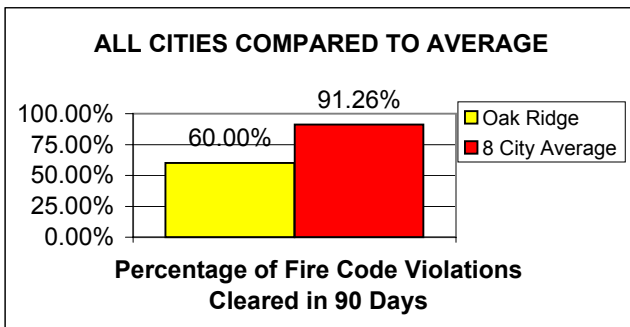
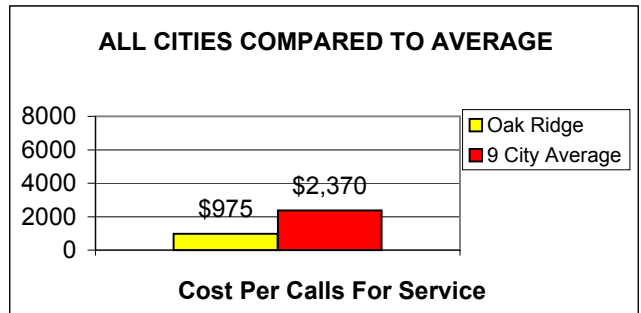
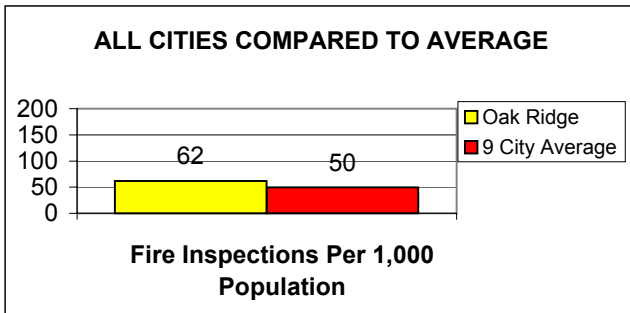
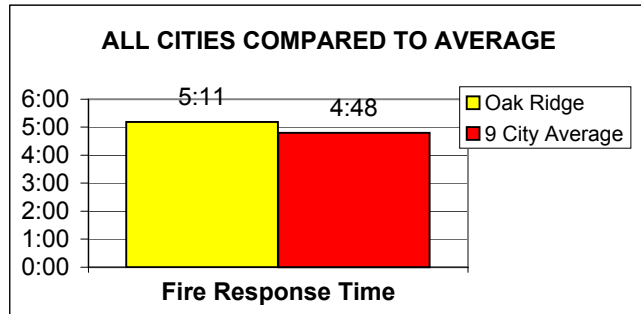
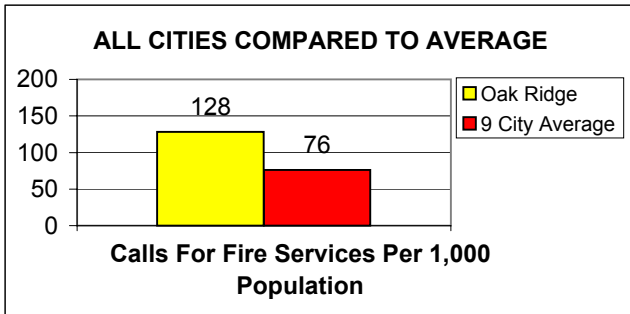
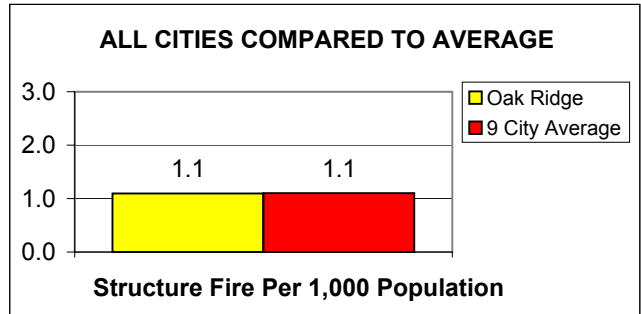
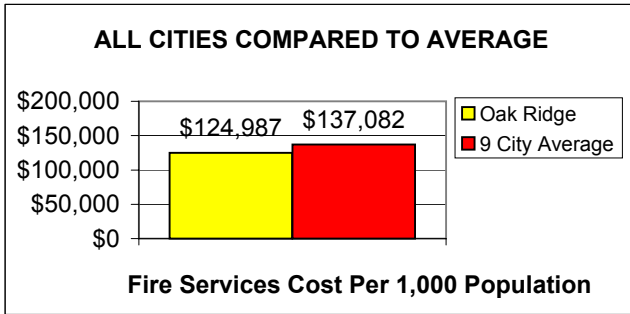
The department has first-out, emergency response vehicles that are over 21 years old, which could affect performance.

Fire Response Time:  
5:11

EMS Level: 1<sup>st</sup>  
Responder

EMS Calls: 2,142

## FIRE CHARTS - ALL CITIES



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

# Brentwood

# Fire Service

## City Profile

## Explanatory Information

Population: 30,617

### Service Level and Delivery

Land Area: 41 sq. mi.

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.

Calls For Service: 2,188

Emergency Calls: 1,959

They also provide fire alarm acceptance testing.

Fire Calls: 79

The department has a written Master Plan.

Structure Fires: 12

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

FTE Positions: 58

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

Fire Inspections: 544

Fire Code Violations:  
1,794

### Conditions Affecting Service, Performance and Cost

Fire Code Violations  
Cleared Within  
90 Days: 91

None

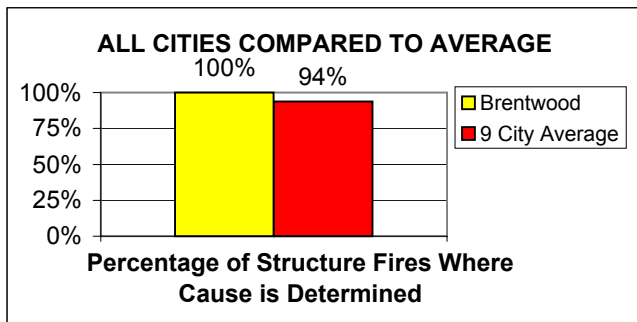
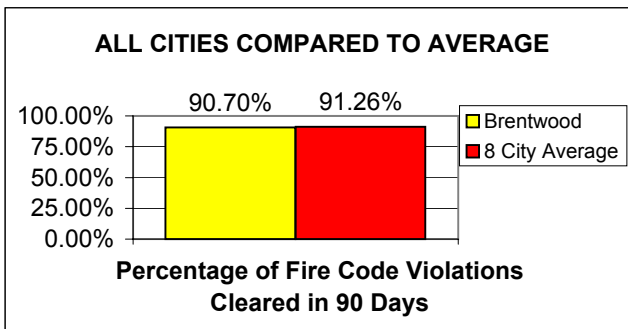
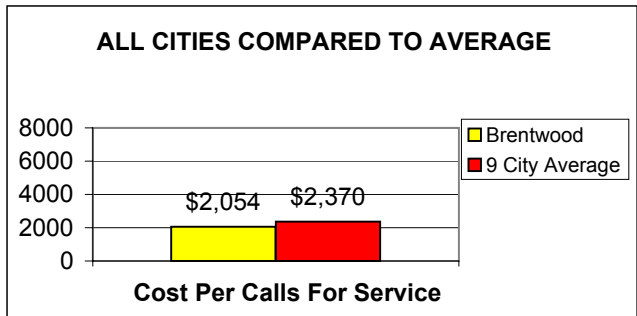
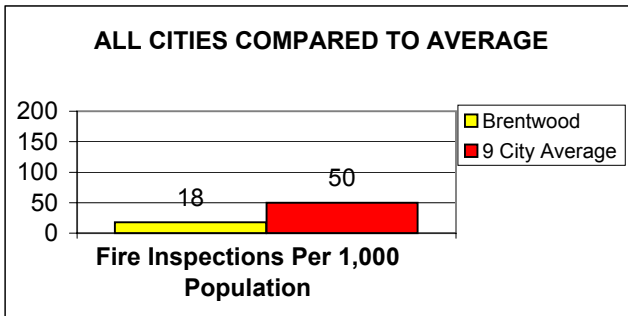
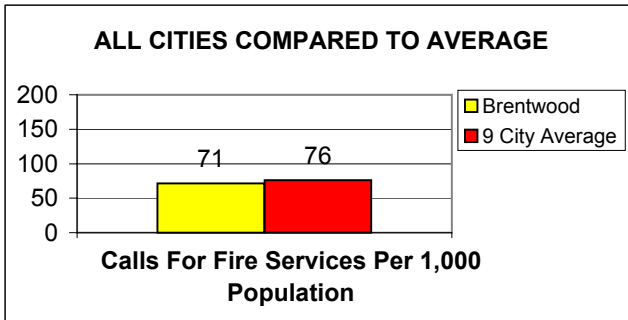
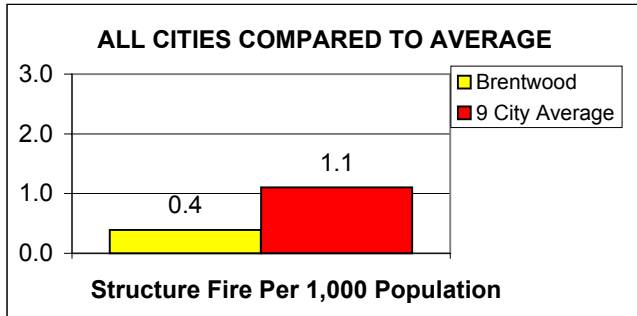
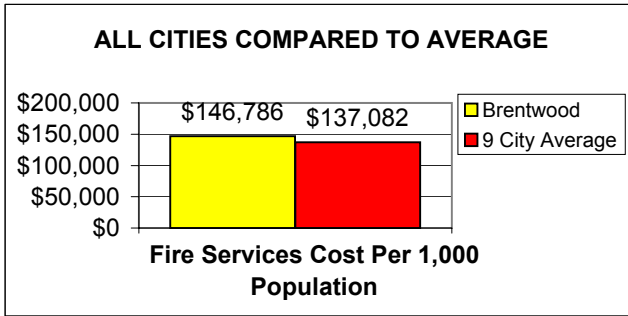
Fire Response Time 4:53

EMS Level: BLS

EMS Calls: 582



## FIRE CHARTS - ALL CITIES



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

# Collierville

# Fire Service

## City Profile

## Explanatory Information

Population: 37,044

### Service Level and Delivery

Land Area: 29 sq. mi.

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

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

Calls For Service: 2,124

Emergency Calls: 1,511

Fire Calls: 113

Structure Fires: 47

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

FTE Positions: 55

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

Fire Inspections: 2,201

Fire Code Violations:  
1,609

### Conditions Affecting Service, Performance and Cost

Fire Code Violations  
Cleared Within  
90 Days: 96

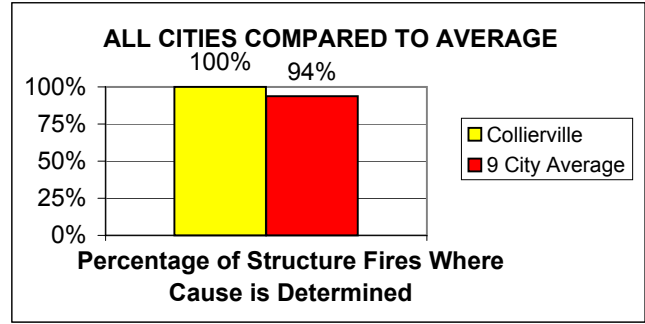
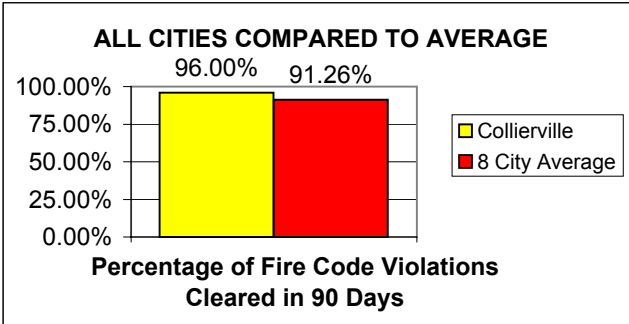
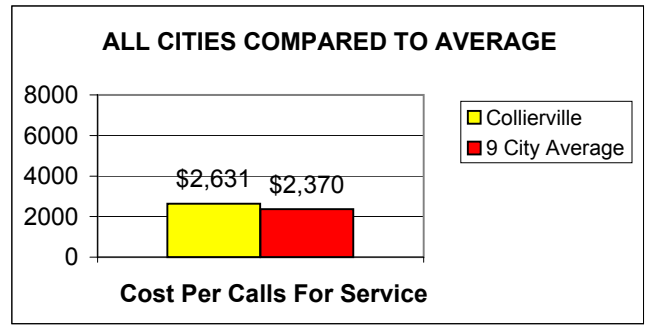
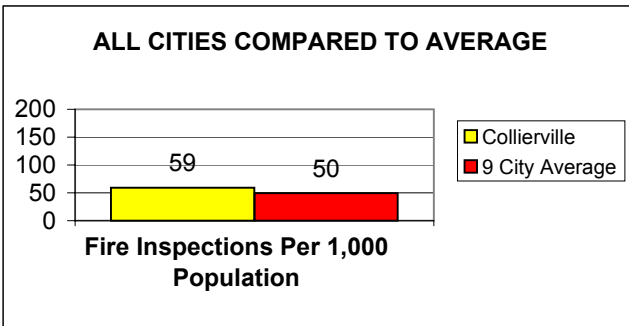
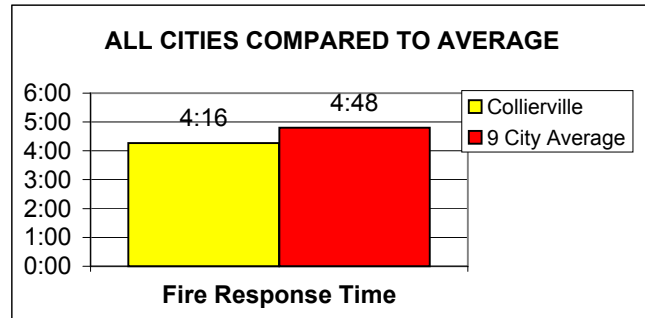
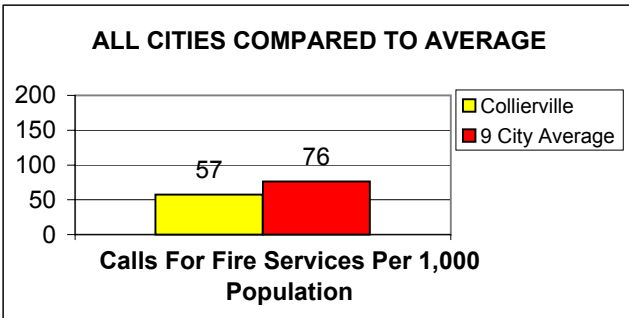
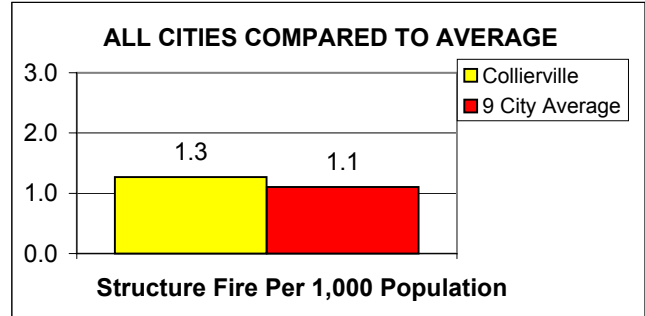
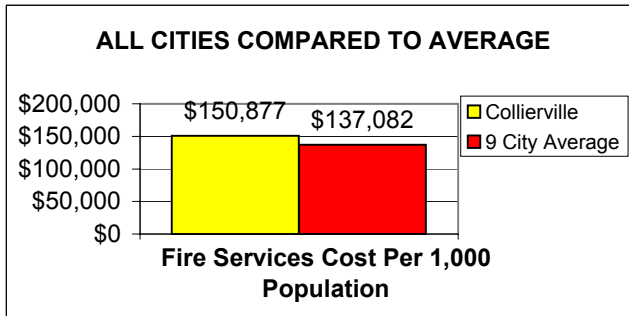
None

Fire Response Time:  
4:16

EMS Level: ALS

EMS Calls: 1,398

## FIRE CHARTS - ALL CITIES



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

**City Profile****Explanatory Information**

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:  
229Fire Code Violations  
Cleared Within  
90 Days: 95%

Response Time: 4:19

EMS Level: Transport

EMS Calls: 3,065

**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.

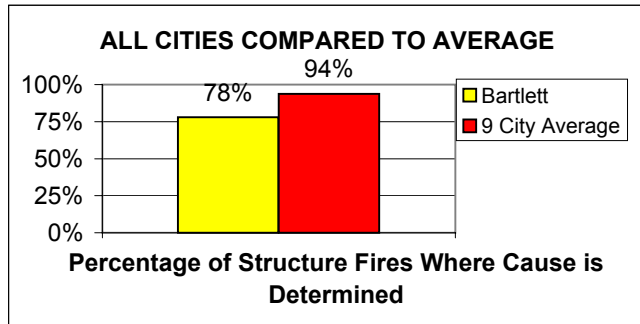
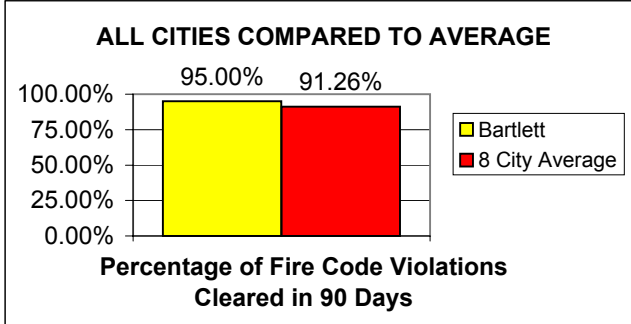
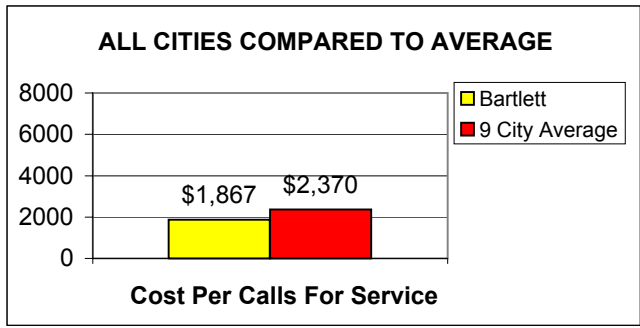
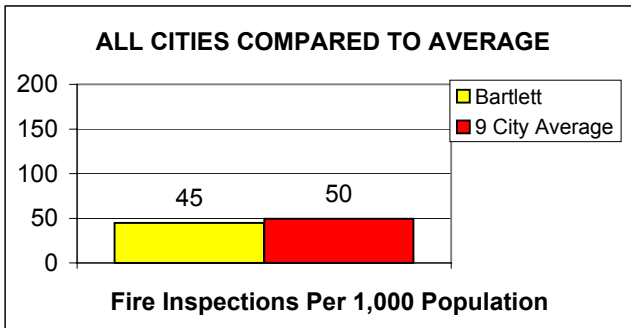
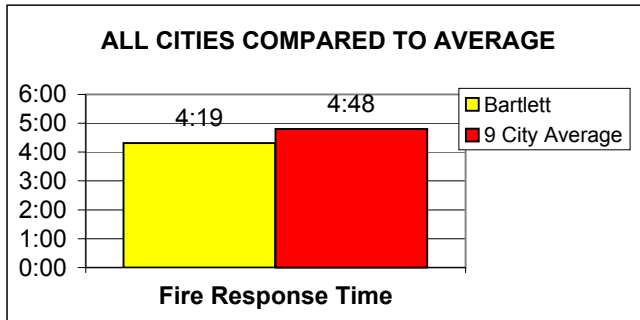
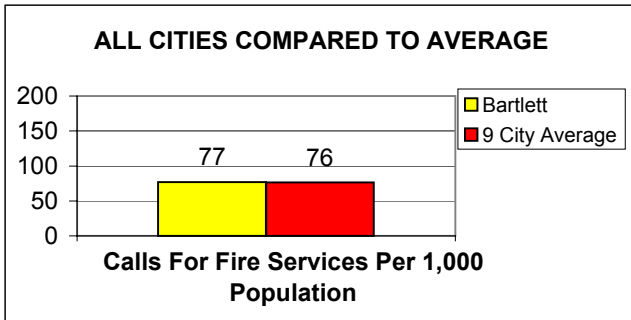
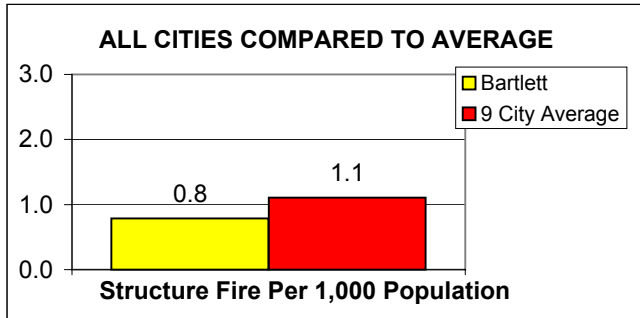
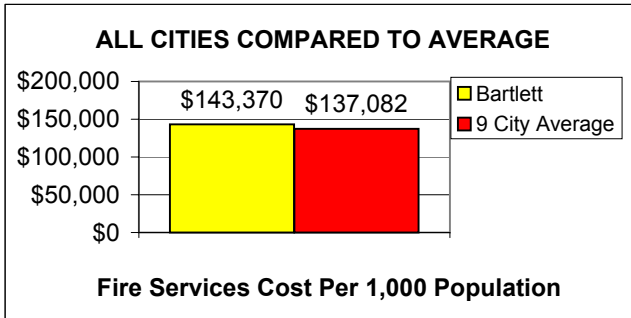
The department provides fire prevention, public fire education, code enforcement services, and ambulance transport.

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.

## FIRE CHARTS - ALL CITIES



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

## City Profile

## Explanatory Information

Population: 44,905

### Service Level and Delivery

Land Area: 45 sq. mi.

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

Calls For Service: 5,820

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

### Conditions Affecting Service, Performance, and Cost

Fire Code Violations  
Cleared Within  
90 Days: 98%

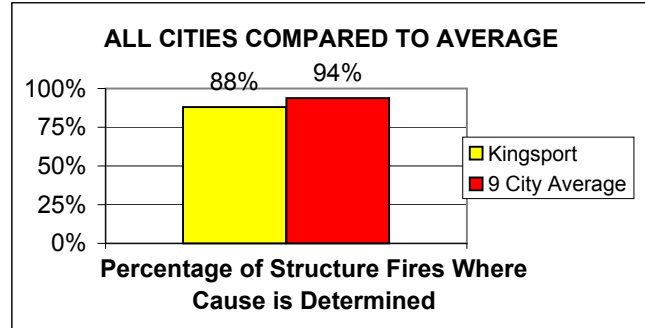
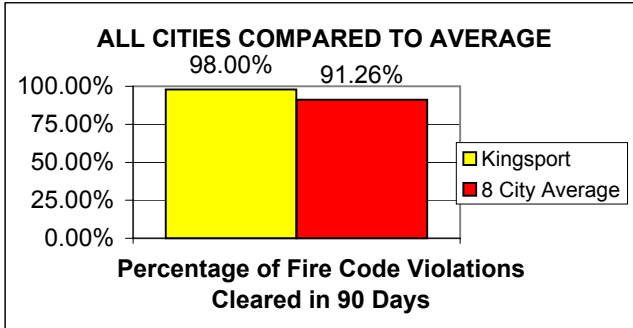
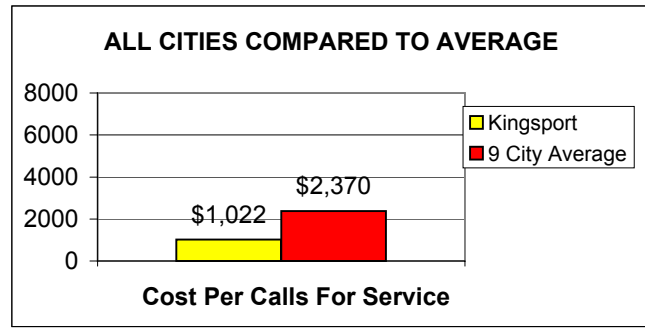
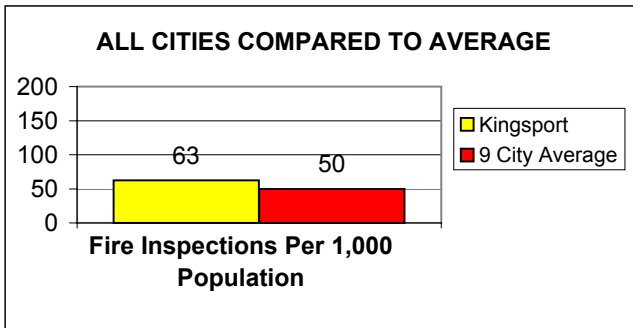
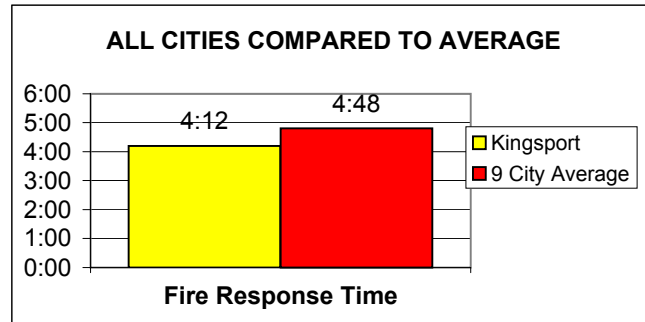
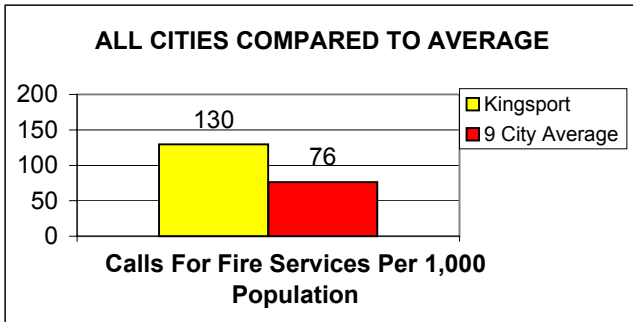
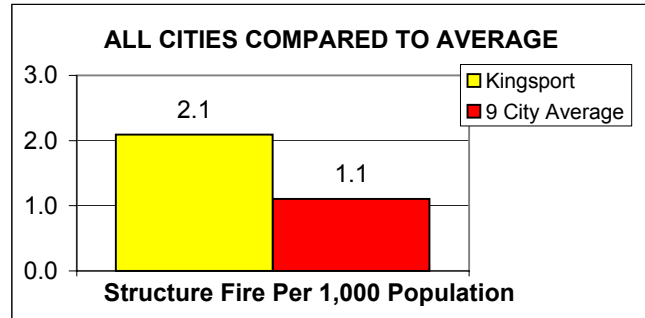
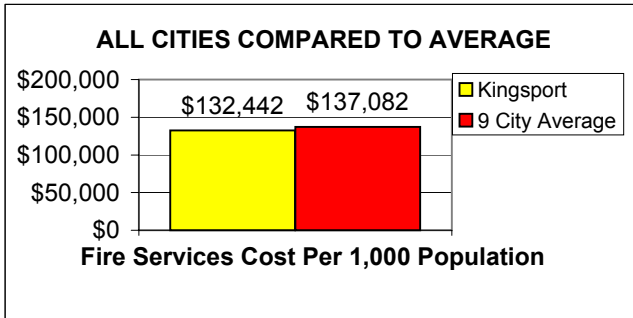
Response time for the Kingsport department is affected by the city's past annexation policy, which has resulted in lengthy, irregular extensions of the city limits which add to response time.

Response Time: 4:12

EMS Level: ALS

EMS Calls: 4,096

## FIRE CHARTS - ALL CITIES



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

# Cleveland

# Fire Service

## City Profile

## Explanatory Information

Population: 37,192

Median Age: 34

Calls For Service: 803

Emergency Calls: 211

Fire Calls: 172

Structure Fires: 39

Fire Inspections: 422

Fire Code Violations: 308

Fire Code Violations  
Cleared Within 90 Days:  
97%

Number of full time  
equivalents (FTE's): 80

Fire Response Time: 3:30

ISO Rating: 3

EMS Level: None

EMS Calls: None

### Service Level and Delivery

Cleveland operates a modern, up-to-date fleet of fire apparatus and provides the traditional services offered by most departments.

However, they do not provide emergency medical services.

The fire department also provides fire prevention education and code enforcement services.

Cleveland also provides fire protection services for Bradley County (337 square miles).

Costs and incidents outside the city limits are not included in this data.

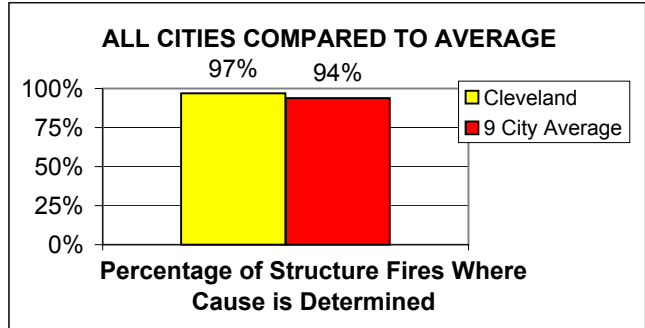
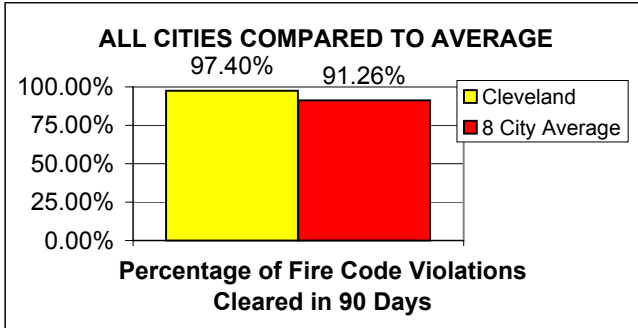
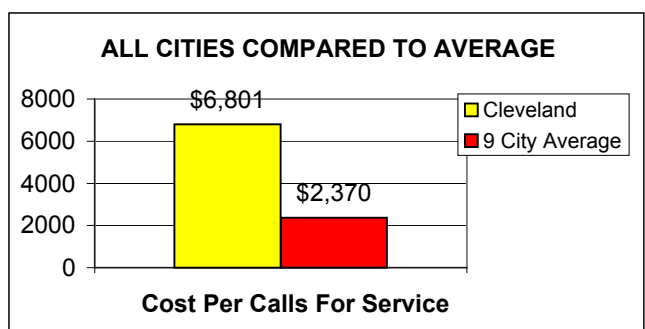
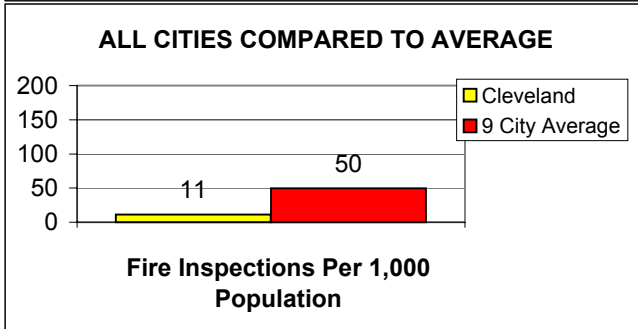
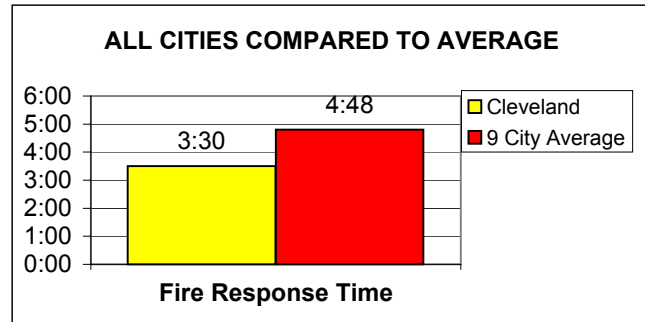
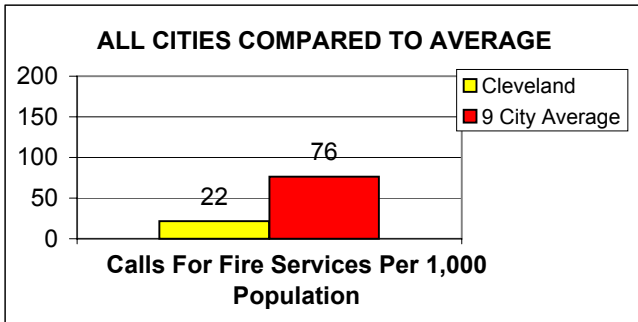
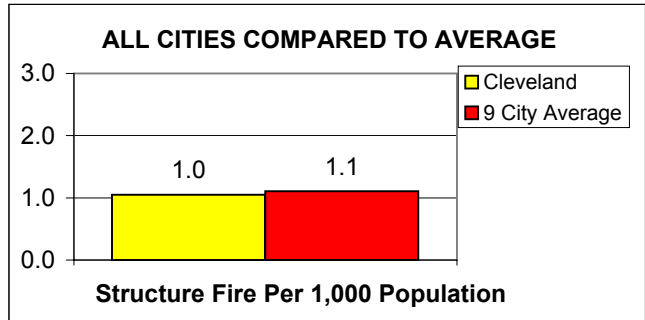
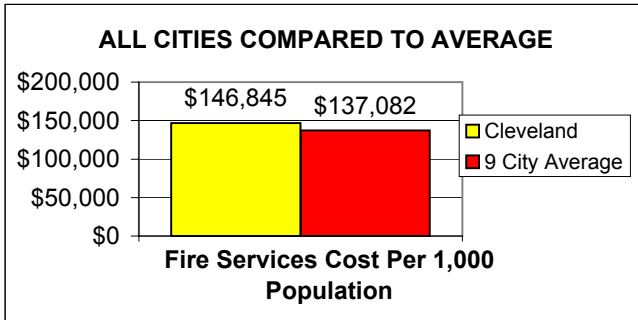
See the "Fire Services Definitions" table at the beginning of this section for more detail.

### Conditions Affecting Service, Performance, and Cost

Fire Inspector provides plan review and administers the City's safety program.



## FIRE CHARTS - ALL CITIES



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

**City Profile**

**Explanatory Information**

**Population:**  
**114,000**

**Service Level and Delivery**

Land Area: 110 sq. mi.

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

Calls For Service:  
5,620

Emergency Calls:  
5,312

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

Fire Calls:  
700

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

Structure Fires: 120

FTE Positions: 188

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

Fire Inspections: 1,436

Fire Code Violations:911

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

Fire Code Violations  
Cleared Within  
90 Days: 97%

Response Time:  
5:35

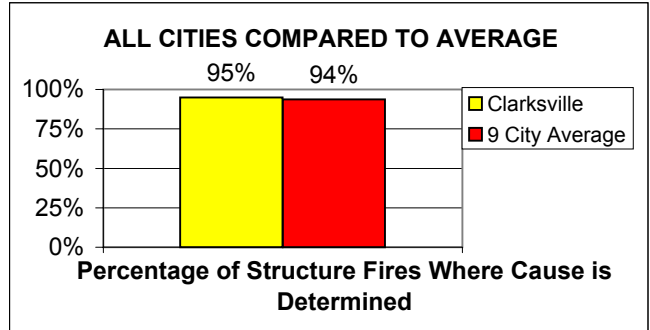
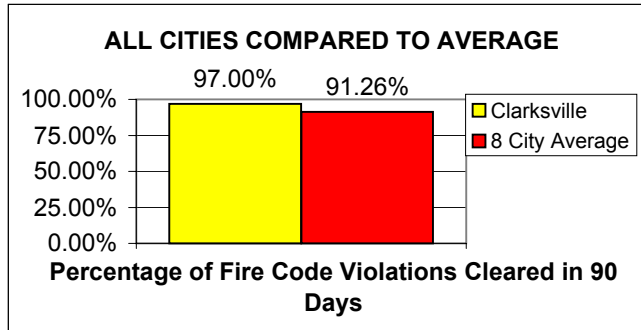
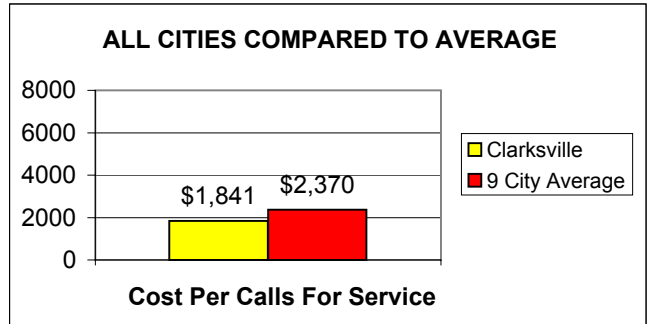
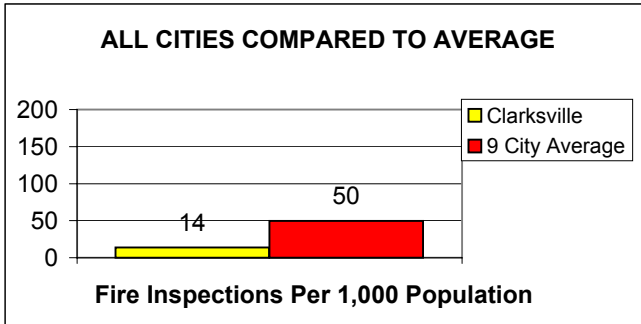
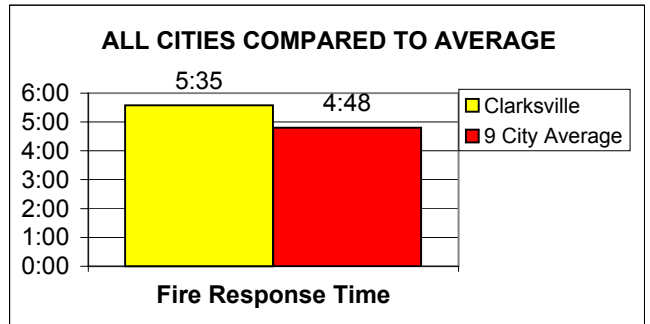
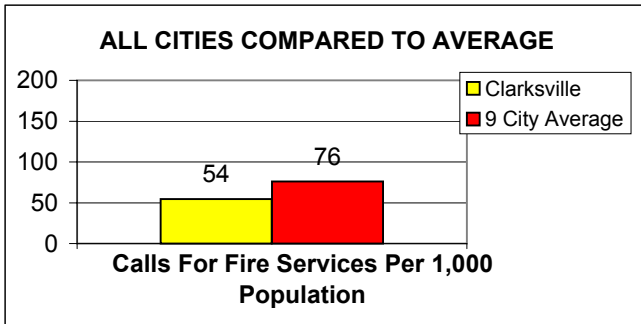
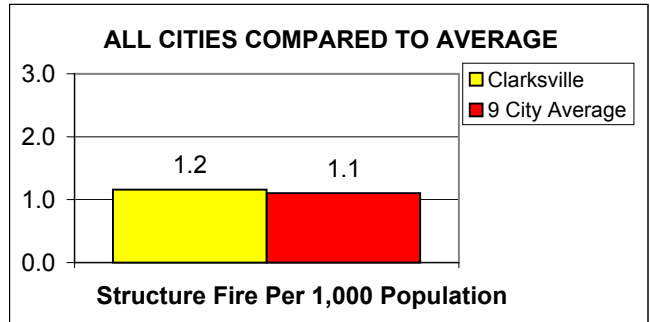
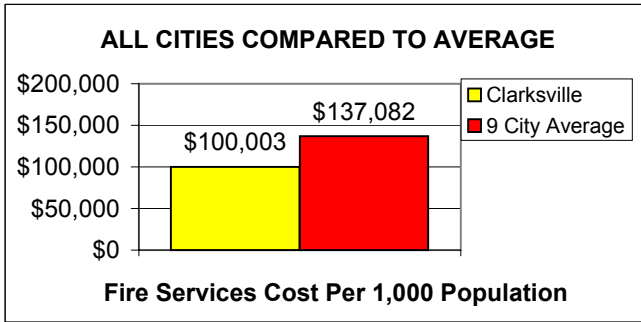
The rapid growth of the city has made it difficult for the department to both expand service delivery and maintain coverage density.

EMS Level:  
1<sup>st</sup> Responder

The department has first-out, emergency response vehicles that are over 21 years old, which could affect performance.

EMS Calls: 2,233

## FIRE CHARTS - ALL CITIES



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT

**City Profile**

**Explanatory Information**

Population:  
155,554

**Service Level and Delivery**

Land Area 144 sq. mi.

Chattanooga has made a major effort in the past few years to modernize and upgrade their fire department.

Calls For Service:  
9,742

**Emergency Calls:**  
**9,556**

A significant capital investment is being made to modernize the fire department fleet.

Fire Calls: 1,006

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

Structure Fires:  
286

FTE Positions:  
431

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

Fire Inspections: 2,968

Fire Code Violations: N/A

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

Fire Code Violations  
Cleared Within

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

90 Days: N/A

The department has many first-out, emergency response that are over 21 years old, which could affect performance.

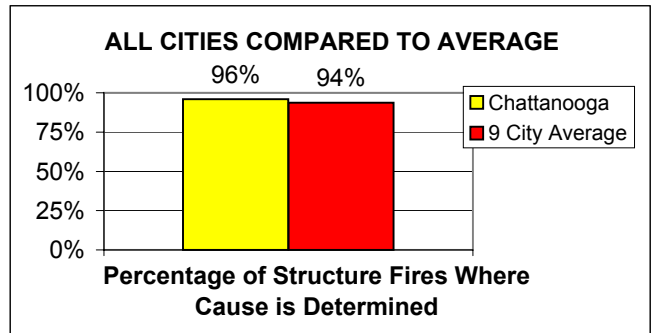
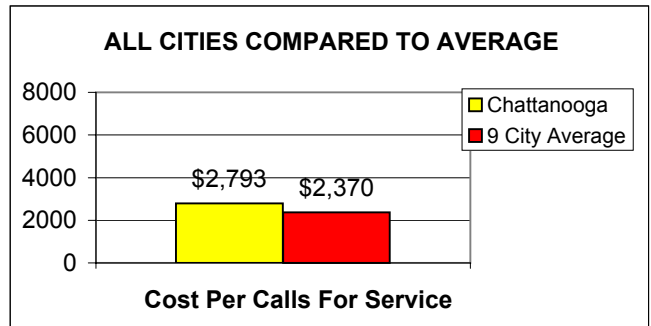
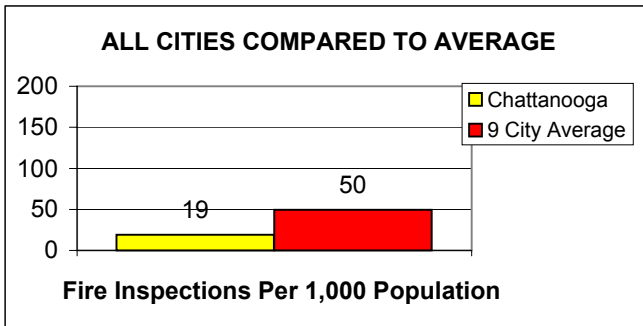
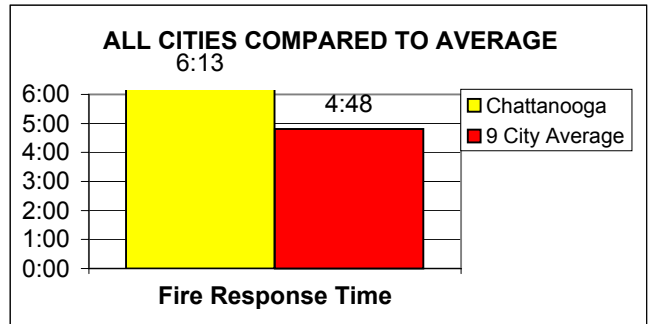
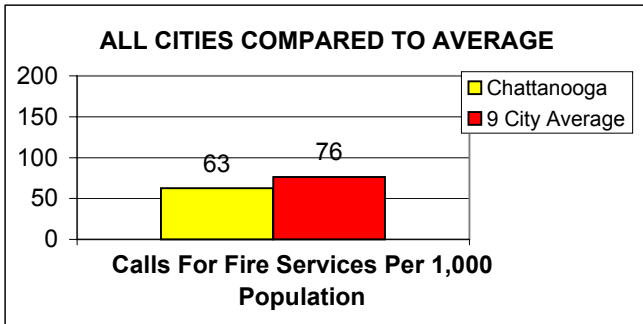
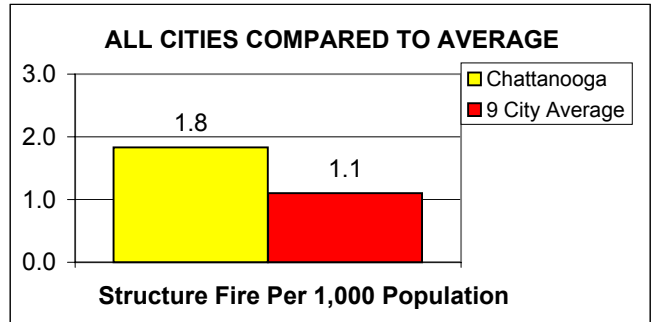
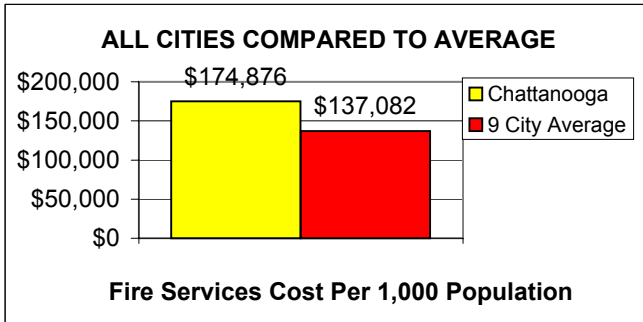
Response Time:  
5:13

Replacement of those vehicles could affect future operational costs.

EMS Level:  
1<sup>st</sup> Responder

EMS Calls:  
4,765

## FIRE CHARTS - ALL CITIES



## TENNESSEE MUNICIPAL BENCHMARKING PROJECT FY 2004 ANNUAL REPORT