

# CITY OF MORRISTOWN, TENNESSEE

## BUDGET & WORK PLAN



FISCAL YEAR 2013  
BEGINNING JULY 1, 2012 AND ENDING JUNE 30, 2013

## **General James Longstreet's Headquarters, winter of 1863-1864**

General James Longstreet, CSA January 8, 1821 – January 2, 1904

James Longstreet was born January 8, 1821 in Edgefield District, South Carolina, the son of planter James and Mary Ann Dent Longstreet. Longstreet spent his early years in Augusta Georgia. On the death of his father, he went with his mother to Somerville, Alabama where he lived with his uncle.

Longstreet entered West Point from Alabama, graduated in 1842, fifty-fourth in a class of sixty-two. He was assigned to various military posts in Missouri and Louisiana until the outbreak of the War with Mexico in 1848. He served under General Zachary Taylor and saw combat at Monterrey, Palo Alto, Resaca and was wounded at Chapultepec. Major Longstreet felt his loyalty belonged to his native state when the War Between the States began. He resigned from the U.S. Army on June 1, 1861 and offered his services to the new Confederacy.

Two weeks after his resignation, the former army major was a new brigadier general in command of a brigade of Virginia and North Carolina troops which he led at The Battle of Bull Run. A promotion soon followed and Major General Longstreet was assigned to command a division and then a wing of the Confederate army in Virginia. When General Robert E. Lee took command of the army that he renamed the Army of Northern Virginia, General Longstreet was in command of a corps, which he led through the Seven Days Campaign. General Longstreet, or "Old Pete" as he was nicknamed, proved to be an efficient soldier with a keen eye for battlefield tactics. He learned from his experiences on the battlefield and stubbornly applied his trade in every battle to come. General Lee fondly called him, "my old war horse."

By 1863, Longstreet had been promoted to lieutenant general and was one of Lee's most trusted generals. Though he missed the Battle of Chancellorsville because of military events in southeast Virginia, Longstreet returned to the army in time for the Gettysburg Campaign. With the death of "Stonewall" Jackson after Chancellorsville, General Lee had divided his army into three corps and relied heavily on Longstreet's opinions.

That September, General Longstreet was ordered to take his corps to Georgia to assist the Confederate army there under Braxton Bragg. In the dispute over the follow-up of the victory, Longstreet was critical of Bragg and was soon detached to Knoxville to drive General Burnside from the city and back into Kentucky.

Arriving at Knoxville, General Longstreet ordered a siege of the city. Learning that Federal reinforcements were in route to Knoxville, Longstreet ordered an attack on Fort Sanders on November 29, resulting in a Confederate defeat. Longstreet abandoned the Siege of Knoxville on December 4, and retreated to rejoin General Robert E. Lee and the Army of Northern Virginia. The Federal army pursued, but not too closely. December 14, General Longstreet was at Rogersville, some 60 miles from Knoxville. The Federal army was at Bean Station. Longstreet turned his army around and they clashed at Bean Station. By nightfall, the Federals were retiring from Bean Station back toward Knoxville and the battle ended. The weather turned severe, record low temperatures and snow and the Confederate army was unable to travel and went into winter camp at Russellville. During the winter, the armies fought in the Battle of Mossy Creek (present Jefferson City), Dandridge and Fair Garden.

General Longstreet's 1863 winter headquarters was in the Nenney family home in Russellville, just outside Morristown, Tennessee.

# FY 2013 BUDGET



## MAYOR

DANNY THOMAS

## COUNCILMEMBERS

CHRIS BIVENS  
GENE BROOKS  
BOB GARRETT  
CLAUDE JINKS  
PAUL LEBEL  
KAY SENTER

FOR FISCAL YEAR BEGINNING JULY 1, 2012  
AND ENDING JUNE 30, 2013

# FY 2013 Budget Overview

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# **GFOA Budget Award**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**City of Morristown  
Tennessee**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Danson Jeffrey R. Emen*

President

Executive Director

The GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

# CITY OF MORRISTOWN

Incorporated 1855

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## ***FY 2013 Budget Message***

May 4, 2012

Mayor & Council:

With this letter, I hereby present the approved budget for the City of Morristown for fiscal year 2011-12. I have attempted to provide an overview of the budget and its key points. This plan meets current needs as well as long-term objectives. A very significant amount of detail is provided in this document to assist the reader's evaluation of the plan.

### **A Vision for Morristown - Refined**

A budget is a plan for the coming year and beyond. Before one can develop a plan for operation of the City, you first have to decide what kind of community you want Morristown to be. Once you have this vision for the future, you can begin to work to make that vision a reality. As a guide in developing this budget for the City, we have relied on three key community planning efforts to help provide this vision. In recent years there have been a number of planning efforts designed to identify both strengths and areas of concern for our community. Three key projects have been used to help form the community's vision for the preparation of the budget beginning in FY 12. These planning efforts were:

- A community profile developed by community leaders in 2010 under the umbrella of the Morristown Area Chamber of Commerce in which they developed a process to identify and evaluate demographic and socio-economic conditions. This community profile identified several areas where we could improve on weaknesses and capitalize on strengths.
- The Tennessee Department of Community and Economic Development's Three-Star Program helps Tennessee communities achieve excellence in community development by emphasizing foundational steps and targeting community strengths to improve quality of life and grow jobs. Morristown and Hamblen County have worked to maintain our Three Star Plan and continue our certification in this important State initiative.
- The Mayor and Council held a planning retreat in the summer of 2010 and a follow up session in early 2011 which helped them to focus on key priorities and identify areas for improvement in the coming years.

Council's retreat, the Community Profile and the Three Star Program share many common elements. Staff worked to blend these elements into an overall vision for the community. In the past year, the City has undertaken additional efforts that have helped to refine this vision. In the late summer of 2011, the City participated in the National Citizen Survey™ (NCS). The NCS was developed to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results



are used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making. The City also participated in the Tennessee Municipal Benchmarking Project conducted by the Municipal Technical Advisory Service of the University of Tennessee. The Benchmark program employs a system to classify performance measures influenced by noted public administration professor Dr. David Ammons, his classification groups performance indicators into distinct types including workload, efficiency, and effectiveness measures. The TMBP also includes a fourth type - resource measures. The City has undertaken to measure progress toward our vision based on feedback from the survey and the benchmarks study. The vision has been refined to reflect this feedback and both short and long term goals have been adjusted based on this data.

This refined vision is the basis for most of the programs outlined in this budget plan and is the foundation for the goals that have been established for each operating department. The goals fall into the following categories:

- We will strive to improve the economic conditions of the community through sound economic development efforts.
- The City's financial condition must be strengthened through prudent use of resources to meet the needs of the community and with vigilant attention to stringent financial management.
- Our community will be provided with a sound system of infrastructure, focusing on a balanced approach to maintenance of existing facilities and construction of new infrastructure.
- The Mayor and Council will strive to support a very high quality of life in Morristown, providing an excellent environment to live, work and play.
- Council will work to foster positive interaction with the public and facilitate the open exchange of information.

The FY 13 budget is an effort to achieve these goals and move the community forward toward that shared vision.

## **An Improving Economy**

Budget preparation is never an easy proposition, but the "Great Recession" which began in 2008 has certainly complicated the task. The national recession dealt the State of Tennessee a huge blow. The State's revenue forecasts continue to show a weak but recovering economy. Morristown's economy must be evaluated in the context of this larger environment. In order to prepare this budget, we must assess the impact of these trends on our local economy and the City's ability to generate revenue and provide the services that our residents want and need. A review of the assumptions about the economy and how they will impact our local financial condition is essential to understand this budget.

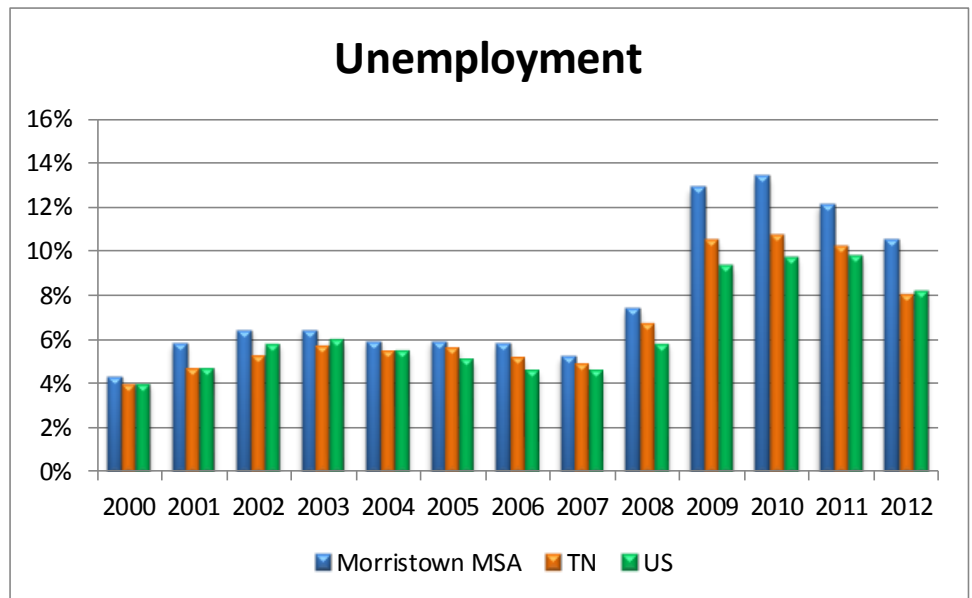
National - The U.S. economy is showing some signs of recovery, but growth has been unsteady. Growth spurts have been followed by periods of cooling. While the general trend is upward, the rate of growth has not been steady and robust. Revival in the manufacturing sector has been especially important for the improvement in the overall growth with companies making investments to address their replacement needs neglected during the recession. As the economic recovery solidifies, the expansion is expected to continue, at a modest pace. The main downside risks for the domestic economy continue to come from the Eurozone debt crisis and the risk of rising gasoline prices. Overall investment growth will slow but healthy investment is seen in equipment and software while investment in structures will struggle. Despite improvements in employment prospects and the overall economic outlook, unemployment will remain higher than historic levels. Because unemployment typically lags other indicators, it is projected to remain high for several years into the economic expansion.

State - The economic outlook for Tennessee calls for conditions to improve further in 2013, assuming nothing derails the path of growth for the nation. Manufacturing employment will be up with growth in durable goods manufacturing offsetting declines in the nondurable goods sector. The unemployment rate is

expected to come in slightly ahead of national levels. Taxable sales growth will slow but remain strong compared to the period of the Great Recession and its immediate aftermath.

**Morristown** – The City of Morristown is the center of the Morristown Metropolitan Statistical Area (MSA).

The region is typified by strong manufacturing and the City is a regional retail hub. While manufacturing is diversified, there are concentrations of automobile suppliers and plastic processing. The City serves as a regional medical center and is the home of Walters State Community College. The surrounding counties are largely agricultural with Morristown serving as the employment center. While institutions like Walter’s State and the medical sector have helped the City to manage through the recession, the decline in manufacturing has hurt both the industrial and retail sectors. As can be seen from the graph above, our unemployment rate has exceeded both the State and National trends during this downturn. With fewer employees commuting to the City, retail sales have slumped. While Morristown has seen improvements in employment following national and state trends, we have lagged behind in the rate of recovery.



| <b>Announcements of Expansion Plans for Existing Industries Since July 2011</b> |                |      |
|---|----------------|------|
| Industry  | Investment     | Jobs |
| Clayton Supply Co./Classic Panel Designs  | \$ 4,000,000   | 35   |
| Meritor, Inc.   | \$ 26,600,000  | 35   |
| MAHLE Engine Components   | \$ 111,000,000 | 140  |
| OTICS USA, Inc.   | \$ 24,800,000  | 60   |
| JTEKT Automotive Tennessee  | \$ 50,000,000  | 125  |

In the spring of 2011, we saw several signs of improved economic life in the community. Local industries had begun to recall workers and production was increasing. We saw a steady uptick in retail sales as local workers were more confident and workers from outside the City were coming back into our stores. This path to economic recovery was threatened with bad economic news. Berkline, the last major manufacturer of furniture in the City, announced it was closing operations with the loss of 500 jobs. This loss of employment took the momentum from the local recovery. Since July 2001, as shown in the table above, we have seen significant announcements of expansion plans from local industry which will nearly replace the number of jobs lost with Berkline. Perhaps the most significant economic development in the community in decades is the announcement of Freedom Energy Diesel with its investment of more than \$400,000,000 and 450 jobs. These expansions show a healthy trend toward recovery in the Morristown economy.

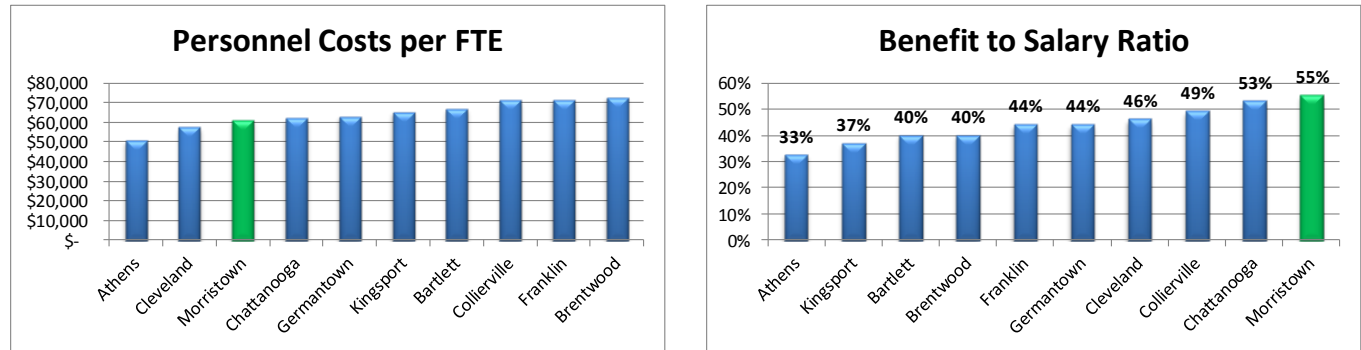
For the purposes of forecasting this budget, we assume that some sectors of the local economy will begin to see improvement as the national economy strengthens, but expansions and development will take time to fuel

local growth. We project that the Morristown economy will be flat for the coming year and growth will lag behind the State and National rate of recovery.

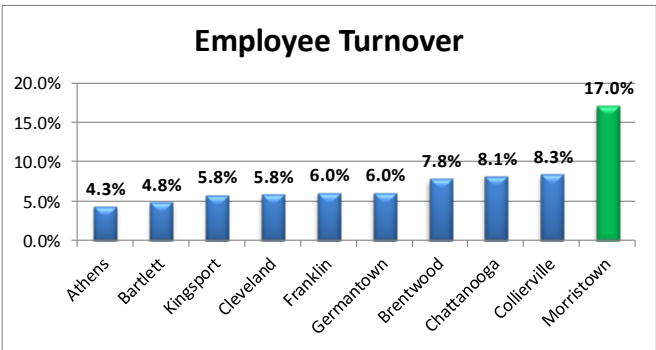
**Pay and Benefit Issues**

Pay and benefits issues impact all of the City’s operations; the cost of salaries and benefits represent almost two thirds of what the City spends each year. Over a period of seven years, Morristown employees have seen stagnant or even falling compensation for their service to the community. In FY 11, the Mayor and Council were able to stop the employee furlough that had been put in place as part of the emergency cost cutting effort during FY 10, but there was little available to recognize the hard work and dedication of the City workforce. In FY 12, Council was not able to address employee pay, but did provide some additional benefits in the form of an additional holiday and implementation of an employee health clinic.

The FY13 budget provides for an across the board 2.5% cost of living pay adjustment for employees. During the past several years, employees have struggled to help the community weather the economic storm and continue to provide quality service to our citizens. This effort by employees came with personal sacrifice and dedication to public service above personal and family needs. It is hoped that this COLA adjustment will is some small way acknowledge that sacrifice and offer the thanks of a grateful public.



The two charts above reflect data from the Tennessee Municipal Benchmarking Project. It would appear that the employee pay is low when compared to our municipal neighbors, but that our benefit load is higher than any other locality that participated in the program. In order to address this issue, we plan to conduct a classification / compensation study to determine if employees are paid at or near market rates and if benefits are comparable. It is believed that shifting duties and other adjustments done during the economic downturn may have distorted our overall compensation package for employees. The chart below, also from the benchmarking project, reflects that employee turnover is a major concern and we are seeing much higher turnover rates than other localities. By undertaking this study, we will have a more solid idea of where we stand as the FY 14 budget is being prepared.



## **Equipment**

A key strategy that the City employed to cope with the economic downturn was to defer replacement of equipment. Due to this strategy, the City is very far behind a responsible equipment replacement schedule. Older equipment results in higher operating costs, higher maintenance expense, lost production time and reduced staff efficiency. In FY 12 we began making modest replacement of equipment in areas throughout the organization. With this budget, we are able to accelerate equipment replacement. It should be noted that due to the long period of deferral of replacements, we have a fleet that is largely obsolete. Even with this replacement program, it will take years before we can return to a “normal” replacement schedule. These equipment purchases will be highlighted in the narrative sections of departments and are summarized in the supplemental information at the back of the document.

## **Infrastructure**

During the years of rapid growth, Morristown opted to invest in capital projects designed to fuel growth and development; we were trying to build the tax base. When the economic downturn came, investment in infrastructure was deferred. These two trends meant that investment in maintaining and replacing aging existing infrastructure has been put off “for another day.” The cumulative impact of allowing infrastructure to decline has led to a number of significant problems for our community.

Sewer – Perhaps the area where deteriorating infrastructure has reached the most critical point is that of the Wastewater collection system. The City has been ordered to upgrade the series of pump stations in the Witt area by the Federal District Judge. In a suit brought by residents of this area, the City was found in violation of the federal Clean Water Act and our National Pollutant Discharge Elimination System (NPDES) permit. The City has secured funding for this project and construction is underway. The project is ahead of schedule and within budget. We anticipate that the project will be completed well in advance of the target established by the Court.

The City continues to work under an order from the Commissioner of the Tennessee Department of Environment and Conservation (TDEC) for our sewer collection system. This order mandates that we do a complete review of our sewer system and based on this review to undertake systematic rehabilitation projects to address the deficiencies that are identified. The City has made significant progress in evaluating the system and we have begun rehabilitation. Late in FY 12, Council approved a bond issue of \$26 million to begin rehabilitation of lines and pump stations. These projects will begin construction in FY 13 and this budget reflects this major capital investment in our collection system.

Streets – The City’s management approach to investments in transportation focused on larger projects to foster growth. This allowed the City to leverage local resources with State and Federal funds and accomplish some major projects and land some significant new business for the area. This approach allowed routine maintenance of existing streets to decline and the condition of our infrastructure clearly showed the result. In order to stem the decline of our streets and to make repairs before the conditions require even more expensive rebuilding to restore our streets, we made a major investment in FY 12. We issued a capital note of \$3,500,000 to resurface approximately 20 miles of streets. With the FY 13 budget we plan to use local resources to leverage federal and state funding to accomplish more than \$3,000,000 in improvements to our street system.

Stormwater – In 2011, the City was cited by TDEC for failure to fully and effectively enforce the City’s Municipal Separate Storm Sewer System (MS4) permit. This permit governs how the City regulates both the quantity and quality of stormwater runoff. We must upgrade our enforcement efforts as we implement the phase 2 MS4 permit in order to avoid sanctions. The City established a separate stormwater fund in 2008 which was to be supported by a user fee. Unfortunately, adequate resources were not provided for the start-up of this operation, and the newly created fund ran at a deficit in its first year of operation. The deficit was financed by a transfer from the City’s Sewer fund. In FY 10, the Tennessee Comptroller’s office determined that this transfer was inappropriate, and the Sewer fund must be repaid over a period of five years.

The cost of increased enforcement, need to invest in infrastructure and the requirement to repay the loan prompted the City to adjust stormwater rates with the FY 12 budget. Late in FY 12, Council authorized borrowing of \$5 million to begin a focused capital improvement program addressing our stormwater infrastructure. This budget has a working list of stormwater projects which will be reviewed and adjusted by Council in early FY 13.

## **Program Initiatives**

In the coming year, the City will take on a number of studies and program initiatives to address our overall goals and improve service delivery. Some of the key efforts are described below:

### Economic development

- The City will implement a new development review process to further enhance our development friendly approach while still assuring that development efforts support rather than detract from the quality of life in the community.

### Financial management

- Council will determine how to best manage the City's airport.
- Council will review and revise our long term capital plans for investment in:
  - streets
  - stormwater
  - sewer
  - equipment
  - buildings
- Conduct a classification / compensation study to determine the appropriate level for salaries and benefits.
- Conduct a review of Fire department staffing levels and assure that they meet the needs of the community.
- Review operation of the Sanitation system and determine if it should be operated as an independent enterprise fund, fully supported by user fees.

### Infrastructure

- Major construction efforts will be made in the following areas:
  - Sewer Lines
  - Sewer Pump Stations
  - Wastewater Treatment Plant
  - Stormwater
  - Streets
  - Airport facilities
- Council will review whether future operation of the Sewer system should continue to be under direction of the City or the Utility Board.
- Council will review and implement a Fats, Oils and Grease (FOG) program as a part of the management of the sewer system under the TDEC Commissioner's order.
- Council will determine how to address the impact of customer sewer laterals on the inflow and infiltration problems with our collection system.

### Quality of life

- Undertake a major effort to enhance community appearance, including:
  - Augmented staffing for litter control
  - More focused code enforcement
  - Remediation of weed lots and derelict buildings
- Council will review funding for outside agencies and develop policies for future funding support

### Positive interaction with the public

- The City will launch a refreshed website to better communicate with citizens and market the community.
- A more comprehensive marketing program using social media will be developed.

This document reflects months of very hard work by the City staff. Departments and agencies responded to a challenge to review their operations and seek ways to accomplish more with less. The City should be thankful for a sincere effort by department heads in preparing their requests. This budget could not have been prepared without a major effort from the staff. A special thank you should be given to Larry Clark. His hard work in developing this budget demonstrates both his skill and determination. It is only with his contribution that this budget could be presented to you.

It is my honor to offer this budget plan for the coming fiscal year. The staff and I stand ready to assist you in implementing this plan to meet the goals and objectives of the City of Morristown.

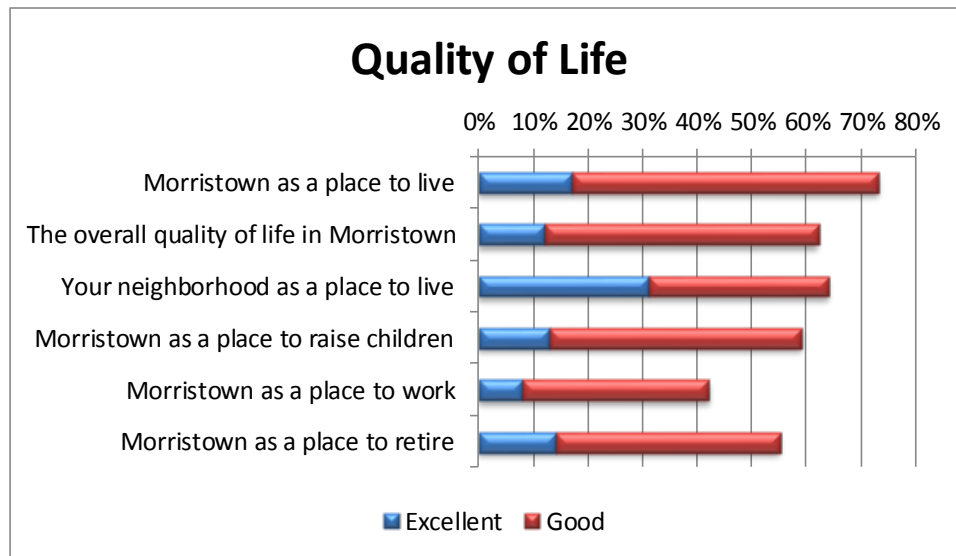
Sincerely,

Anthony W. Cox  
City Administrator

## Community Survey

In the late summer of 2011, the City participated in the National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

The following excerpts from the report of the City of Morristown survey provide the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.



Most residents experienced a good quality of life in the City of Morristown and believed the City was a good place to live. The overall quality of life in the City of Morristown was rated as “excellent” or “good” by 62% of respondents. A majority reported they plan on staying in the City of Morristown for the next five years.

## Community Characteristics

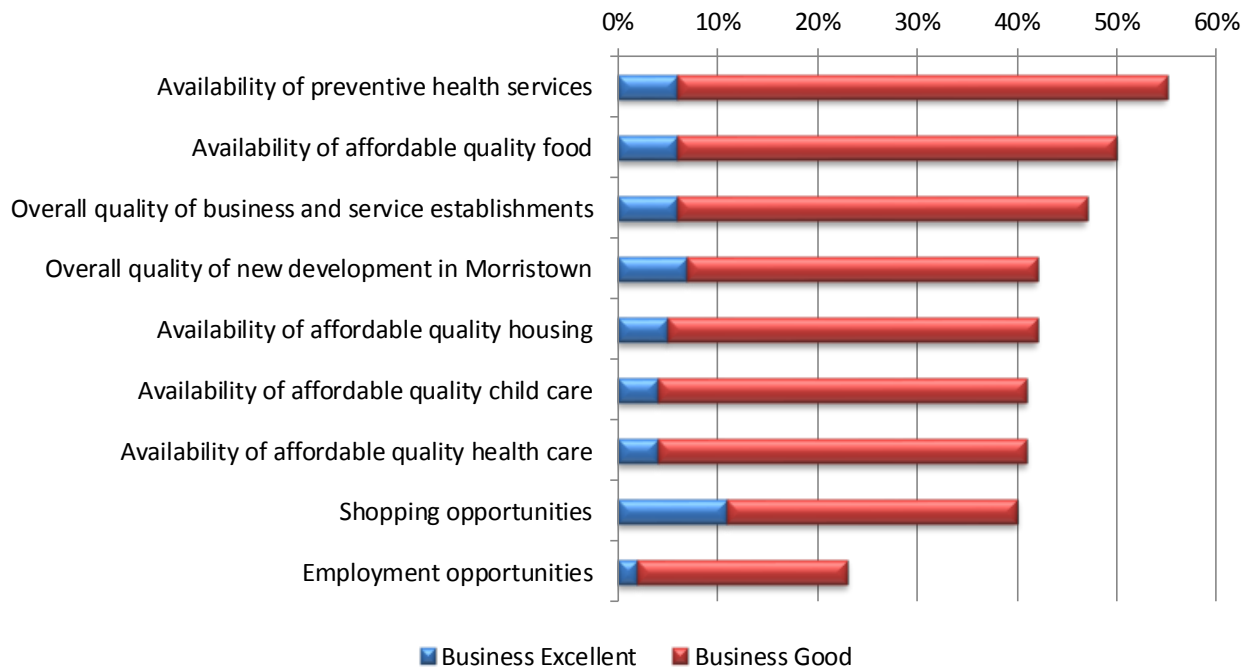


A variety of characteristics of the community was evaluated by those participating in the study. The two characteristics receiving the most favorable ratings were the opportunities to participate in religious or spiritual events and activities and the opportunities to volunteer.

Respondents were asked to rate how frequently they participated in various activities in Morristown. The most popular activities included providing help to a neighbor or friend and visiting a City park; while the least popular activities were attending a public meeting and riding local bus. Generally, participation rates in the various activities in the community were similar to other communities.



## Business Characteristics



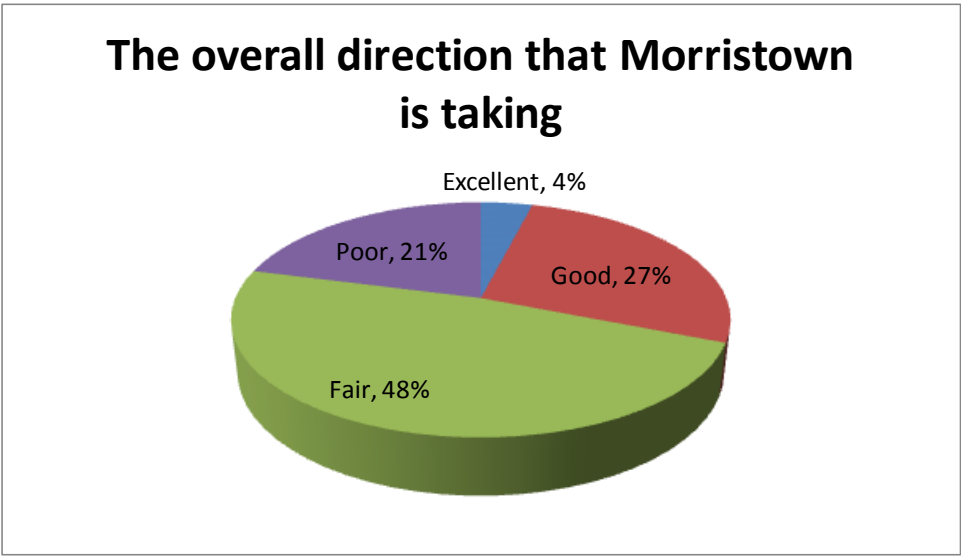
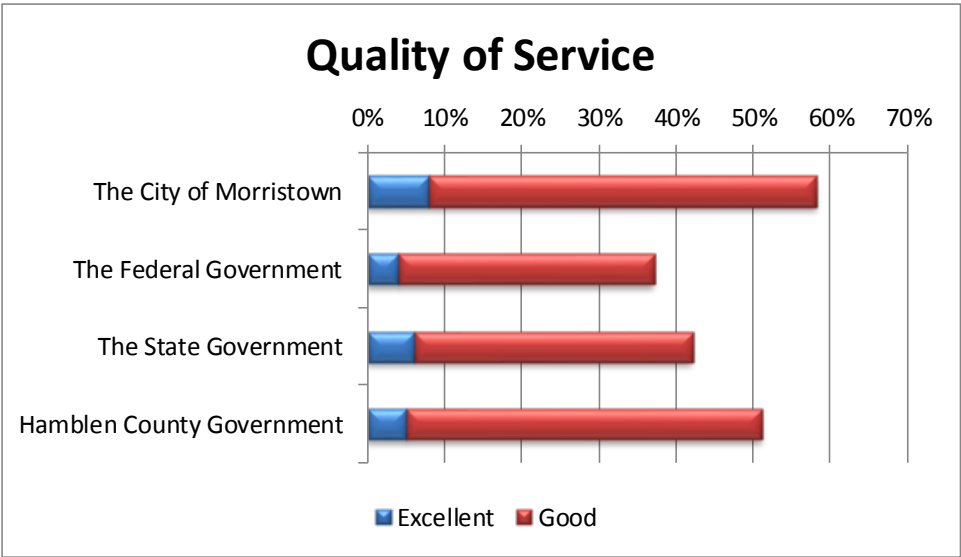
## Transportation Characteristics



The two characteristics receiving the least positive ratings were employment opportunities and the ease of bus travel in Morristown.

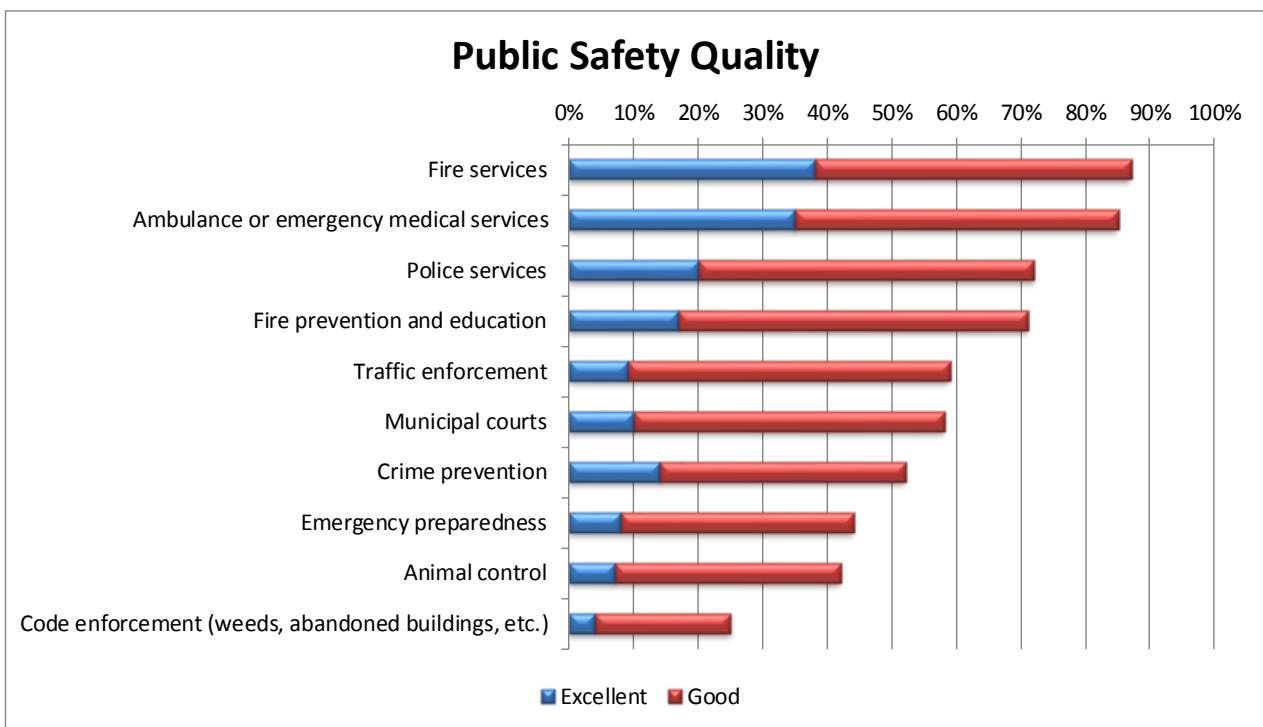
Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, seven were similar to the national benchmark comparison and 24 were below.

Residents in the City of Morristown were somewhat civically engaged. While only 18% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 94% had provided help to a friend or neighbor. About half had volunteered their time to some group or activity in the City of Morristown, which was higher than the benchmark.

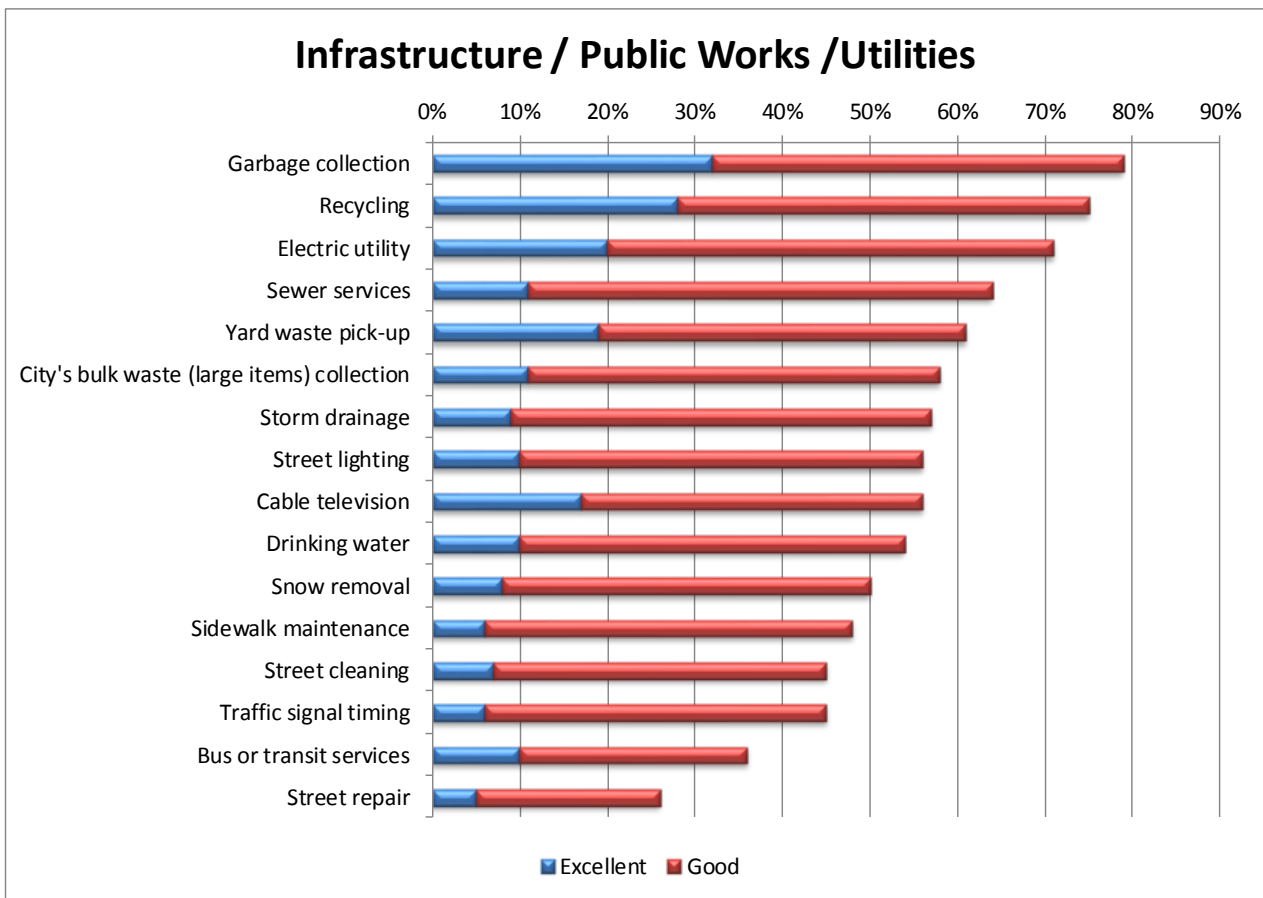


In general, survey respondents demonstrated mild distrust in local government. Less than one-third rated the overall direction being taken by the City of Morristown as “good” or “excellent.” This was lower than the benchmark. Those residents who had interacted with an employee of the City of Morristown in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as “excellent” or “good.”

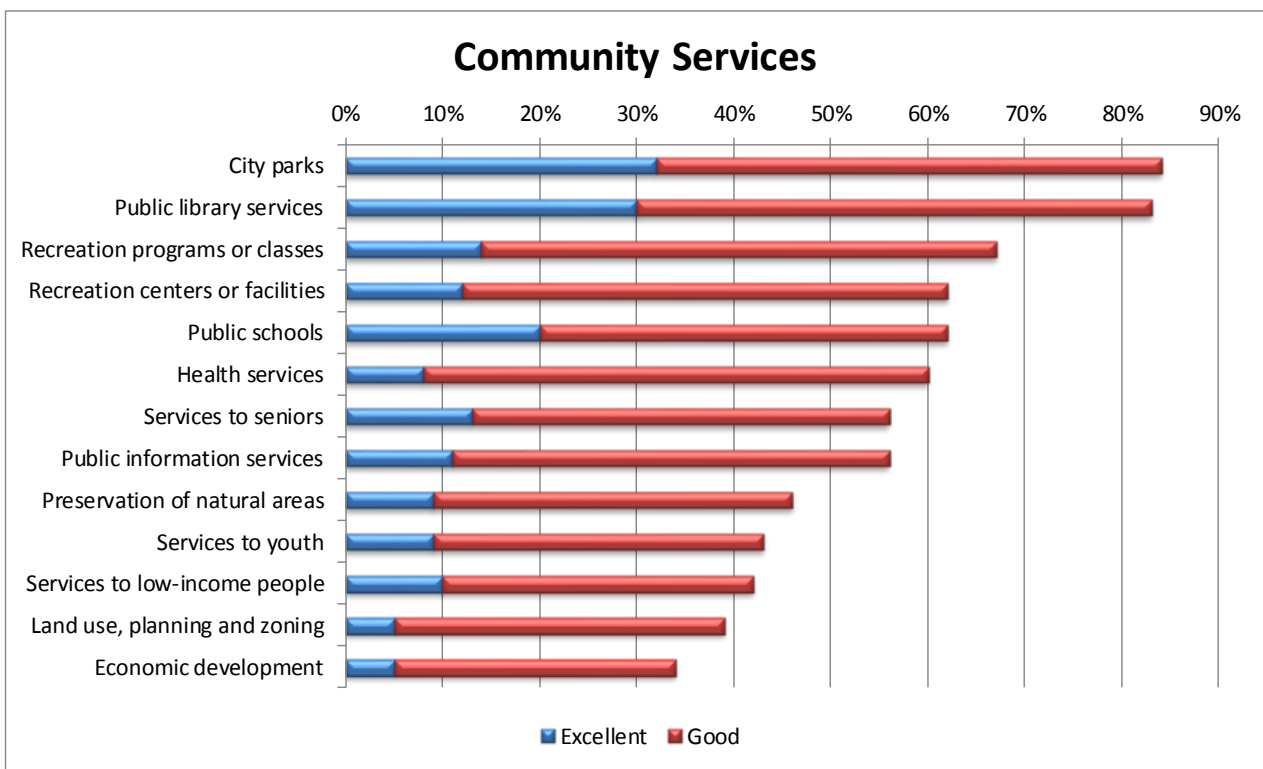
City services rated were able to be compared to the benchmark database. Of the 38 services for which comparisons were available, 13 were similar to the benchmark comparison and 25 were below.



While public safety generally rated well, citizens gave low marks for animal control and expressed dissatisfaction with code enforcement.



Most public infrastructure received good ratings from respondents, but street cleaning, traffic signals, bus service and street repairs showed weakness.



Respondents expressed concerns with development activities and land use planning, while giving higher marks to recreational services.

A Key Driver Analysis was conducted for the City which examined the relationships between ratings of each service and ratings of the City of Morristown's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall City service quality were identified. By targeting improvements in key services, the City of Morristown can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- The city's bulk waste collection
- City parks
- Code enforcement
- Garbage collection
- Services to seniors
- Traffic enforcement

Of these services, those deserving the most attention may be those that were below the benchmark comparisons: code enforcement, and traffic enforcement. Bulk waste collection appears to correlate to a general concern with community appearance along with concerns about code enforcement, street cleaning and general cleanliness of the community.

The results of this survey were used to develop the City's overall goals and those of each department. Overall vision and goals are discussed below and specific departmental goals are reviewed throughout the document.

## Community Vision and Goals

Over the past three years there have been a number of planning efforts designed to identify both strengths and areas of concern for our community. Three key projects have been used to help form the Community's vision for the preparation of this budget.

During 2010, the Morristown Area Chamber of Commerce completed a community profile in which they developed a process to identify and evaluate demographic and socio-economic conditions. This community profile identified several areas where we could improve on weaknesses and capitalize on strengths.

The state of Tennessee recognizes the importance of successful community development best practices and its impact on sustaining economic growth. The Tennessee Department of Community and Economic Development's Three-Star program helps Tennessee communities achieve excellence in community development by emphasizing foundational steps and targeting community strengths to improve quality of life and grow jobs. Morristown and Hamblen County have worked to update our Three Star plan and continue our certification in this important State initiative.

The Mayor and Council held a planning retreat in the summer of 2010 and a follow up session in early 2011 which helped them to focus on key priorities and identify areas for improvement in the coming years.

Council's retreat, the Community Profile and the Three Star Program share many common elements. Staff has worked to blend these elements into an overall vision for the community. This vision is the basis for most of the programs outlined in this budget plan and is the foundation for the goals that have been established for each operating department. The goals fall into the following categories:

- We will strive to improve the economic conditions of the community through sound economic development efforts.
- The City's financial condition must be strengthened through prudent use of resources to meet the needs of the community and with vigilant attention to stringent financial management.
- Our community will be provided with sound system of infrastructure, focusing on a balanced approach to maintenance of existing facilities and construction of new infrastructure.
- The Mayor and Council will strive to support a very high quality of life in Morristown, providing an excellent environment to live, work and play.
- Council will work to foster positive interaction with the public and facilitate the open exchange of information.

In the past year, the City has undertaken two projects to assess the quality and effectiveness of City services. The first was a survey of citizens conducted by the National Citizen Survey and the second was the Tennessee Benchmark Project, which compared a number of localities across the State of Tennessee. Using these two reports for feedback, the City's goals have been adjusted to focus on areas where services need to be improved or where strengths should be reinforced. The following reflects the current goals as refined using these tools. We have also included brief notes in italics indicating where significant progress has been made in the past year.

**We will strive to improve the economic conditions of the community through sound economic development efforts.**

- Council will seek to foster economic development and job creation.
  - a. The City will take a more active role in economic development including industrial and commercial.
    - i. We will decrease unemployment by 5 – 8% by 2015
    - ii. Staff will develop a system to facilitate the development process using concepts such as one stop shop and single point of contact to “shepherd” projects through the review and permitting process.
    - iii. Industrial
      - 1. We will seek a broad based industrial base to avoid the hazards of downturns in particular sectors of the economy
        - a. Diversify the industrial base to include biotechnology and information technology companies.
      - 2. Support existing industries to retain jobs and encourage expansion and investment. (*In the last year, the following industries announced expansions: Clayton Supply Co./Classic Panel Designs, \$4 M investment, 35 new jobs, Meritor, Inc., \$26.6 M investment, 35 new jobs, MAHLE Engine Components, \$111 M and 105 - 140 new jobs, OTICS USA, Inc., \$24.8 M investment, 60 new jobs, JTEKT Automotive Tennessee, \$50 M investment and 125 new jobs*)
      - 3. Support activities to further develop our healthcare infrastructure and to recognize healthcare as an industry. (*In the past year the following have been constructed: Morristown Regional Eye Center, S. E. Retina Center and renovation of the former Kia building as a medical office complex.*)
      - 4. Council will work to support workforce education and use that to help market to industrial prospects. (*The Chamber of Commerce has launched a workforce development initiative Chaired by Hamblen County Mayor Brittan.*)
      - 5. Improve and revitalize the east end industrial area.
      - 6. Complete the East TN Progress Center industrial park (ETPC).
    - iv. Commercial
      - 1. The City will identify and help market sites for commercial development, especially retail and restaurants.
      - 2. Council will explore opportunities to use tax increment financing (TIF) to facilitate cluster restaurant development.
      - 3. Council will consider marketing the TIF and other development advantages available in Morristown to appropriate developers.
      - 4. Increase total sales tax revenue by 2.5% annually. (*Projected increase in FY 12 over FY 11 is more than 3.5 %.*)
  - b. Support and fund tourism activities in the region in proportion to the size of the market. Recognize tourism as an industry that provides \$81.35 million benefit to local economy.
    - i. Improve and expand recreational infrastructure to attract more sports related tourism.
    - ii. Enhance the Strawberry and International Festivals.
    - iii. Continue to leverage Cherokee Lake as a tourism attraction. (*Cherokee Lake fishing tournaments continue to draw visitors and attract media coverage.*)

**The City's financial condition must be strengthened through prudent use of resources to meet the needs of the community and with vigilant attention to stringent financial management.**

1. The City will explore the sale of property to return land to foster private development, strengthen the tax base and provide resources for the operation of the City. *(Property on 3<sup>rd</sup> and Henry was sold to facilitate expansion of a social service provider.)*
2. Council will explore the cost of employee benefits including:
  - a. Employee health insurance
  - b. Retiree health insurance
  - c. Retiree benefits
  - d. Employee retirement plan
3. The City will explore a report to educate employees about the total cost of their employment.
4. The City will explore employee wellness programs to improve productivity and hold down costs of health coverage. *(In cooperation with Hamblen County, the City launched an employee clinic to foster wellness and to reduce costs and lost time due to illness.)*
5. The City will review staffing and organization of the Fire department to determine if the current configuration meets the goals of maintenance of an ISO rating of 3, while being both efficient and effective.
6. The City will conduct a classification / compensation study to determine if current compensation levels are in line with employee responsibilities.

**Our community will be provided with a sound system of infrastructure, focusing on a balanced approach to maintenance of existing facilities and construction of new infrastructure.**

1. Sewer
  - a. We will provide resources and remain committed to addressing concerns identified in the Tennessee Department of Environment and Conservation (TDEC) Commissioner's order concerning our sewer system. *(The City issued \$26 million in bonds in order to begin rehabilitation of the wastewater collection system in compliance with this order.)*
  - b. We will use the Sewer Maintenance and Operations Model (MOM) to focus operations to effectively address sewer deficiencies
2. Stormwater
  - a. The City will fully implement the Municipal Separate Storm Sewer Systems (MS4) permit requirements using the storm water utility. This effort will comply with State and Federal law as well as significantly improve the water quality of the region.
  - b. We will make improvements to stormwater infrastructure to meet the Standards of the MS4 permit and to mitigate drainage problems. *(The City borrowed \$5 million to implement a stormwater infrastructure program)*
3. Transportation

- a. We will identify adequate funding sources to address long term maintenance needs of the City's streets.
  - b. We will explore development of an new Exit 6 on I-81 to improve the function of the ETPC
  - c. Complete Exit 8 interchange improvements. (*The Tennessee Department of Transportation (TDOT) is currently constructing this project.*)
  - d. Make improvements to US 25E corridor. (*The Tennessee Department of Transportation (TDOT) is currently constructing this project.*)
  - e. Widen Hwy 11E to four lanes to Exit 23. (*This project is currently in the design phase*)
  - f. Improve traffic flow in and around Morristown. Synchronize traffic lights to help with flow.
  - g. Build another east west route other than 11E (Veterans Parkway).
  - h. Complete Connector from Exit 4 to Highway 160 (*This project is currently in the design phase*)
  - i. Improve signage including Medical District and access roads.
  - j. Decrease roads rated poor or below from 5.5% to 4.5%
  - k. Reduce average daily commute time (one way by 5% to 20.1 minutes)
4. Industrial Parks
- a. We will make wise investments to assure the success of the East Tennessee Progress Center, including:
    - i. Sewer (*The City is currently constructing an upgrade of a series of pump stations in the Witt area which will increase the capacity of the industrial park.*)
    - ii. Land (*Two additional parcels were purchased to bring targeted tracts into the park*)
    - iii. Roads (*The Tennessee Department of Transportation has signed a contract to construct an extension of Progress Parkway and to build Freedom Parkway to provide access to the Freedom Energy project site.*)

**The Mayor and Council will strive to support a very high quality of life in Morristown, providing an excellent environment to live, work and play.**

- 1. Community appearance
  - a. Council will consider efforts to improve the overall appearance of the community, particularly streetscapes. We will develop improved median plantings, mowing and maintenance. (*Median beds on West Andrew Johnson Highway were replanted*)
  - b. The City will target derelict buildings and encourage owners to bring them up to standards or demolish them. (*Thirteen structures have been demolished in the past year.*)
  - c. Council will explore a signature tree for both public and private planting.
  - d. We will work to protect citizens from offensive odors. (*An analysis of the odors from the Turkey Creek wastewater treatment plant has been undertaken*)
  - e. We will strive to improve the appearance of the neighborhoods. In particular we will address:
    - i. Overgrown weed lots



- ii. Improperly parked vehicles in yards (*234 vehicles were removed in the past year*)
  - iii. Inadequate parking for multifamily dwellings
- f. Council will seek to assure that ordinances are enforceable and that adequate resources have been provided before enacting regulations.
- g. Council will explore an environmental court
- h. The City will enforce high standards, but in a manner that is both authoritative and respectful
- 2. Environment
  - a. Reduce the number of miles of impaired streams from the current level of 43.3 miles
  - b. Reduce the percentage of soil moderately eroded from the current level of 59%
- 3. Housing
  - a. Increase the number of housing units by 2.5% by 2015
  - b. Decrease the number of foreclosure filings by 62% by 2015
- 4. Public Safety
  - a. Reduce traffic accidents from 27.5 to 25.8 per 1,000
  - b. Reduce average response time for police from 5.63 to 5 minutes

**Council will work to foster positive interaction with the public and facilitate the open exchange of information.**

- 1. The City will conduct a survey of citizens to assure feedback from a broad cross section of the community. (*The first NCS survey was conducted in 2011. A second is planned for 2012*)
- 2. Council will better utilize the various boards that seek to offer advice and manage the City's resources. Council will receive minutes from each group in order to help keep abreast of activity.
- 3. Council will seek to establish an annual meeting of all those who serve on City boards in order to facilitate the exchange of information and to express the gratitude of the community for their service.
- 4. Council will consider attendance requirements and term limits for service on City Boards to facilitate adequate representation of all sectors of the community.

## City Wide Goals by Operating Department

| <b>Goal / Department</b>              | <b>Economic<br/>Development</b> | <b>Financial<br/>Stability</b> | <b>Infrastructure</b> | <b>Quality of Life</b> | <b>Open<br/>Government</b> |
|---------------------------------------|---------------------------------|--------------------------------|-----------------------|------------------------|----------------------------|
| <b>Administrator</b>                  | <b>X</b>                        | <b>X</b>                       | <b>X</b>              | <b>X</b>               | <b>X</b>                   |
| <b>Finance and<br/>Administration</b> |                                 | <b>X</b>                       |                       |                        | <b>X</b>                   |
| <b>Community Development</b>          | <b>X</b>                        |                                | <b>X</b>              | <b>X</b>               |                            |
| <b>Engineering</b>                    | <b>X</b>                        |                                | <b>X</b>              |                        |                            |
| <b>Police</b>                         |                                 |                                |                       | <b>X</b>               |                            |
| <b>Fire</b>                           |                                 | <b>X</b>                       |                       | <b>X</b>               |                            |
| <b>Public Works</b>                   |                                 |                                | <b>X</b>              | <b>X</b>               |                            |
| <b>Parks &amp; Recreation</b>         | <b>X</b>                        |                                |                       | <b>X</b>               | <b>X</b>                   |
| <b>Wastewater</b>                     | <b>X</b>                        |                                | <b>X</b>              | <b>X</b>               |                            |
| <b>Stormwater</b>                     | <b>X</b>                        |                                | <b>X</b>              | <b>X</b>               |                            |
| <b>Solid Waste</b>                    |                                 |                                |                       | <b>X</b>               |                            |
| <b>LAMTPO<br/>(transportation)</b>    | <b>X</b>                        |                                | <b>X</b>              |                        |                            |

## **Budget Ordinance**

Ordinance to be prepared after review by City Council

# Fund Summaries

## All Funds

| FY 2013   |                     |                  |                  |                  |                       |                     |                     |                       |
|---|---------------------|------------------|------------------|------------------|-----------------------|---------------------|---------------------|-----------------------|
|   | General             | CDBG             | LAMPTO           | Narcotics        | Sewer                 | Storm Water         | Solid Waste         | All Funds Total       |
| <b>Revenues:</b>                                |                     |                  |                  |                  |                       |                     |                     |                       |
| Property Tax                                    | \$ 8,650,000        | \$ -             | \$ -             | \$ -             | \$ -                  | \$ -                | \$ -                | \$ 8,650,000          |
| Local Option Sales Tax                          | \$10,076,076        | \$ -             | \$ -             | \$ -             | \$ -                  | \$ -                | \$ -                | \$10,076,076          |
| Other Local Taxes                               | \$ 3,810,385        | \$ -             | \$ -             | \$ -             | \$ -                  | \$ -                | \$ -                | \$ 3,810,385          |
| Licenses, Permits & Fees                        | \$ 1,741,000        | \$ -             | \$ -             | \$125,099        | \$ -                  | \$ -                | \$ -                | \$ 1,866,099          |
| Use of Money & Property                         | \$ 183,293          | \$ -             | \$ -             | \$ -             | \$ -                  | \$ -                | \$ -                | \$ 183,293            |
| Service Charges & Fees                          | \$ 145,000          | \$ -             | \$ -             | \$ -             | \$11,625,000          | \$ 1,161,337        | \$ 1,261,984        | \$14,193,321          |
| Intergovernmental                               | \$ 7,510,413        | \$449,206        | \$497,445        | \$ -             | \$27,250,000          | \$ 3,042,263        | \$ 240,069          | \$38,989,396          |
| <b>Total Revenues:</b>                          | <b>\$32,116,167</b> | <b>\$449,206</b> | <b>\$497,445</b> | <b>\$125,099</b> | <b>\$38,875,000</b>   | <b>\$ 4,203,600</b> | <b>\$ 1,502,053</b> | <b>\$77,768,570</b>   |
| <b>Expenditures/Expenses</b>                    |                     |                  |                  |                  |                       |                     |                     |                       |
| General Administration                          | \$ 2,141,870        | \$ -             | \$ -             | \$ -             | \$ 879,988            | \$ 138,393          | \$ -                | \$ 3,160,251          |
| Public Safety                                   | \$13,735,718        | \$ -             | \$ -             | \$ -             | \$ -                  | \$ -                | \$ -                | \$13,735,718          |
| Public Works, Streets and                       |                     |                  |                  |                  |                       |                     |                     |                       |
| Transprotation                                  | \$ 7,981,757        | \$ -             | \$ -             | \$516,725        | \$32,159,920          | \$ 3,536,919        | \$ 1,467,809        | \$45,663,130          |
| Parks & Recreation                              | \$ 1,792,540        | \$ -             | \$ -             | \$ -             | \$ -                  | \$ -                | \$ -                | \$ 1,792,540          |
| Civic Support                                   | \$ 1,128,868        | \$ -             | \$ -             | \$ -             | \$ -                  | \$ -                | \$ -                | \$ 1,128,868          |
| Airport   | \$ 994,940          | \$ -             | \$ -             | \$ -             | \$ -                  | \$ -                | \$ -                | \$ 994,940            |
| Community & Economic                            |                     |                  |                  |                  |                       |                     |                     |                       |
| Development                                     | \$ 1,285,892        | \$449,206        | \$579,567        | \$ -             | \$ -                  | \$ -                | \$ -                | \$ 2,314,665          |
| Debt Service                                    | \$ 2,647,708        | \$ -             | \$ -             | \$ -             | \$ 5,267,427          | \$ 359,101          | \$ 34,244           | \$ 8,308,480          |
| Other   | \$ 500,000          | \$ -             | \$ -             | \$ -             | \$ -                  | \$ -                | \$ -                | \$ 500,000            |
| Depreciation                                    | \$ -                | \$ -             | \$ -             | \$ -             | \$ 2,433,358          | \$ 140,000          | \$ -                | \$ 2,573,358          |
| <b>Total Expenditures/Expenses</b>              | <b>\$32,209,293</b> | <b>\$449,206</b> | <b>\$579,567</b> | <b>\$516,725</b> | <b>\$40,740,693</b>   | <b>\$ 4,174,413</b> | <b>\$ 1,502,053</b> | <b>\$80,171,950</b>   |
| <b>Transfers (To) From:</b>                     |                     |                  |                  |                  |                       |                     |                     |                       |
| General Fund                                    | \$ -                | \$ -             | \$ -             | \$ -             | \$ (537,687)          | \$ (29,187)         | \$ -                | \$ (566,874)          |
| CDBG Fund                                       | \$ -                | \$ -             | \$ -             | \$ -             | \$ -                  | \$ -                | \$ -                | \$ -                  |
| LAMPTO Fund                                     | \$ (82,122)         | \$ -             | \$ 82,122        | \$ -             | \$ -                  | \$ -                | \$ -                | \$ -                  |
| Narcotics Fund                                  | \$ (391,626)        | \$ -             | \$ -             | \$391,626        | \$ -                  | \$ -                | \$ -                | \$ -                  |
| Sewer Fund                                      | \$ 537,687          | \$ -             | \$ -             | \$ -             | \$ -                  | \$ -                | \$ -                | \$ 537,687            |
| Solid Waste Fund                                | \$ -                | \$ -             | \$ -             | \$ -             | \$ -                  | \$ -                | \$ -                | \$ -                  |
| Storm Water Fund                                | \$ 29,187           | \$ -             | \$ -             | \$ -             | \$ -                  | \$ -                | \$ -                | \$ 29,187             |
| <b>Net Transfers</b>                            | <b>\$ 93,126</b>    | <b>\$ -</b>      | <b>\$ 82,122</b> | <b>\$391,626</b> | <b>\$ (537,687)</b>   | <b>\$ (29,187)</b>  | <b>\$ -</b>         | <b>\$ -</b>           |
| <b>Net Increase (Decrease) in Fund Reserves</b> | <b>\$ -</b>         | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ (2,403,380)</b> | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ (2,403,380)</b> |

# General Fund

CITY OF MORRISTOWN  
GENERAL FUND  
FY 2013 Budget

|  | <i><b>FY 2011<br/>Actual</b></i> | <i><b>FY 2012<br/>Budget</b></i> | <i><b>FY 2012<br/>Projected</b></i> | <i><b>FY 2013<br/>Budget</b></i> | <i><b>Increase<br/>(Decrease)</b></i> |
|--|----------------------------------|----------------------------------|-------------------------------------|----------------------------------|---------------------------------------|
| <b>REVENUES</b>                              |                                  |                                  |                                     |                                  |                                       |
| Total Taxes                                  | 22,079,771                       | 21,426,450                       | 21,779,000                          | 22,536,461                       | 236,871                               |
| Total Licenses, Permits and Fees             | 1,815,233                        | 1,941,000                        | 1,877,460                           | 1,741,000                        | (\$200,000)                           |
| Total Use of Money and Property              | 965,238                          | 155,293                          | 588,530                             | 183,293                          | \$28,000                              |
| Total Service Charges and Fees               | 134,066                          | 145,000                          | 145,000                             | 145,000                          | \$0                                   |
| Total Intergovernmental Revenues             | 5,616,803                        | 4,507,174                        | 4,920,381                           | 7,510,413                        | 3,003,239                             |
| <b>Total Revenues</b>                        | <b>30,611,112</b>                | <b>28,174,917</b>                | <b>29,310,371</b>                   | <b>32,116,167</b>                | <b>3,941,250</b>                      |
| <b>EXPENDITURES</b>                          |                                  |                                  |                                     |                                  |                                       |
| Total General Government                     | 2,959,861                        | 3,163,875                        | 2,792,561                           | 3,427,762                        | 263,887                               |
| Total Public Safety                          | 12,170,005                       | 13,019,663                       | 12,624,132                          | 13,735,718                       | 716,055                               |
| Total Public Works                           | 5,644,639                        | 8,819,402                        | 8,281,617                           | 7,981,757                        | (837,645)                             |
| Total Parks and Recreation                   | 1,590,463                        | 1,694,041                        | 1,694,200                           | 1,792,540                        | 98,499                                |
| Total Civic Support                          | 2,138,049                        | 1,440,457                        | 1,448,582                           | 1,128,868                        | (311,589)                             |
| Total Miscellaneous                          | 1,129,784                        | 1,594,065                        | 1,541,052                           | 1,494,940                        | (99,125)                              |
| Total General Fund Debt Service              | 1,538,476                        | 2,414,708                        | 2,414,708                           | 2,647,708                        | 0                                     |
| <b>Total Expenditures</b>                    | <b>27,171,278</b>                | <b>32,146,210</b>                | <b>30,796,852</b>                   | <b>32,209,293</b>                | <b>63,083</b>                         |
| <b><u>Other Financing Sources (Uses)</u></b> |                                  |                                  |                                     |                                  |                                       |
| Storm Water In Lieu of Tax & Admin Fee       | 29,187                           | 29,187                           | 29,187                              | 29,187                           | 0                                     |
| Sewer In Lieu of Taxn & Admin Fee            | 762,921                          | 571,183                          | 571,183                             | 537,687                          | (33,496)                              |
| Narcotics Transfer (Out)                     | (293,912)                        | (278,096)                        | (278,096)                           | (391,626)                        | (113,530)                             |
| Solid Waste Transfer (Out)                   | (560,529)                        | (219,835)                        | (219,835)                           | 0                                | 219,835                               |
| LAMPTO Transfer (Out)                        | (133,530)                        | (117,501)                        | (117,501)                           | (82,122)                         | 35,379                                |
| CDBG Transfer (Out)                          | (445,000)                        | (47,645)                         | (47,645)                            | 0                                | 47,645                                |
| CDBG Transfer (In)                           | 56,458                           | 0                                | 45,000                              | 0                                | 0                                     |
| Other Transfers In (Out)                     | (105,417)                        | 0                                | 0                                   | 0                                | 0                                     |
| Bond Proceeds                                | 0                                | 4,034,000                        | 3,750,000                           | 0                                | (4,034,000)                           |
| Total Other Financing Sources (Uses)         | (689,821)                        | 3,971,293                        | 3,732,293                           | 93,126                           | (3,878,167)                           |
| <b>Net Change in Fund Balance</b>            | <b>2,750,012</b>                 | <b>(0)</b>                       | <b>2,245,812</b>                    | <b>0</b>                         |                                       |
| <b>Beginning Fund Balance</b>                | <b>4,694,067</b>                 | <b>7,444,079</b>                 | <b>7,444,079</b>                    | <b>9,689,890</b>                 |                                       |
| <b>Ending Fund Balance</b>                   | <b>7,444,079</b>                 | <b>7,444,078</b>                 | <b>9,689,890</b>                    | <b>9,689,890</b>                 |                                       |

# Solid Waste Fund

CITY OF MORRISTOWN  
SOLID WASTE FUND  
FY 2013 Budget

|                                 | <i><b>FY 2011<br/>Actual</b></i> | <i><b>FY 2012<br/>Budget</b></i> | <i><b>FY 2012<br/>Projected</b></i> | <i><b>FY 2012<br/>Budget</b></i> | <i><b>Increase<br/>(Decrease)</b></i> |
|---------------------------------|----------------------------------|----------------------------------|-------------------------------------|----------------------------------|---------------------------------------|
| <b><u>Revenues</u></b>          |                                  |                                  |                                     |                                  |                                       |
| Solid Waste Fees                | \$1,098,289                      | \$1,261,984                      | \$1,287,000                         | \$1,261,984                      | \$0                                   |
| Intergovernmental               | 238,100                          | 241,500                          | 238,100                             | 0                                | (\$241,500)                           |
| Debt Proceeds                   | 0                                | 250,000                          | 250,000                             | 0                                | (\$250,000)                           |
| Transfer From General Fund      | 560,529                          | 219,835                          | 219,835                             | 0                                | (\$219,835)                           |
| Fund Balance Appropriated       | 0                                | 0                                | 0                                   | 240,069                          | \$240,069                             |
| Total Revenues                  | 1,896,918                        | 1,973,319                        | 1,994,935                           | 1,502,053                        | (471,266)                             |
| Landfill                        |                                  |                                  |                                     |                                  |                                       |
| <b><u>Expenditures</u></b>      |                                  |                                  |                                     |                                  |                                       |
| Sanitation                      | 1,058,148                        | 1,372,205                        | 1,322,478                           | 1,281,305                        | (90,900)                              |
| Recycling                       | 202,045                          | 219,835                          | 165,316                             | 186,504                          | (33,331)                              |
| Landfill (Moved to Sanitation)  | 0                                | 0                                | 0                                   | 0                                | 0                                     |
| Superfund (Moved To Sanitation) | 0                                | 0                                | 0                                   | 0                                | 0                                     |
| Debt Service                    | 246,855                          | 276,893                          | 250,708                             | 34,244                           | (242,649)                             |
| Total Expenditures              | 1,507,048                        | 1,868,933                        | 1,738,502                           | 1,502,053                        | (236,449)                             |
| Net Change in Fund Balance      | 389,870                          | 104,386                          | 256,433                             | 0                                |                                       |
| Beginning Fund Balance          | (3,705)                          | 386,165                          | 386,165                             | 642,598                          |                                       |
| Ending Fund Balance             | \$386,165                        | \$490,551                        | \$642,598                           | \$402,529                        |                                       |

# Stormwater Fund

## CITY OF MORRISTOWN STORM WATER FUND FY 2013 Budget

|  | <i><b>FY 2011<br/>Actual</b></i> | <i><b>FY 2012<br/>Budget</b></i> | <i><b>FY 2012<br/>Projected</b></i> | <i><b>FY 2013<br/>Budget</b></i> | <i><b>Increase<br/>(Decrease)</b></i> |
|--|----------------------------------|----------------------------------|-------------------------------------|----------------------------------|---------------------------------------|
| Operating Revenues                           |                                  |                                  |                                     |                                  |                                       |
| Storm Water Utility Fees                     | \$541,043                        | \$1,160,000                      | \$1,220,000                         | \$1,161,337                      | \$1,337                               |
| Total Operating Revenues                     | 541,043                          | 1,160,000                        | 1,220,000                           | 1,161,337                        | 1,337                                 |
| Operating Expenses                           |                                  |                                  |                                     |                                  |                                       |
| Drain Way Maintenance                        | 245,855                          | 611,211                          | 5,670,725                           | 3,427,136                        | 2,815,925                             |
| Street Cleaning                              | 119,760                          | 97,083                           | 120,175                             | 109,783                          | 12,700                                |
| Storm Water Management                       | 102,760                          | 173,852                          | 150,790                             | 167,580                          | (6,272)                               |
| Debt Service                                 | 5,844                            | 137,854                          | 137,884                             | 359,101                          | 221,247                               |
| Depreciation                                 | 125,220                          | 140,000                          | 140,000                             | 140,000                          | 0                                     |
| Total Operating Expenses                     | 599,439                          | 1,160,000                        | 6,219,574                           | 4,203,600                        | 3,043,600                             |
| Operating Income (loss) before contributions | (58396.21)                       | 0.00                             | (4,999,574)                         | (3,042,263)                      |                                       |
| Non-Operating Activities                     |                                  |                                  |                                     |                                  |                                       |
| Capital Contributions                        | 0                                | 0                                | 0                                   | 3,042,263                        | 3,042,263                             |
| Bond Proceeds                                | 0                                | 0                                | 5,000,000                           | 0                                | (5,000,000)                           |
| Transfer From General Fund                   | 105,417                          | 0                                | 0                                   | 0                                | 0                                     |
| Total Non-Operating Activities               | 105,417                          | 0                                | 5,000,000                           | 3,042,263                        | 3,042,263                             |
| Change in Net Assets                         | 47,020                           | 0                                | 426                                 | 0                                |                                       |
| Net Assets - Beginning                       | 1,697,235                        | 1,744,255                        | 1,744,255                           | 1,744,681                        |                                       |
| Prior Period Adjustment                      | 0                                | 0                                | 0                                   | 0                                |                                       |
| Net Assets - Ending                          | \$1,744,255                      | \$1,744,255                      | \$1,744,681                         | \$1,744,681                      |                                       |

# Sewer Fund

## CITY OF MORRISTOWN SEWER FUND FY 2013

|                                 | <i><b>FY 2011<br/>Actual</b></i> | <i><b>FY 2012<br/>Budget</b></i> | <i><b>FY 2012<br/>Projected</b></i> | <i><b>FY 2013<br/>Budget</b></i> | <i><b>Increase<br/>(Decrease)</b></i> |
|---------------------------------|----------------------------------|----------------------------------|-------------------------------------|----------------------------------|---------------------------------------|
| <b><u>Revenues</u></b>          |                                  |                                  |                                     |                                  |                                       |
| Sewer Penalty and Recovery Fees | 0                                | 0                                | 0                                   | 0                                | 0                                     |
| Interest on Investments         | 4,071                            | 0                                | 17,500                              | 0                                | 0                                     |
| Sewer Service Charges           | 8,881,822                        | 9,400,000                        | 9,550,000                           | 11,000,000                       | 1,600,000                             |
| Sewer Connection Charges        | 100,569                          | 75,000                           | 125,000                             | 125,000                          | 50,000                                |
| Pre-Treatment Program           | 313,810                          | 300,000                          | 320,000                             | 350,000                          | 50,000                                |
| Septic Haulers                  | 34,650                           | 20,000                           | 35,000                              | 25,000                           | 5,000                                 |
| Bond Proceeds                   | 0                                | 6,100,000                        | 26,000,000                          | 0                                | (6,100,000)                           |
| Reserve - Debt proceeds         | 0                                | 1,500,000                        | 0                                   | 27,250,000                       | 25,750,000                            |
| Miscellaneous Revenues          | 65,200                           | 0                                | 125,000                             | 125,000                          | 125,000                               |
| Total Revenues                  | 9,400,121                        | 17,395,000                       | 36,172,500                          | 38,875,000                       | 21,480,000                            |
| <b><u>Expenses</u></b>          |                                  |                                  |                                     |                                  |                                       |
| Sewer Administration            | 1,485,667                        | 1,753,543                        | 2,078,383                           | 1,417,675                        | (335,868)                             |
| Sewage Treatment Plant          | 2,191,017                        | 1,462,000                        | 1,577,011                           | 9,179,804                        | 7,717,804                             |
| Collection System Maintenance   | 1,866,375                        | 1,418,691                        | 1,492,566                           | 1,809,171                        | 390,480                               |
| Pumping Station                 | 881,615                          | 1,141,392                        | 1,203,211                           | 1,155,363                        | 13,971                                |
| Sewer Construction              | 2,124,420                        | 7,593,840                        | 7,540,159                           | 20,015,582                       | 12,421,742                            |
| Depreciation                    | 2,434,962                        | 2,432,707                        | 2,432,707                           | 2,433,358                        | 651                                   |
| Bond Principal                  | 1,197,167                        | 1,975,406                        | 1,975,406                           | 3,301,454                        | 1,326,048                             |
| Bond Interest                   | 383,421                          | 1,060,119                        | 1,060,119                           | 1,920,973                        | 860,854                               |
| Bond Expense                    | 42,450                           | 45,000                           | 45,000                              | 45,000                           | 0                                     |
| Total Expenses                  | 12,607,095                       | 18,882,698                       | 19,404,562                          | 41,278,380                       | 22,395,682                            |
| Difference                      | (3,206,974)                      | (1,487,698)                      | 16,767,938                          | (2,403,380)                      |                                       |
| Change In Net Assets            |                                  |                                  |                                     |                                  |                                       |
| Beginning Net Assets            | 17,721,056                       | 18,038,630                       | 18,038,630                          | 18,038,630                       |                                       |
| Prior Period Adjustments        | 115,719                          | -                                | -                                   | -                                |                                       |
| Beginning Net Assets After Adj. | 17,836,775                       | 18,038,630                       | 18,038,630                          | 18,038,630                       |                                       |
| Ending Net Assets               | 18,038,630                       | 18,038,630                       | 18,038,630                          | 18,038,630                       |                                       |
| Operating Revenue               |                                  |                                  |                                     |                                  |                                       |
| Operating Revenue               | 9,400,121                        | 9,795,000                        | 10,172,500                          | 11,625,000                       |                                       |
| Operating Expenses              | 9,285,508                        | 9,313,452                        | 9,888,997                           | 9,951,844                        |                                       |
| Net Operating Income            | 114,613                          | 481,548                          | 283,503                             | 1,673,156                        |                                       |



# Narcotics Fund

## CITY OF MORRISTOWN NARCOTICS FUND FY 2013 Budget

|                            | <i><b>FY 2011<br/>Actual</b></i> | <i><b>FY 2012<br/>Budget</b></i> | <i><b>FY 2012<br/>Projected</b></i> | <i><b>FY 2013<br/>Budget</b></i> | <i><b>Increase<br/>(Decrease)</b></i> |
|----------------------------|----------------------------------|----------------------------------|-------------------------------------|----------------------------------|---------------------------------------|
| <b><u>Revenues</u></b>     |                                  |                                  |                                     |                                  |                                       |
| Program Income             | 111,083                          | 200,609                          | 125,000                             | 125,099                          | \$14,016                              |
| Transfer From General Fund | 313,912                          | 278,096                          | 344,431                             | 391,626                          | 77,714                                |
| Total Revenues             | 424,995                          | 478,705                          | 469,431                             | 516,725                          | 91,730                                |
| <b><u>Expenditures</u></b> |                                  |                                  |                                     |                                  |                                       |
| Narcotics Enforcement      | 445,753                          | 478,705                          | 474,146                             | 516,725                          | 70,972                                |
| Total Expenditures         | 445,753                          | 478,705                          | 474,146                             | 516,725                          | 70,972                                |
| Net Change in Fund Balance | (20,758)                         | -                                | (4,715)                             | -                                |                                       |
| Beginning Fund Balance     | 25,474                           | 4,716                            | 4,716                               | 1                                |                                       |
| Ending Fund Balance        | 4,716                            | 4,716                            | 1                                   | 1                                |                                       |

# LAMTPO Fund

CITY OF MORRISTOWN  
LAMPTO  
FY 2013 Proposed Budget

|  | <i><b>FY 2011<br/>Actual</b></i> | <i><b>FY 2012<br/>Budget</b></i> | <i><b>FY 2012<br/>Estimated</b></i> | <i><b>FY 2013<br/>Budget</b></i> | <i><b>Increase<br/>(Decrease)</b></i> |
|--|----------------------------------|----------------------------------|-------------------------------------|----------------------------------|---------------------------------------|
| <b><u>Revenues</u></b>                 |                                  |                                  |                                     |                                  |                                       |
| ETHRA Reimbursements                   | 135,379                          | 125,265                          | 125,265                             | 125,265                          | -                                     |
| General Fund Transfer                  | 383,530                          | 117,501                          | 128,928                             | 82,122                           | (35,379)                              |
| Federal Grants                         | -                                | -                                | -                                   | -                                | -                                     |
| State Grants                           | -                                | 20,565                           | 12,500                              | 20,565                           | -                                     |
| Transportation Planning Reimbursements | 647,491                          | -                                | -                                   | -                                | -                                     |
| Section 5307 Reimbursements            | 258,813                          | 326,615                          | 272,000                             | 326,615                          | -                                     |
| Other County Revenue                   | 2,735                            | 25,000                           | -                                   | 25,000                           | -                                     |
| Total Revenues                         | 1,427,948                        | 614,946                          | 538,693                             | 579,567                          | (35,379)                              |
| <b><u>Expenditures</u></b>             |                                  |                                  |                                     |                                  |                                       |
| Transportation Planning Administration | 87,972                           | 157,821                          | 159,535                             | 113,905                          | (43,916)                              |
| Section 5307 Admin. And Programs       | 899,188                          | 436,726                          | 456,440                             | 439,228                          | 2,502                                 |
| Section 5303 Admin.and Programs        | 12,050                           | 20,399                           | 26,477                              | 26,434                           | 6,035                                 |
| Total Expenditures                     | \$999,209                        | \$614,946                        | \$642,451                           | 579,567                          | (35,379)                              |
| Transfer from General Fund             | \$0                              | \$0                              |                                     | -                                |                                       |
| Net Change in Fund Balance             | \$428,739                        | (\$0)                            |                                     | -                                |                                       |
| Beginning Fund Balance                 | (\$56,090)                       | \$372,648                        | \$372,648                           | 372,648                          |                                       |
| Ending Fund Balance                    | \$372,648                        | \$372,648                        | \$372,648                           | 372,648                          |                                       |

# CDBG Fund

## CITY OF MORRISTOWN CDBG FY 2013 Budget

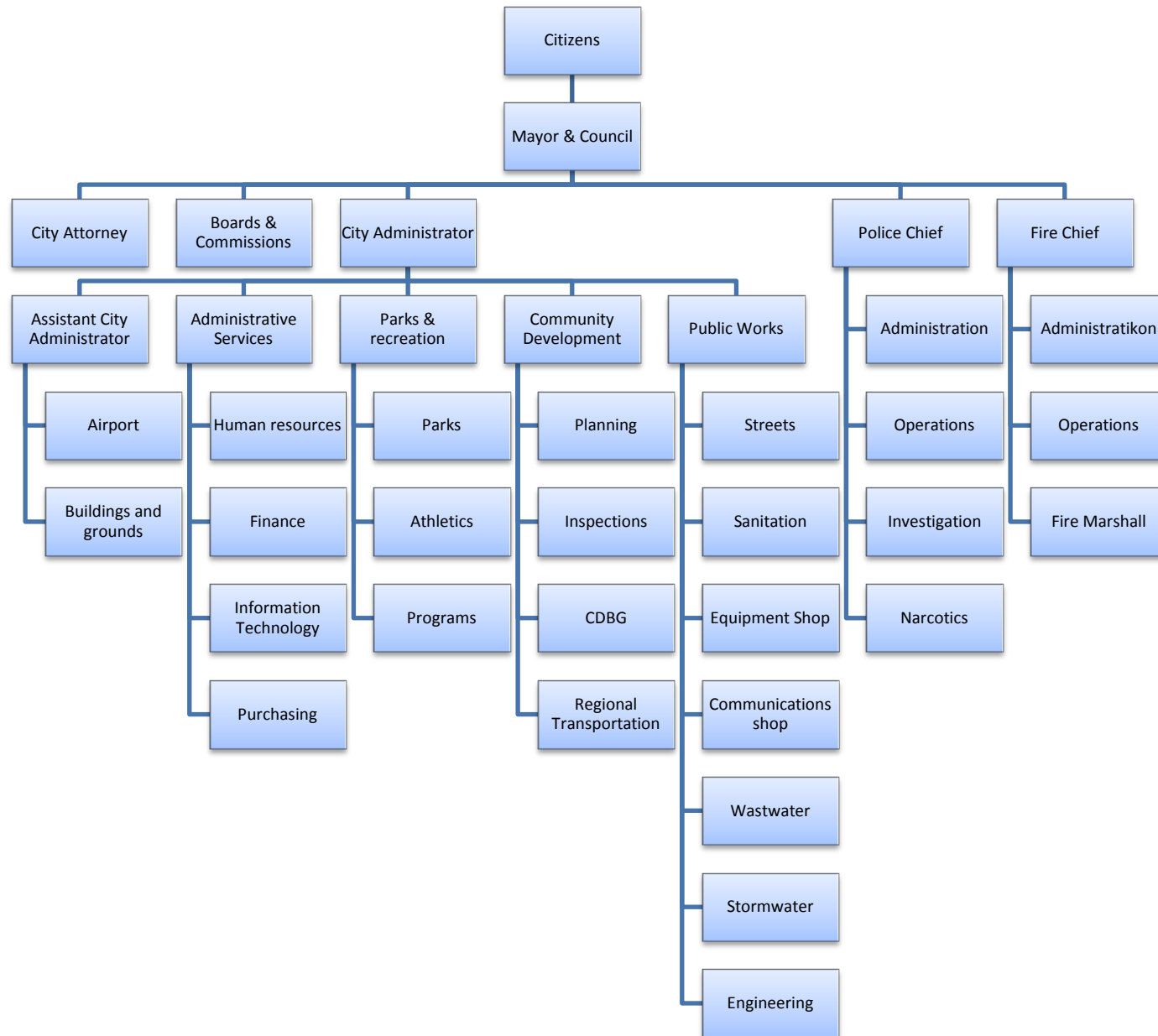
|                               | <i><b>FY 2011<br/>Actual</b></i> | <i><b>FY 2012<br/>Budget</b></i> | <i><b>FY 2012<br/>Projected</b></i> | <i><b>FY 2013<br/>Budget</b></i> | <i><b>Increase<br/>(Decrease)</b></i> |
|-------------------------------|----------------------------------|----------------------------------|-------------------------------------|----------------------------------|---------------------------------------|
| <b><u>Revenues</u></b>        |                                  |                                  |                                     |                                  |                                       |
| CDBG Reimbursements           | \$280,799                        | \$266,552                        | \$295,356                           | \$303,311                        | \$7,955                               |
| Transfer from General Fund    | \$175,000                        | \$47,645                         | \$8,235                             | \$0                              | (\$47,645)                            |
| Other Grants & Reimbursements | \$11,714                         | \$357,221                        | \$230,127                           | \$145,895                        | (211,326)                             |
| Total Revenues                | 467,513                          | 671,418                          | 533,718                             | 449,206                          | (222,212)                             |
| <b><u>Expenditures</u></b>    |                                  |                                  |                                     |                                  |                                       |
| CDBG Administration           | 103,976                          | 117,955                          | 90,349                              | 112,582                          | (5,373)                               |
| CDBG Programs & Activities    | 270,679                          | 553,463                          | 443,369                             | 336,624                          | (216,839)                             |
| Total Expenditures            | 374,655                          | 671,418                          | 533,718                             | 449,206                          | (222,212)                             |
| Transfer to General Fund      | 0                                | 45,000                           | 0                                   | 0                                | (45,000)                              |
| Net Change in Fund Balance    | 92,858                           | 45,000                           | 0                                   | 0                                |                                       |
| Beginning Fund Balance        | (22,618)                         | 70,240                           | 70,240                              | 70,240                           |                                       |
| Ending Fund Balance           | \$70,240                         | \$115,240                        | \$70,240                            | \$70,240                         |                                       |

# Insurance Fund

## CITY OF MORRISTOWN INSURANCE FUND FY 2013

|                             | <i><b>FY 2011<br/>Actual</b></i> | <i><b>FY 2012<br/>Budget</b></i> | <i><b>FY 2012<br/>Projected</b></i> | <i><b>FY 2013<br/>Budget</b></i> | <i><b>Increase<br/>(Decrease)</b></i> |
|-----------------------------|----------------------------------|----------------------------------|-------------------------------------|----------------------------------|---------------------------------------|
| <b><u>Revenues</u></b>      |                                  |                                  |                                     |                                  |                                       |
| Transfer General Fund       | 0                                | 0                                | 2,964,531                           | 2,792,402                        | 2,792,402                             |
| Transfer Storm Water        | 0                                | 0                                | 60,000                              | 55,902                           | 55,902                                |
| Transfer Sewer Fund         | 0                                | 0                                | 250,000                             | 191,447                          | 191,447                               |
| Transfer CDBG               | 0                                | 0                                | 10,000                              | 10,276                           | 10,276                                |
| Transfer Narcotics          | 0                                | 0                                | 52,000                              | 51,381                           | 51,381                                |
| Transfer LAMPTO             | 0                                | 0                                | 20,000                              | 20,552                           | 20,552                                |
| Transfer Solid Waste        | 0                                | 0                                | 145,000                             | 113,040                          | 113,040                               |
| 911 Reimbursement           | 0                                | 0                                | 2,000                               | 2,000                            | 2,000                                 |
| Landfill Reimbursement      | 0                                | 0                                | 2,000                               | 2,000                            | 2,000                                 |
| Total Revenues              | 0                                | 0                                | 3,505,531                           | 3,239,000                        | 3,239,000                             |
| <b><u>Expenditures</u></b>  |                                  |                                  |                                     |                                  |                                       |
| Self Funding - Active       | 0                                | 0                                | 2,662,000                           | 2,662,000                        | 2,662,000                             |
| Self Funding - Retirees     | 0                                | 0                                | 346,000                             | 278,500                          | 278,500                               |
| Self Funding - Sewer        | 0                                | 0                                | 77,600                              | 77,600                           | 77,600                                |
| Self Funding - Storm Water  | 0                                | 0                                | 25,800                              | 25,800                           | 25,800                                |
| Self Funding - 911/Landfill | 0                                | 0                                | 10,500                              | 10,500                           | 10,500                                |
| Self Funding - Solid Waste  | 0                                | 0                                | 45,600                              | 45,600                           | 45,600                                |
| Self Funding - COBRA        | 0                                | 0                                | 14,000                              | 14,000                           | 14,000                                |
| Health Clinic               | 0                                | 0                                | 150,000                             | 125,000                          | 125,000                               |
| Total Expenditures          | 0                                | 0                                | 3,331,500                           | 3,239,000                        | 3,239,000                             |
| Difference                  | 0                                | 0                                | 174,031                             | 0                                |                                       |

# City – Wide Organization Chart



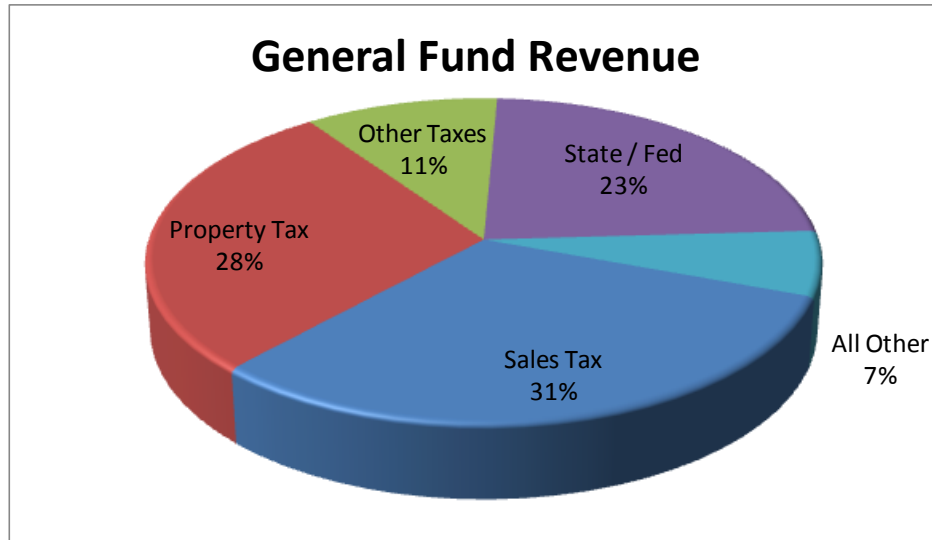
## GENERAL FUND



Downtown Morristown

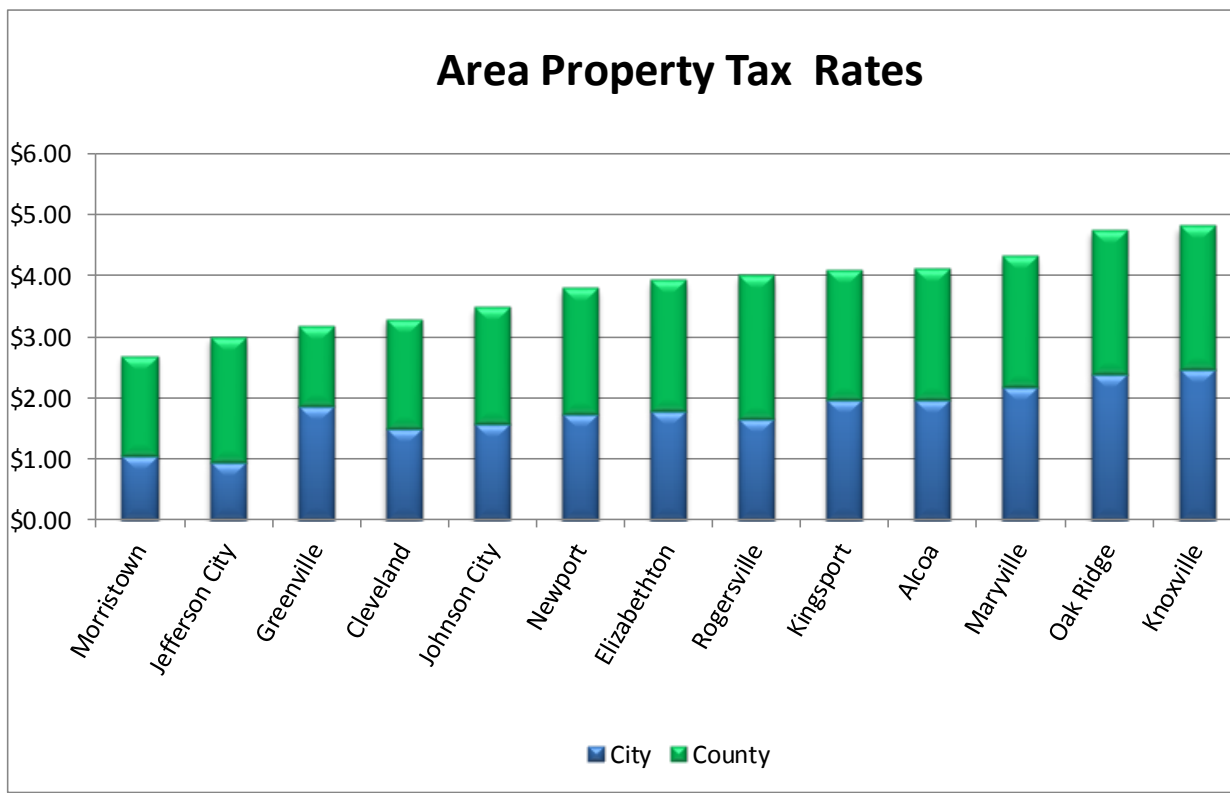
# Revenue Analysis

Estimated revenues for the General Fund total \$ 32,683,041, a decrease of \$ 1,126,246 or 3.4 % less than the FY 2012 adopted budget. However one must note that the FY 12 budget included proceeds from a bond issue of \$4,034,000 and in FY 2013 we anticipate State funds of \$2.7 million for street projects. When this is taken into account, revenues for FY 13 are essentially unchanged from the prior year. Revenues for the General Fund are divided into 6 major categories as reflected in the chart below. Property tax and local sales tax each reflect about one third of the revenues for the General Fund. With the state funding for street projects, intergovernmental sources are about a quarter of the fund and the remaining sources of income represent approximately 10% each.



An analysis of significant changes in general fund revenue projections follows:

## Taxes:



## Property Taxes:

As can be seen from the chart to the left, property tax rates in Morristown are the lowest in the region. There is no property tax rate increase with the FY 13 budget.

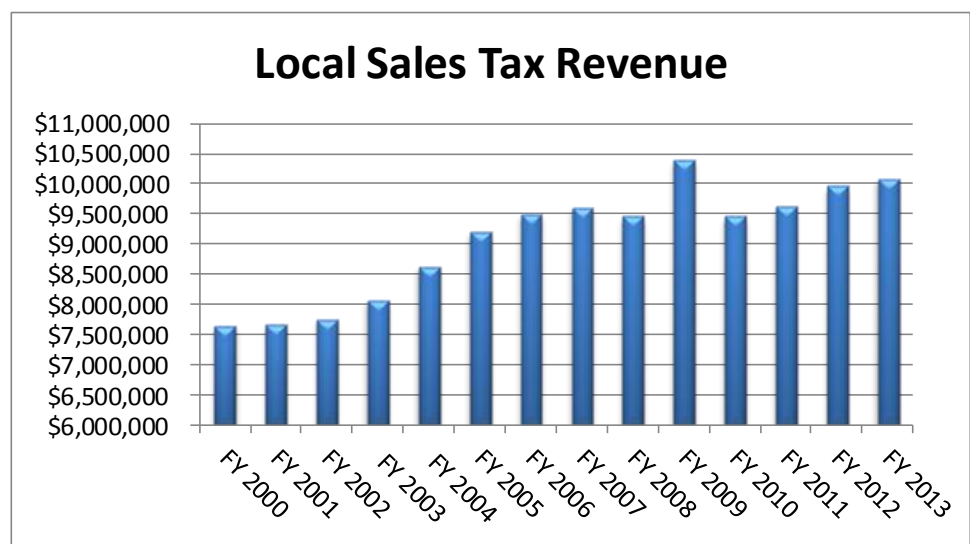
Property Tax revenue collections were down in FY 12 with the closing of the Berkline plant, and the budget projects no growth in property tax revenue for FY 13. Increases that may come from new construction are not anticipated until next fiscal year.

**Cable Franchise Tax:** Cable franchise taxes declined in FY 2010 and 2011 as households reduced their discretionary budgets. In Fiscal Year 2012, collections increased slightly, but budget levels are projected to remain at FY 11 levels for FY 13 until there is greater comfort that recovery is sustained and not a one year aberration.

**Gas Franchise Tax:** Despite a colder winter, gas franchise payments were down for Fiscal Year 2010. As residents learn to be more fuel efficient, they use less gas. This in combination with falling prices for natural gas results in lower franchise payments. In Fiscal Year 2011 revenue rose slightly, with a cold winter season. Despite a mild winter, collections rebounded significantly in 2012. Projections for FY 13 are to remain near the budget level for FY 12.

### Local Sales Tax:

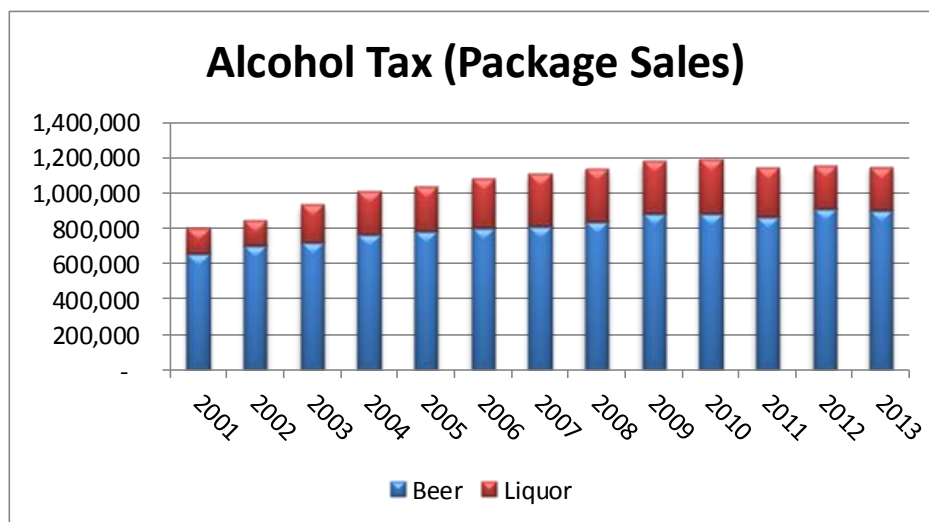
One of the major sources of revenue for the General Fund is the local sales tax. A cursory review of sales tax collections might lead one to conclude that the period from fiscal year 2008 through 2013 was extremely volatile. In order to assess sales taxes, one must take into account several factors. First, of course, is the national recession that has seen retail sales fall across the nation. A second factor is that some of the surrounding



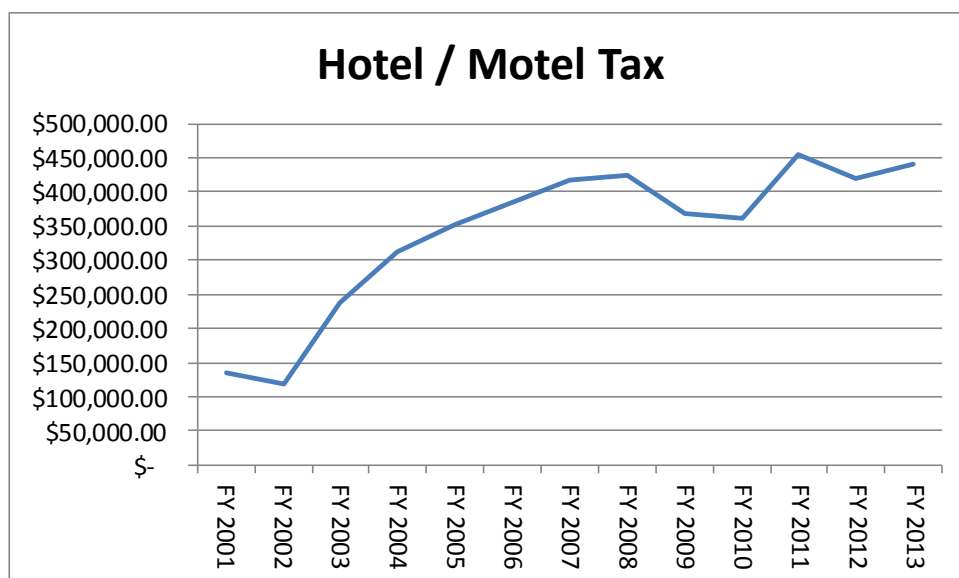
jurisdictions have seen the development of shopping centers that detract from Morristown's position as a regional hub. Finally one must take into account the fact that in FY 2009 increased its sales tax rate from 1.25% to 1.5%. In 2010, Hamblen County followed suit and adjusted their rate; this change in the County's rate made the effective rate for the City 1.38%. If one takes this changing rate into account, sales activity is a little clearer. The City was seeing growth in 2004-5, but began to see losses in 2006. These initial losses were most likely due to regional competition. Later declines in sales reflect the impact of the recession. With the FY 2011 budget, we assumed that the rate of decline would slow, but we would continue to see shrinkage in sales. Actual collections significantly outpaced this projection, and surpassed FY 10 collections. Based on activity in the local economy there was some reason to hope for stronger growth, but in late March Berkline announced that they were ceasing production. With the loss of these 500 jobs growth in local sales was expected to cool. In FY 12, the impact of Berkline's closing was more than offset by regional growth and revenue grew by 3.5% over FY 11 collections. With signs of a stronger local economy, we project that collections for FY 13 will be more than 8% higher than the FY 12 budget.



**Alcohol Taxes:** Historically, revenue from the package sale of alcohol has not declined significantly even with tough economic times, but FY 11 collections saw slight decreases. This decline continued in FY 12 and is projected to remain at that level in FY 13.



### **Hotel / Motel Tax:**



Receipts from the lodging tax have historically been on the increase due to construction of additional rooms and robust economic activity. In the recent recession years we have seen a decline in this area.

In December 2009, the City recognized that revenue collections were well below budget for the year and took a number of actions to address the issue. One of these was that the City began the process of getting State approval to increase the cap on the lodging

tax rate from 5% to 7%. The State Legislature approved a measure to allow the rate to be increased and City Council raised the rate in FY 11. With the rate increase, revenue has increased, but slow economic activity is reflected in weak collections. We assume that FY 13 collections will remain at the current level.

### **Licenses, Permits and Fees:**

**Court Fines and Costs:** Fines increased significantly in FY 2009 with the installation of traffic enforcement cameras in the City. The cameras have been effective in reducing accidents and violations. Drivers are learning to comply with traffic law. We project that as drivers change their behavior, violations, accidents and fines will continue to decrease. In FY 12, the State Legislature revised regulations governing the use of traffic enforcement cameras prohibiting enforcement of right on red infractions. Construction on 25E required one of the cameras to be removed. These two factors combined to reduce fines in FY and will continue to do so in FY 13.

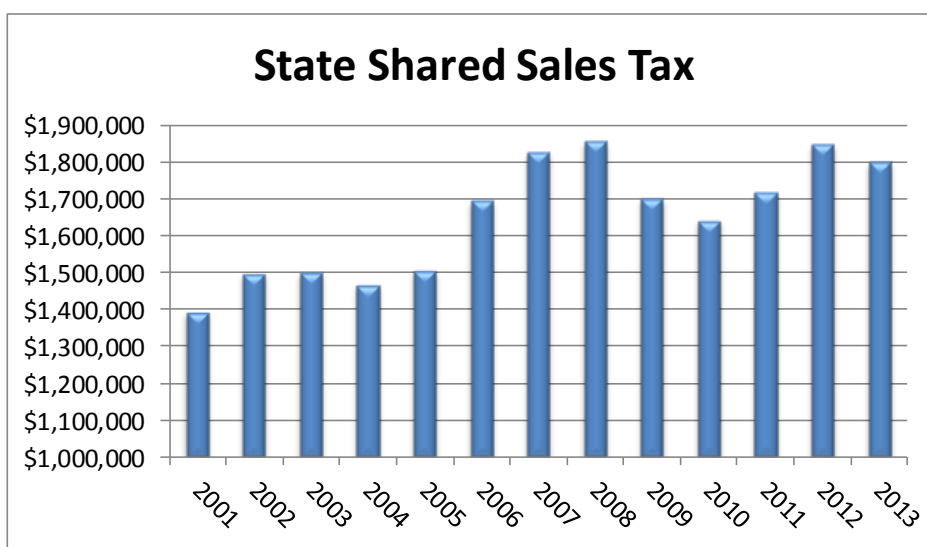
### **Service Charges and Fees:**

Recreation fees are expected to remain nearly constant.

### **Intergovernmental Revenues:**

#### **State Sales Tax:**

The State shares a portion of statewide sales tax receipts with localities; this revenue is allocated among jurisdictions based on population. As can be seen from the chart below, this revenue declined from a high of 2008 to a low in 2010. Since 2010, the State's economy has seen growth and has nearly returned to prerecession levels. In order to be conservative, we project this revenue to remain near currently levels for FY 13.



**State Gas Tax:** This revenue is shared with localities based on population. Collections fluctuate with the amount sold. With rapidly rising fuel costs, drivers are seeking more efficient vehicles and deferring travel when possible. Declines in consumption have resulted in significant reductions in this revenue source for FY 12 and these declines are projected to continue in the coming year

**State TDOT** – Several street projects are expected to be undertaken in FY 13 which are partially financed by State and federal sources. These programs require local matching funds which are included in this budget.

### **Bond Proceeds:**

In order to address the infrastructure needs of the City, a bond issue was issued in FY 12. The General Fund portion of the borrowing was \$ 4,034,000 for projects to improve city streets, make improvements at the airport, and purchase property in the East Tennessee Progress Center Industrial park. No additional general fund debt is planned for FY 13.

# Revenue Detail

| Description                            | Actual 10-11 | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|--------------|----------------|-----------------|----------------|
| 31100 PROPERTY TAX - CURRENT YEAR      | 8,707,345    | 8,650,000      | 8,359,000       | 8,650,000      |
| 31200 PROPERTY TAX - DEL. CURRENT YEAR | 234,814      | 220,000        | 200,000         | 220,000        |
| 31300 PROPERTY TAX-INTEREST & PENALTY  | 119,332      | 85,000         | 90,000          | 85,000         |
| 31400 PROPERTY TAX-Prior Year(s)       | 149,521      | 120,000        | 130,000         | 120,000        |
| 31500 IN LIEU TAX- MUS ELECTRIC        | 779,594      | 880,000        | 770,000         | 880,000        |
| 31550 TV CABLE FRANCHISE               | 207,450      | 200,000        | 235,000         | 200,000        |
| 31560 NATURAL GAS FRANCHISE            | 193,365      | 400,000        | 420,000         | 400,000        |
| 31600 LOCAL OPTION SALES TAX           | 9,611,440    | 9,301,450      | 9,950,000       | 10,076,076     |
| 31710 LOCAL BEER TAX 17%               | 866,796      | 800,000        | 910,000         | 904,358        |
| 31720 ST_TN- WHOLESALE LIQUOR TAX      | 273,943      | 240,000        | 240,000         | 240,000        |
| 31800 BUSINESS TAX- GROSS RECEIPTS     | 882,131      | 750,000        | 750,000         | 921,027        |
| 31920 LOCAL HOTEL & MOTEL TAX          | 454,855      | 380,000        | 380,000         | 440,000        |
| 32215 LICENSE- BEER                    | 15,292       | 15,000         | 15,000          | 15,000         |
| 32610 PERMITS- BUILDING                | 144,555      | -              | -               | -              |
| 32620 PERMITS- ELECTRIC                | -            | 125,000        | 126,000         | 125,000        |
| 32650 PERMITS- DEVELOPMENT FEES        | 5,330        | 5,000          | 5,000           | 5,000          |
| 32660 PERMITS- SIDEWALKS               | -            | -              | 1,000           | -              |
| 32670 PERMITS- SIGNS                   | 45           | -              | -               | -              |
| 32720 SERVER PERMITS                   | 18,030       | 8,000          | 14,000          | 8,000          |
| 32730 PERMITS-FARMERS MARKET           | 5,645        | 1,000          | 3,700           | 1,000          |
| 33195 USDA-SUMMER FEEDING PROGRAM      | 97,232       | 90,000         | 90,000          | 90,000         |
| 33292 ARRA GRANTS                      | 1,122,608    | -              | 722,334         | -              |
| 33320 ST_TN- TVA REPLACEMENT TAX       | 290,349      | 165,840        | 290,000         | 165,840        |
| 33510 ST_TN- SALES TAX                 | 1,717,203    | 1,668,200      | 1,850,000       | 1,800,000      |
| 33515 ST_TN- TELECOMMUNICATIONS TAX    | 1,801        | 2,300          | 1,400           | 2,300          |
| 33520 ST_TN- HALL INCOME TAX           | 114,582      | 155,000        | 114,582         | 135,000        |
| 33530 ST_TN- BEER TAX                  | 13,460       | 12,000         | 10,000          | 12,000         |
| 33551 ST_TN- GASOLINE & MOTOR FUEL TAX | 703,166      | 565,000        | 625,000         | 625,000        |
| 33552 ST_TN- STATE PTS TAX             | 50,760       | 55,400         | 52,000          | 55,400         |
| 33586 ST_TN_TDOT_STREETS               | -            | -              | -               | 2,775,151      |
| 33585 ST_TN- TDOT-AIRPORT GRANT        | 441,823      | 776,000        | 166,859         | 776,000        |
| 33590 ST_TN- OTHER STATE REVENUE       | 50,277       | -              | 50,000          | -              |
| 33592 FED- PD- COPS GRANT              | 55,771       | 187,434        | 97,434          | 187,434        |
| 33593 ST_TN- EXCISE TAX                | 9,094        | 50,000         | 45,000          | 50,000         |
| 33596 ST_TN- AIRPORT MAINT GRANT       | 17,804       | -              | 17,803          | -              |
| 33603 ST_TN- FIRE DEPARTMENT REIMB     | 51,853       | -              | -               | -              |
| 33604 FED-DEPT OF JUSTICE GRANT        | 42,421       | -              | 108,449         | -              |
| 33605 FED- FIRE DEPARTMENT GRANT       | 33,706       | -              | 4,500           | -              |
| 33607 ST_TN- POLICE DEPT GRANTS        | 136,850      | -              | 79,124          | -              |
| 33608 ST_TN- PUBLIC WORKS GRANTS       | 2,076        | -              | 20,145          | -              |
| 33609 ST_TN- PARK & REC GRANTS         | 54,379       | -              | 53,652          | -              |
| 33610 ST_TN- TIIPS GRANT               | 51,280       | -              | 51,279          | -              |
| 33611 ST_TN- FAST TRACK GRANT          | 202,678      | -              | 147,551         | -              |
| 33617 ST_TN- GREENWAY GRANT            | 92,780       | -              | 65,778          | -              |
| 33618 ST_TN- MAINSTREET PROGRAM        | 13,902       | -              | 13,902          | -              |
| 33780 ST_TN- EVENTS DONATIONS          | 11,185       | -              | 10,490          | -              |

| Description                                      | Actual 10-11 | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|--------------|----------------|-----------------|----------------|
| 33800 COUNTY REVENUE                             | 280,000      | 280,000        | 280,000         | 280,000        |
| 33840 ST_TN- OTHER REIMBURSEMENTS                | 394          | -              | -               | -              |
| 34700 RECREATIONAL FEES                          | 134,066      | 145,000        | 145,000         | 145,000        |
| 34710 R_C PARK & REC DONATIONS                   | 12,038       | -              | -               | 10,000         |
| 34720 DONATIONS                                  | 4,857        | -              | -               | -              |
| 34721 DONATIONS - FAST TRACK                     | 149,103      | -              | 225,000         | -              |
| 34740 DONATIONS - POLICE                         | 743          | -              | 33,602          | -              |
| 34750 MHA COST-SHARING                           | -            | -              | 3,100           | -              |
| 34760 LEGACY TREES                               | 300          | -              | -               | -              |
| 35110 PD- NON-MOVING VIOLATIONS CITY COURT FINES | 1,123,094    | 1,100,000      | 900,000         | 900,000        |
| 35120 SEX OFFENDER REG FEE                       | 3,900        | 3,000          | 1,800           | 3,000          |
| 35150 PD- MOVING TRAFFIC VIOLATIONS DUI FINES    | 98,528       | 84,000         | 77,000          | 84,000         |
| 36000 OTHER REVENUES                             | 110,000      | -              | -               | -              |
| 36120 INTEREST- INVESTMENTS                      | 22,483       | 5,293          | 8,000           | 5,293          |
| 36210 LEASE/RENTAL CITY PROPERTY                 | 100,741      | 112,000        | 145,000         | 130,000        |
| 36300 NON_REV- SALE- FIXED ASSETS                | 355,283      | -              | -               | -              |
| 36300 NON_REV- SALE- REAL ESTATE                 | -            | -              | 99,000          | -              |
| 36300 NON_REV- SALE-                             | 59,038       | -              | -               | -              |
| 36300 NON_REV-SALE- CONFISCATED ITEMS            | -            | -              | 78,960          | -              |
| 36500 INVENTORY GAIN/LOSS                        | 6            | -              | -               | -              |
| 36700 OTHER MISCELLANEOUS REVENUE                | 54,805       | 38,000         | 7,015           | 38,000         |
| 36720 OTHER MISC. REVENUE INSURANCE              | 28,352       | -              | 20,912          | -              |
| 36730 WORKERS COMPENSATIONS INSURANCE REFUND     | 17,513       | -              | -               | -              |
| 36850 BOND PROCEEDS                              | -            | 4,034,000      | 3,750,000       | -              |
| 36870 DEBT SERVICE REIMB.                        | 7,347        | -              | -               | -              |
| 37820 STORM WATER TRANSFER ADMIN & IN-LIEU       | 29,187       | 29,187         | 29,187          | 29,187         |
| 37880 SEWER TRANSFER ADMIN & IN-LIEU             | 762,921      | 571,183        | 571,183         | 537,687        |
| 37830 CDBG ADMIN.                                | 56,458       | -              | 45,000          | -              |
| 33840 NON_REV- FUND BALANCE APPROPRIATED         | -            | 500,000        | -               | 556,288        |
| Total Revenue & NON-REVENUE FUNDS                | 31,459,678   | 32,809,287     | 33,705,741      | 32,683,041     |

# Expenses by Department

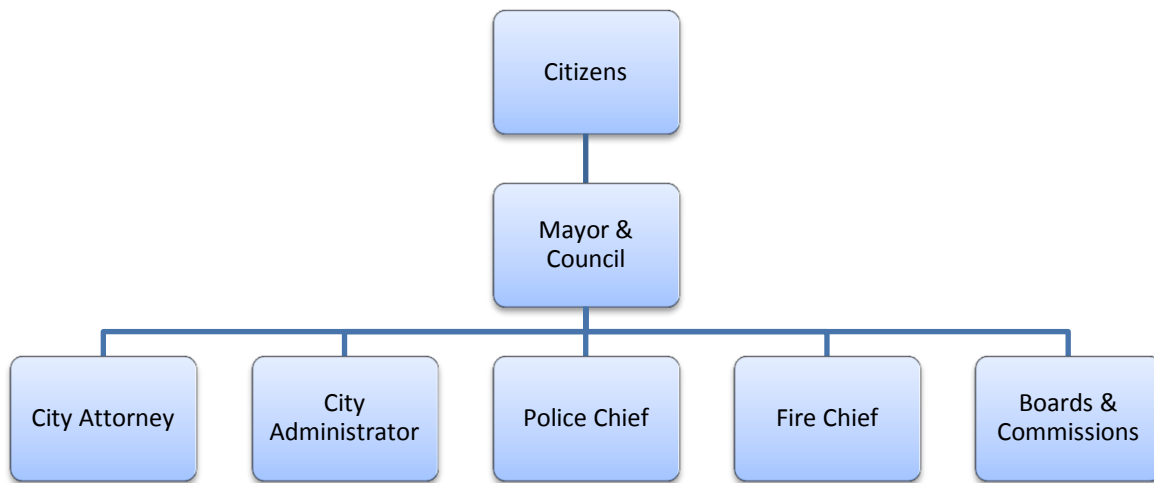
| Description   | Actual 10-11 | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|--------------|----------------|-----------------|----------------|
| <i>101 General Fund</i>                                 |              |                |                 |                |
| 41100 - City Council SUBTOTAL                           | 160,512      | 267,496        | 165,430         | 262,351        |
| 41110 - Council Elections SUBTOTAL                      | 16,891       | -              | -               | 15,000         |
| 41200 - City Administrator's SUBTOTAL                   | 305,498      | 492,333        | 320,405         | 474,825        |
| 41300 - Asst. City Administrator SUBTOTAL               | 124,549      | -              | -               | -              |
| 41530 - Finance SUBTOTAL                                | 712,078      | 621,119        | 622,533         | 657,613        |
| 41610 - Purchasing SUBTOTAL                             | 69,069       | 71,812         | 68,513          | 74,465         |
| 41630 - GF Retiree Benefits SUBTOTAL                    | 439,304      | 500,000        | 500,000         | 500,000        |
| 41640 - Computer Operations SUBTOTAL                    | 199,593      | 276,516        | 259,201         | 282,454        |
| 41650 - Human Resources SUBTOTAL                        | 171,848      | 239,601        | 166,860         | 272,454        |
| 41660 - Legal Services SUBTOTAL                         | 118,690      | 101,299        | 83,131          | 102,708        |
| 41700 - Community & Economic Affairs SUBTOTAL           | 352,721      | 323,988        | 314,743         | 316,385        |
| 41710 - Code Enforcement SUBTOTAL                       | 60,846       | 62,529         | 91,085          | 155,990        |
| 41750 - Morristown Community Dev. Corp. SUBTOTAL        | 61,164       | 45,511         | 45,621          | 46,507         |
| 41800 - Engineering SUBTOTAL                            | 260,129      | 291,386        | 269,500         | 304,063        |
| 42400 - Inspections SUBTOTAL                            | 346,274      | 370,285        | 385,540         | 462,947        |
| 42110 - Police Administration SUBTOTAL                  | 454,255      | 510,818        | 514,923         | 483,911        |
| 42120 - Police Patrol & Traffic Safety SUBTOTAL         | 4,534,935    | 4,864,393      | 4,651,506       | 5,179,294      |
| 42130 - Police Criminal Investigation SUBTOTAL          | 1,241,113    | 1,271,403      | 1,273,225       | 1,331,914      |
| 42190 - Police Vice SUBTOTAL                            | 90,384       | 92,220         | 91,962          | 108,854        |
| 42210 - Fire Administration SUBTOTAL                    | 543,316      | 568,124        | 553,893         | 587,742        |
| 42220 - Fire Inspection SUBTOTAL                        | 101,268      | 118,289        | 106,981         | 120,826        |
| 42230 - Fire Stations SUBTOTAL                          | 68,862       | 103,430        | 85,844          | 88,605         |
| 42240 - Fire Fighting SUBTOTAL                          | 5,105,595    | 5,470,886      | 5,325,213       | 5,811,713      |
| 42260 - Fire and Medical Response SUBTOTAL              | 15,087       | 20,100         | 20,586          | 22,859         |
| 43110 - Public Works Admin SUBTOTAL                     | 140,399      | 163,512        | 114,773         | 166,273        |
| 43120 - Public Works Buildings & Grounds SUBTOTAL       | 1,019,610    | 1,365,732      | 827,825         | 1,055,343      |
| 43130 - Public Works Equipment Shop SUBTOTAL            | 430,113      | 481,226        | 473,366         | 470,917        |
| 43140 - Public Works Street Repairs & Maint. SUBTOTAL   | 618,806      | 687,711        | 806,889         | 967,825        |
| 43150 - Public Works Street Lights & Signs SUBTOTAL     | 659,686      | 728,482        | 700,244         | 738,285        |
| 43160 - Public Works Brush Pick-Up & Snow Removal SUE   | 959,956      | 1,147,196      | 1,090,320       | 1,117,568      |
| 43180 - Public Works Sidewalks SUBTOTAL                 | 2,549        | 23,600         | 15,950          | 22,700         |
| 43190 - Public Works Traffic Devices SUBTOTAL           | 231,295      | 130,000        | 115,836         | 131,604        |
| 43200 - Public Works Communication Shop SUBTOTAL        | 119,824      | 130,343        | 120,574         | 122,536        |
| 43300 - Public Works Pavement Management                | 1,388,142    | 3,950,000      | 3,950,000       | 3,166,439      |
| 43400 - Public Works Health Inspection & Welfare SUBTOT | 74,258       | 11,600         | 65,840          | 22,267         |
| 44410 - Parks & Rec Administration SUBTOTAL             | 391,990      | 391,957        | 384,453         | 406,596        |
| 44420 - Parks & Rec Playgrounds & Programs SUBTOTAL     | 398,389      | 450,555        | 451,729         | 438,605        |
| 44430 - Parks & Rec Parks SUBTOTAL                      | 800,084      | 851,529        | 858,018         | 947,339        |
| 42250 - Civil Service SUBTOTAL                          | 15,190       | -              | -               | -              |
| 44600 - Social Services SUBTOTAL                        | 478,205      | 250,575        | 258,700         | 256,700        |
| 48100 - Airport SUBTOTAL                                | 690,480      | 1,094,065      | 1,041,052       | 994,940        |
| 49100 - Bonds SUBTOTAL                                  | 1,538,476    | 2,414,708      | 2,414,708       | 2,647,708      |
| 81000 - Special Appropriations SUBTOTAL                 | 1,659,844    | 1,189,882      | 1,189,882       | 872,168        |
| 92000 - Transfers to Other Funds SUBTOTAL               | 1,538,388    | 663,077        | 663,077         | 473,748        |
| Total 110 General Fund                                  | 28,709,665   | 32,809,287     | 31,459,929      | 32,683,041     |

# General Government



Morristown's City Center with a replica of the Liberty Bell in the plaza.

# Mayor & Council Organization Chart

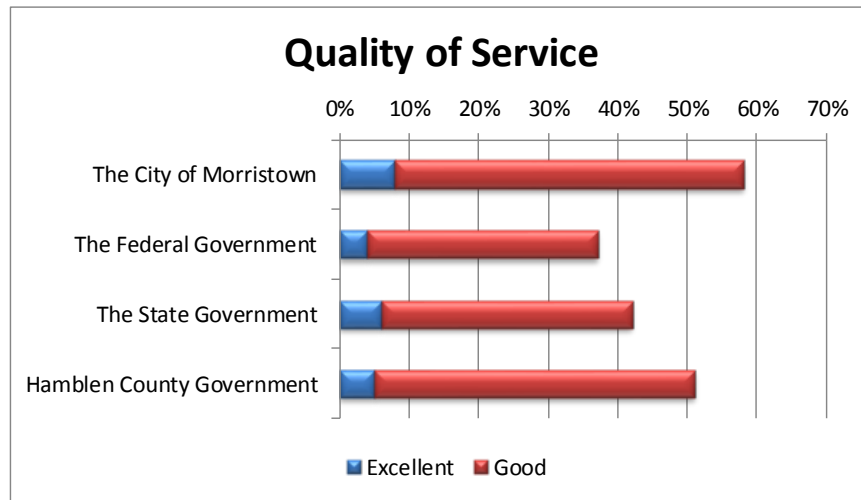


## Mayor & City Council

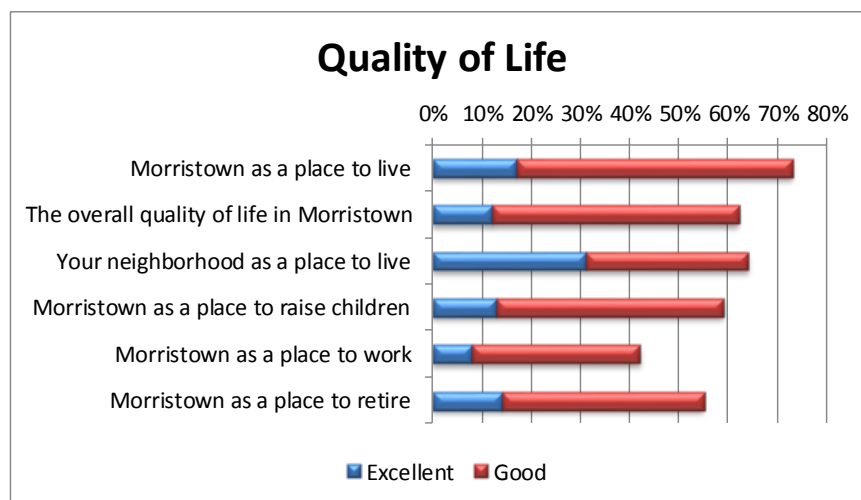
The Mayor and City Council, the legislative and policy-making body of the City, is composed of seven (7) citizens elected to, “serve for a term of four years, and until their successors are elected and qualified.” The Mayor is the presiding officer at official meetings and represents the City at all functions. The Mayor can vote on all issues.

The responsibilities of the Mayor and City Council include the enactment of ordinances, resolutions and polices; adopting the annual budget through the setting of the property tax rate; appointing the City Administrator, City Attorney, and numerous citizens to the various boards and commissions; establishing policies and measures to promote the general health, welfare and safety of the citizens of Morristown; and attending official functions as representatives of the City.

The Mayor and City Council conduct their business in public sessions held in the City Center on the first and third Tuesday of each month. Work sessions are held periodically on an as needed basis to review basic issues before public action is taken.



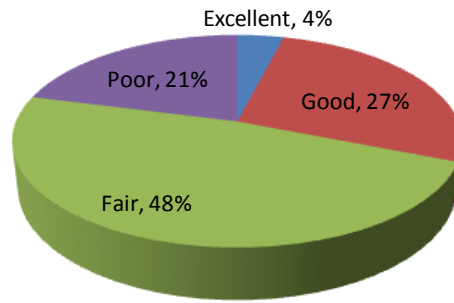
*Source: 2011 Citizen Survey*



*Source: 2011 Citizen Survey*



### The overall direction that Morristown is taking



*Source: 2011 Citizen Survey*

### Public Trust



*Source: 2011 Citizen Survey*

### ❑ Significant Accomplishments FY 2011-2012:

- Purchased additional properties to move toward completion of the East Tennessee Progress Center industrial park.
- Revised the sign ordinance to comply with community standards.
- Adopted a debt management policy to comply with standards recently enacted by the Tennessee Comptroller.
- Implemented an extensive street resurfacing program to address concerns about deteriorating street conditions.
- Approved financing for a major wastewater collection system rehabilitation and a stormwater construction program.
- Adopted zoning regulations to address pain clinics and to allow for historic districts.
- Implemented electronic voting and video systems in Council chambers, enhancing the ability of the audience to understand actions in Council meetings.

## ❑ Goals for FY 2012 - 2013:

See Community Vision and Goals

## ❑ Comments on FY 2011 Actual and FY 2012 Projections:

Council began the year with \$100,000 in contingency funds. The projected budget assumes that all of this will be allocated to other areas to cover issues that arose during the year or to address changes in priorities.

## ❑ Significant Changes for FY 2013:

Funding for the Diversity Task Force has been moved to the social agency section.

## ❑ Personnel Summary

| MAYOR AND COUNCIL       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|-------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| MAYOR AND COUNCIL       | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| COUNCILMEMBERS          | 6     | 6     | 6     | 6     | 6     | 6     | 6     | 6     |
| TOTAL MAYOR AND COUNCIL | 7     | 7     | 7     | 7     | 7     | 7     | 7     | 7     |

## ❑ Budget Expense Detail

| Description                          | Actual 10-11        | Budgeted 11-12        | Estimated 11-12        | Budgeted 12-13        |
|--------------------------------------|---------------------|-----------------------|------------------------|-----------------------|
| <b>41100 - City Council</b>          |                     |                       |                        |                       |
| <b>Description</b>                   | <b>Actual 10-11</b> | <b>Budgeted 12-13</b> | <b>Estimated 11-12</b> | <b>Budgeted 12-13</b> |
| 111 SALARIES & WAGES                 | 37,980              | 37,200                | 37,200                 | 37,200                |
| 134 HOLIDAY BONUS                    | 730                 | 1,022                 | 987                    | 807                   |
| 210 FICA                             | 2,376               | 2,924                 | 2,368                  | 2,356                 |
| 212 MEDICARE                         | -                   | -                     | 539                    | 551                   |
| 214 EMPLOYEE HEALTH INS              | 69,821              | 72,854                | 64,207                 | 78,045                |
| 217 EMPLOYEE LIFE INS                | -                   | -                     | -                      | 152                   |
| 219 WORKERS COMPENSATIONS INSURANCE  | -                   | -                     | 5,719                  | -                     |
| 310 POSTAL SERVICE                   | 85                  | 200                   | 150                    | 150                   |
| 321 PRINTING SERVICES                | 3,888               | 2,500                 | 1,200                  | 1,500                 |
| 330 LEGAL NOTICES                    | 75                  | -                     | 1,950                  | 2,000                 |
| 333 ADVERTISING                      | 2,401               | 1,500                 | -                      | -                     |
| 345 TELEPHONE SERVICES               | -                   | -                     | 75                     | 100                   |
| 371 SUBSCRIPTIONS & BOOKS            | -                   | 200                   | 375                    | 400                   |
| 375 MEMBERSHIPS & DUES               | 18,047              | 18,000                | 16,000                 | 17,000                |
| 378 EDUCATION - SEMINARS & TRAINING  | 931                 | -                     | -                      | -                     |
| 383 TRAVEL-BUSINESS EXPENSES         | 10,513              | 15,000                | 10,000                 | 12,000                |
| 399 OTHER CONTRACTED SERVICES        | 3,549               | 10,000                | 8,750                  | 2,000                 |
| 411 OFFICE SUPPLIES & MATERIALS      | 1,019               | 1,000                 | 600                    | 1,000                 |
| 413 OFFICE EQUIPMENT                 | 138                 | -                     | -                      | -                     |
| 499 OTHER SUPPLIES & MATERIALS       | 629                 | 1,000                 | 975                    | 1,000                 |
| 510 INSURANCE - GENERAL LIABILITY    | 4,830               | 4,096                 | 4,590                  | 4,590                 |
| 533 EQUIPMENT- RENTAL/LEASE          | -                   | -                     | 1,500                  | 1,500                 |
| 700 GRANTS & OTHER SUBSIDIES         | -                   | -                     | 6,495                  | -                     |
| 804 COUNCIL CONTINGENCY              | 3,500               | 100,000               | 1,750                  | 100,000               |
| <b>41100 - City Council SUBTOTAL</b> | <b>160,512</b>      | <b>267,496</b>        | <b>165,430</b>         | <b>262,351</b>        |

# Elections

This account is used to pay the Hamblen County Election Commission all expenses incurred in holding a City General or Special Election.

## ☐ Significant Accomplishments FY 2011-2012:

- A City-wide election was held for Mayor and three Council seats in May 2011.
- Sought an amendment to State law allowing the Election Commission to manage the polling places for municipal elections more efficiently.

## ☐ Goals for FY 2012 - 2013:

- Conduct an election for three Council seats in May 2013.

## ☐ Comments on FY 2011 Actual and FY 2012 Projections:

In May 2011, there was an election for Mayor and three Council members. No elections were conducted in FY 12.

## ☐ Significant Changes for FY 2013:

There will be a municipal election in May 2013.

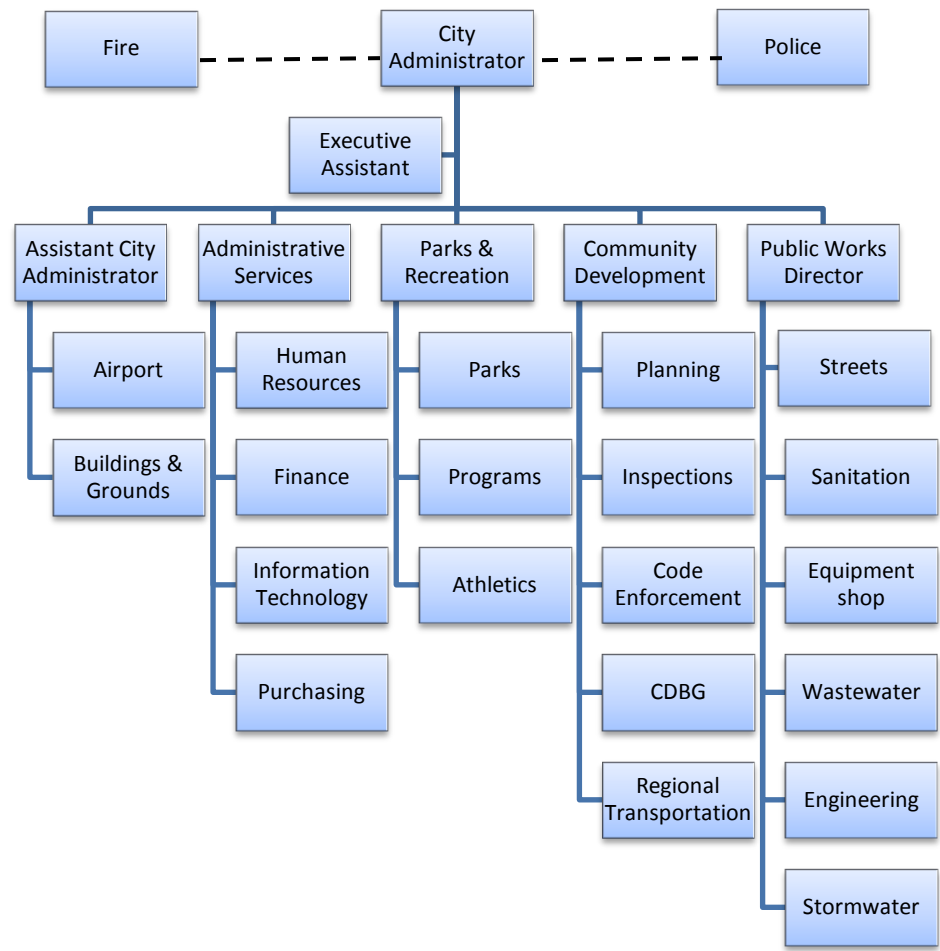
## ☐ Personnel Summary

There are no personnel assigned to this department.

## ☐ Budget Expense Detail

| Description                               | Actual 10-11  | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|---------------|----------------|-----------------|----------------|
| <i>41110 - Council Elections</i>          |               |                |                 |                |
| 330 LEGAL NOTICES                         | -             | -              | -               | -              |
| 399 OTHER CONTRACTED SERVICES             | 16,891        | -              | -               | 15,000         |
| <i>41110 - Council Elections SUBTOTAL</i> | <i>16,891</i> | <i>-</i>       | <i>-</i>        | <i>15,000</i>  |

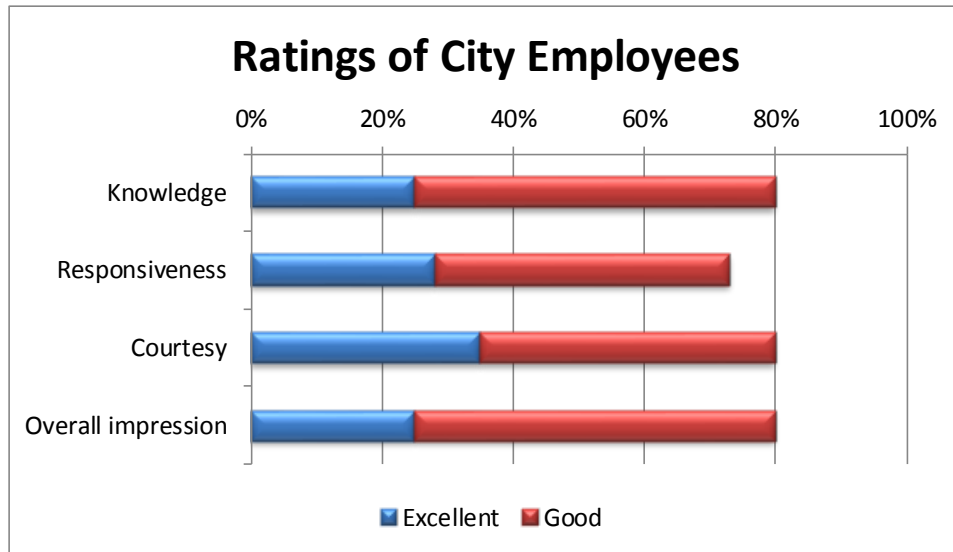
# City Administrator Organization Chart



*Note: Personnel in the Police and Fire departments are appointed by the Mayor and Council, but operations are coordinated through the City Administrator.*

# City Administrator

The City Administrator is hired by the City Council and serves as the Chief Executive Officer of the organization, planning, organizing and directing the resources of the City. In carrying out these responsibilities, the City Administrator interprets and implements City Council determined policies; coordinates department efforts, analyzes production; handles citizen complaints and service requests; enforces all laws and ordinances of the City, prepares special management reports; recommends legislation that appears necessary and desirable for the general health and welfare of the citizens of Morristown; represents the City in its relations with the public, the press and other governmental jurisdictions; and executes all policies set by City Council.



*Source: 2011 Citizen Survey*

## ❑ Significant Accomplishments FY 2011-2012:

- Conducted a citizen survey through the National Citizen Survey.
- Participated in the Tennessee Benchmark study.
- Complied with Tennessee Department of Environment & Conservation (TDEC) order concerning the City's wastewater collection system.
- Settled the enforcement action against Koch Foods for wastewater permit violations.
- Negotiated a contract termination with Energy Systems Group (ESG).
- Settled a federal lawsuit concerning the sign ordinance.
- Settled a federal lawsuit concerning conditions of the wastewater system in the Witt community and began rehab of that system.
- Reorganized the Code Enforcement program, reclassifying the position a sworn Police Officer.
- Reorganized the Finance department, eliminating the position of Finance Director and adding two Accountant positions to address internal controls and provide adequate resources to manage the City's financial records.
- Provided financing plans to address street maintenance needs, wastewater collection rehabilitation and stormwater infrastructure.
- Implemented a street resurfacing plan, resurfacing more than 20 miles of streets.
- Addressed community concerns about appearance through demolishing of 13 structures, removal of more than 225 vehicles and clearing of an extensive number of weed lots.

### ❑ Goals for FY 2012 - 2013:

- Implement a system to facilitate the development process using concepts such as one stop shop and single point of contact to “shepherd” projects through the review and permitting process.
- Identify and help market sites for commercial development, especially retail and restaurants.
- Explore opportunities to use tax increment financing (TIF) to facilitate cluster restaurant development.
- Increase total sales tax revenue by 2.5% annually
- Remain committed to addressing concerns identified in the Tennessee Department of Environment and Conservation (TDEC) Commissioner’s order concerning our sewer system, including development of an engineering plan to address deficiencies.
- Continue implementation of the Sewer Maintenance and Operations Model (MOM) to focus operations to effectively address sewer deficiencies
- Implement the Municipal Separate Storm Sewer Systems (MS4) permit requirements using the storm water utility. This effort will comply with State and Federal law as well as significantly improve the water quality of the region.
- Develop a long term plan to meet the community’s street maintenance and transportation needs.
- Improve the overall appearance of the community, particularly streetscapes. We will develop improved median plantings, mowing and maintenance
- Continue to target derelict buildings and encourage owners to bring them up to standards or demolish them.
- Conduct another survey of citizens to assure feedback from a broad cross section of the community and measure success in making improvements.
- Continue to participate in the Tennessee Municipal Benchmark program and use this data to focus on areas for operational improvements.
- Conduct a comprehensive review of the Fire Department to determine if staffing and configuration meets the community’s needs.

### ❑ Comments on FY 2011 Actual and FY 2012 Projections:

Beginning in FY 12, the Assistant City Administrator is reflected in this budget, accounting for the increase in this account.



















### ❑ Significant Changes for FY 2013:

A budget of \$3,500 is provided in office equipment to construct shelving in the records vault.

### ❑ Personnel Summary

| CITY ADMINISTRATOR             | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|--------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| CITY ADMINISTRATOR             | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ASSISTANT CITY ADMINISTRATOR   | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| CITY CLERK/EXECUTIVE SECRETARY | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| CITIZEN INFORMATION SPECIALIST | 1     | 1     | 0     | 0     | 0     | 0     | 0     | 0     |
| TOTAL CITY ADMINISTRATOR       | 4     | 4     | 3     | 3     | 3     | 3     | 3     | 3     |

## Budget Expense Detail

| Description   | Actual 10-11   | Budgeted 11-12   | Estimated 11-12   | Budgeted 12-13 |
|---|----------------|--|---|----------------|
| <i>41200 - City Administrator</i>   |                |  |   |                |
| 111 SALARIES & WAGES  | 201,517        | 292,194  | 199,572  | 286,154        |
| 112 OVERTIME  | -              | 200  | -        | 1,040          |
| 114 SALARIES & WAGES TEMPORARY  | 19,745         | 26,000   | 26,000   | 26,000         |
| 134 HOLIDAY BONUS   | 1,826          | 2,116  | 1,349    | 1,040          |
| 210 FICA  | 15,683         | 24,519  | 14,069   | 19,483         |
| 212 MEDICARE  | -              | -       | 3,290    | 4,556          |
| 213 TCRS CONTRIBUTION   | 29,436         | 42,999  | 33,312   | 46,130         |
| 214 EMPLOYEE HEALTH INS   | 20,637         | 33,254   | 6,800    | 22,299         |
| 217 EMPLOYEE LIFE INS   | -              | -  | 210   | 42             |
| 219 WORKERS COMPENSATIONS INSURANCE   | 3,171          | 4,575  | 3,431    | 3,500          |
| 310 POSTAL SERVICE  | 158            | 110  | 170   | 200            |
| 321 PRINTING SERVICES   | 470            | 100  | -   | -              |
| 333 ADVERTISING   | 708            | 1,500  | 1,000   | 1,500          |
| 345 TELEPHONE SERVICES  | -              | 1,200  | 1,500   | 1,300          |
| 371 SUBSCRIPTIONS & BOOKS   | 406            | 718  | 950   | 1,000          |
| 375 MEMBERSHIPS & DUES  | 2,581          | 2,000  | 1,850   | 2,000          |
| 378 EDUCATION - SEMINARS & TRAINING   | 840            | 2,000  | 250   | 1,500          |
| 383 TRAVEL-BUSINESS EXPENSES  | 3,838          | 23,464   | 8,500   | 18,000         |
|  399 OTHER CONTRACTED SERVICES     | -              | -  | 4,000   | 4,000          |
| 411 OFFICE SUPPLIES & MATERIALS   | 171            | 500  | 450   | 500            |
| 413 OFFICE EQUIPMENT               | 634            | -  | -        | 3,500          |
| 429 GENERAL OPERATING SUPPLIES  | 989            | 800  | 250   | 500            |
|  431 GASOLINE & DIESEL FUEL        | -              | 50   | -   | -              |
| 433 VEH PARTS/OIL/FLUID/TIRES   | -              | 150  | -   | -              |
|  510 INSURANCE - GENERAL LIABILITY | 69             | 384  | 430   | 430            |
| 523 PROPERTY (CONTENTS) INS   | -              | -  | 821   | 821            |
| 533 EQUIPMENT- RENTAL/LEASE   | 2,619          | 3,500  | 2,200    | 3,000          |
| 801 GRANTS & OTHER SUBSIDIES  | -              | 30,000   | 10,000  | 26,330         |
| <i>41200 - City Administrator's SUBTOTAL</i>  | <i>305,498</i> | <i>492,333</i>   | <i>320,405</i>  | <i>474,825</i> |

# Assistant City Administrator

This office serves as the City Administrator's staff arm in improvements, public information and "trouble shooting" citizen complaints.

The Assistant City Administrator serves as liaison between the City and other local, State and Federal agencies. This office also oversees the operations of the City's airport and serves as a coordinator for the Public Works department.

## ☐ Comments on FY 2011 Actual and FY 2012 Projections:

Beginning in FY 12, this account was merged with the City Administrator.

## ☐ Significant Changes for FY 2013:

## ☐ Personnel Summary

This position was moved to City Administrator.

## ☐ Budget Expense Detail

| Description  | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <b>41300 - Assistant City Administrator ( moved to City Manager)</b> |                |                |                 |                |
| 111 SALARIES & WAGES   | 89,883         | -              | -               | -              |
| 134 HOLIDAY BONUS  | 836            | -              | -               | -              |
| 210 FICA   | 6,809          | -              | -               | -              |
| 213 TCRS CONTRIBUTION  | 13,225         | -              | -               | -              |
| 214 EMPLOYEE HEALTH INS  | 10,064         | -              | -               | -              |
| 219 WORKERS COMPENSATIONS INSURANCE                                  | 1,585          | -              | -               | -              |
| 310 POSTAL SERVICE   | 137            | -              | -               | -              |
| 375 MEMBERSHIPS & DUES   | 134            | -              | -               | -              |
| 383 TRAVEL-BUSINESS EXPENSES   | 147            | -              | -               | -              |
| 411 OFFICE SUPPLIES & MATERIALS                                      | 49             | -              | -               | -              |
| 429 GENERAL OPERATING SUPPLIES                                       | 2              | -              | -               | -              |
| 431 GASOLINE & DIESEL FUEL   | 126            | -              | -               | -              |
| 433 VEH PARTS/OIL/FLUID/TIRES  | 551            | -              | -               | -              |
| 510 INSURANCE - GENERAL LIABILITY                                    | 384            | -              | -               | -              |
| 533 EQUIPMENT- RENTAL/LEASE  | 617            | -              | -               | -              |
| <b>41300 - Asst. City Administrator SUBTOTAL</b>                     | <b>124,549</b> | <b>-</b>       | <b>-</b>        | <b>-</b>       |



# Finance

The Finance Department handles all of the financial transactions for the City including the collection of property tax, and all other revenue; issuing permits; maintaining records of the City; property transactions; payroll; purchasing disbursements; financial report; fund accounting; providing records and assistance for the independent auditors; and any other financial activity of the City.

## ❑ Performance and Workload Measures

| Task                           | FY 07  | FY 08  | FY 09  | FY 10  | FY 11  |
|--------------------------------|--------|--------|--------|--------|--------|
| Vendor checks prepared         | 7,552  | 7,208  | 7,248  | 5,646  | 5,742  |
| Payroll checks prepared        | 8,170  | 8,418  | 8,326  | 5,982  | 5,423  |
| Direct Deposit checks prepared | 4,659  | 5,355  | 5,681  | 4,667  | 4,701  |
| Real Estate Tax Payments       | 12,819 | 12,931 | 13,207 | 13,140 | 12,995 |
| Personal Property Tax Payments | 1,862  | 1,849  | 1,839  | 2,161  | 1,728  |
| License Payments               | 1,948  | 1,688  | 1,598  | 1,264  | 593    |
| Miscellaneous Payments         | 12,970 | 14,285 | 19,303 | 14,565 | 16,422 |
| General Billing Payments       | 1,165  | 1,212  | 1,404  | 1,488  | 1,925  |

## ❑ Significant Accomplishments FY 2011-2012:

- Recipient of GFOA Distinguish Budget Award for the 2012 budget.
- Reorganized staff to improve internal controls and meet staffing needs.

## ❑ Goals for FY 2012 - 2013:

**Goal:** A City that provides financial statement users with accurate, useful and timely information

- To prepare the City's Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles and obtain an unqualified opinion on the financial statements from the City's independent auditor
- Seek the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting
- To provide interim financial information to internal users within ten business days of month end
- To ensure proper coding of all financial transactions

**Goal:** A city which maintains a highly trained, professional staff capable of utilizing the latest in technology and achieving continuous improvement

- Maintain at least one certified municipal finance officer as required by the State of Tennessee
- To require each staff member to attend at least one job related training course or professional seminar during the year

**Goal:** A City that bills and collects all City tax revenues within planned time frames and consistent with state and local revenue codes

- To bill real and personal property taxes annually in July; collect 95% of taxes in the year of billing; levy on delinquent accounts in subsequent year achieving 99% collection rate
- To receive and process hotel/motel tax returns monthly; begin compliance reviews on 33% of businesses annually
- To develop a policy that will enable the recording of grant requests on the general ledger in a timely manner

**❑ Comments on FY 2011 Actual and FY 2012 Projections:**

IN FY 11, professional services reflect an unanticipated expense for the City's share of the reassessment of property by Hamblen County.

**❑ Significant Changes for FY 2013:**

Other Contracted Services provide for the fees of the County Clerk and Master in tax sales and the cost of offsite records storage.

**❑ Personnel Summary**

| FINANCE DEPARTMENT               | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| ADMINISTRATIVE SERVICES DIRECTOR |       |       |       |       |       |       | 0.5   | 0.5   |
| FINANCE DIRECTOR                 | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 0     |
| ACCOUNTING CLERK                 | 2     | 2     | 2     | 2     | 2     | 2     | 2     | 2     |
| REVENUE OFFICE MANAGER           | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ADMINISTRATIVE COORDINATOR       | 1     | 1     | 1     | 1     | 1     | 1     | 0     | 0     |
| ACCOUNTING TECHNICIAN            | 1     | 1     | 1     | 1     | 1     | 0     | 0     | 0     |
| SENIOR ACCOUNTING TECHNICIAN     | 0     | 0     | 0     | 0     | 0     | 1     | 1     | 1     |
| CITY ACCOUNTANT                  | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 2     |
| PAYROLL TECHNICIAN               | 1     | 1     | 1     | 1     | 0     | 0     | 0     | 0     |
| TOTAL FINANCE DEPARTMENT         | 7     | 7     | 7     | 7     | 6     | 6     | 5.5   | 6.5   |

A Payroll Technician position was eliminated in FY10. The Finance Department made changes to the payroll process, giving departments the ability to complete all functions with one less employee.

The Administrative Service Director was hired in FY11 to oversee Finance, Human Resources, Information Technology and Purchasing. The Human Resources Coordinator position was eliminated.

The position of Finance Director was eliminated midyear in FY 12 and replaced with two accountant positions.

## Budget Expense Detail

| Description                                | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <i>41530 -Finance</i>                      |                |                |                 |                |
| 111 SALARIES & WAGES                       | 253,961        | 306,382        | 306,382         | 297,985        |
| 112 OVERTIME                               | 445            | 500            | 500             | 500            |
| 134 HOLIDAY BONUS                          | 2,052          | 2,238          | 2,238           | 2,467          |
| 210 FICA                                   | 18,754         | 23,648         | 19,165          | 18,659         |
| 212 MEDICARE                               | -              | -              | 4,482           | 4,364          |
| 213 TCRS CONTRIBUTION                      | 37,354         | 45,038         | 45,379          | 44,180         |
| 214 EMPLOYEE HEALTH INS                    | 50,300         | 69,774         | 56,841          | 73,391         |
| 217 EMPLOYEE LIFE INS                      | -              | -              | -               | 1,240          |
| 219 WORKERS COMPENSATIONS INSURANCE        | 9,541          | 9,913          | 7,434           | 7,583          |
| 310 POSTAL SERVICE                         | 7,343          | 7,500          | 9,000           | 9,000          |
| 321 PRINTING SERVICES                      | 622            | 750            | 400             | 500            |
| 330 LEGAL NOTICES                          | 923            | 1,000          | 1,000           | 1,000          |
| 353 ACCOUNTING & AUDIT SERVICES            | -              | 55,000         | 55,000          | 45,000         |
| 359 OTHER PROFESSIONAL SERVICES            | 281,912        | 75,000         | 75,000          | 75,000         |
| 363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT | -              | 500            | 300             | 500            |
| 371 SUBSCRIPTIONS & BOOKS                  | 50             | 250            | 250             | 250            |
| 375 MEMBERSHIPS & DUES                     | 12,274         | 1,750          | 1,750           | 1,750          |
| 378 EDUCATION - SEMINARS & TRAINING        | 1,095          | 3,000          | 3,000           | 3,000          |
| 383 TRAVEL-BUSINESS EXPENSES               | 6,767          | 6,000          | 6,000           | 6,000          |
| 399 OTHER CONTRACTED SERVICES              | 10,713         | 1,000          | 15,000          | 22,500         |
| 411 OFFICE SUPPLIES & MATERIALS            | 7,705          | 4,500          | 5,000           | 5,000          |
| 413 OFFICE EQUIPMENT                       | 2,719          | -              | -               | 4,000          |
| 429 GENERAL OPERATING SUPPLIES             | 49             | 500            | 250             | 250            |
| 510 INSURANCE - GENERAL LIABILITY          | 1,328          | 1,126          | 1,056           | 1,056          |
| 514 OPEB FUNDING                           | -              | -              | -               | 23,281         |
| 523 PROPERTY (CONTENTS) INS                | -              | 207            | 207             | 207            |
| 533 EQUIPMENT- RENTAL/LEASE                | 6,171          | 5,750          | 3,000           | 8,950          |
| 964 OFFICE EQUIPMENT                       | -              | -              | 3,900           | -              |
| <i>41530 - Finance SUBTOTAL</i>            | <i>712,078</i> | <i>621,119</i> | <i>622,533</i>  | <i>657,613</i> |

# Purchasing

The primary function of the Purchasing Department is to provide departments with the products and items they need in order to carry out their functions. In accordance with purchasing laws and policies the Purchasing Agent buys materials and other items by obtaining bids and quotes whenever prescribed by law. The Purchasing Agent also provides accurate cost accounting records and all the necessary paper work involved in carry out the purchasing function. An annual inventory is performed as there is a small inventory of products maintained in the warehouse.

## ☐ Significant Accomplishments FY 2011-2012:

- None

## ☐ Goals for FY 2012 - 2013:

- To begin reorganizing warehouse items.
- To review and implement changes in the purchase order process to improve accountability and internal controls.
- To develop written Standard Operating Procedures for purchasing.

## ☐ Comments on FY 2011 Actual and FY 2012 Projections:

There were no significant variances in this area.

## ☐ Significant Changes for FY 2013:

There are no significant changes in the Purchasing department.

## ☐ Personnel Summary

| PURCHASING       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| PURCHASING AGENT | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL PURCHASING | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |

## ☐ Budget Expense Detail

| Description                         | Actual 10-11  | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|-------------------------------------|---------------|----------------|-----------------|----------------|
| <i>41610 - Purchasing</i>           |               |                |                 |                |
| 111 SALARIES & WAGES                | 43,126        | 44,391         | 44,391          | 45,673         |
| 112 OVERTIME                        | -             | -              | -               | 250            |
| 134 HOLIDAY BONUS                   | 267           | 273            | 268             | 283            |
| 210 FICA                            | 3,180         | 3,436          | 3,416           | 2,865          |
| 212 MEDICARE                        | -             | -              | -               | 670            |
| 213 TCRS CONTRIBUTION               | 6,324         | 6,525          | 6,525           | 6,783          |
| 214 EMPLOYEE HEALTH INS             | 10,130        | 10,714         | 9,479           | 11,281         |
| 217 EMPLOYEE LIFE INS               | -             | -              | -               | 178            |
| 219 WORKERS COMPENSATIONS INSURANCE | 1,585         | 1,525          | 1,144           | 1,167          |
| 310 POSTAL SERVICE                  | 629           | 250            | 250             | 250            |
| 330 LEGAL NOTICES                   | 6             | -              | -               | -              |
| 359 OTHER PROFESSIONAL SERVICES     | -             | 300            | 300             | 300            |
| 378 EDUCATION - SEMINARS & TRAINING | -             | 500            | 500             | 500            |
| 383 TRAVEL                          | 716           | 300            | 500             | 500            |
| 411 OFFICE SUPPLIES & MATERIALS     | 423           | 550            | 600             | 600            |
| 499 OTHER SUPPLIES & MATERIALS      | 1             | 50             | 50              | 50             |
| 510 INSURANCE - GENERAL LIABILITY   | 1,147         | 973            | 912             | 912            |
| 523 PROPERTY (CONTENTS) INS         | -             | -              | 178             | 178            |
| 533 EQUIPMENT- RENTAL/LEASE         | 1,533         | 2,025          | -               | 2,025          |
| <i>41610 - Purchasing SUBTOTAL</i>  | <i>69,069</i> | <i>71,812</i>  | <i>68,513</i>   | <i>74,465</i>  |

## General Fund – Retiree Benefits

This account is used to report the costs associated with funding the group health benefits of employees of the General Fund. It is the policy of the City of Morristown to provide health insurance to all qualifying retirees until they reach age 65. Retirees and their dependents are eligible to enroll in the City's insurance plans on the same terms and conditions as active full-time employees.

Beginning in FY 2009 the City of Morristown is required to comply with Government Accounting Standards Board Statement No. 45. GASB 45 requires the City to fund other postemployment benefits (OPEB) provided by the City based upon an actuarial study.

### ☐ Comments on FY 2011 Actual and FY 2012 Projections:

Contributions are based on actuarial study and should not change in the course of a year's time.

### ☐ Significant Changes for FY 2013:

There are no major changes in this area.

### ☐ Personnel Summary

No personnel are assigned to this function.

### ☐ Budget Expense Detail

| Description                                  | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <i>41630 - Retiree Benefits-General Fund</i> |                |                |                 |                |
| 262 HEALTH INS/RETIREE                       | 439,304        | 500,000        | 500,000         | 500,000        |
| <i>41630 - GF Retiree Benefits SUBTOTAL</i>  | <i>439,304</i> | <i>500,000</i> | <i>500,000</i>  | <i>500,000</i> |

# Information Technology

The Information Technology Department division provides high quality information and communications systems to the City. Included within this scope are communications support; user training; hardware and software installation and maintenance; and the evaluation and acquisition of computer hardware, software, network design and maintenance and other related components. The Department consists of two employees who provide these services to the entire city. The City maintains approximately 120 personal computers, 10 servers, 16 switches, 117 printers, 80 mobile data terminal and various department-specific software applications. The City's website, [www.mymorristown.com](http://www.mymorristown.com), is also maintained by the IT Department

## ❑ Performance and Workload Measures

| Systems Supported    |       |       |
|----------------------|-------|-------|
|                      | FY 11 | FY 12 |
| Computers            | 150   | 140   |
| Laptops              | 40    | 40    |
| Servers              | 14    | 15    |
| MDT's                | 80    | 80    |
| Data Phones          | 20    | 20    |
| Network Devices      | 50    | 50    |
| Printers and copiers | 150   | 150   |

### Hardware

- Network Infrastructure – WAN (wide area network) and LAN (local area network). The WAN consists of cabling, switches and fiber optic connections to the outlying areas of the city (Public Works, Fire Administration, Purchasing, etc.). We are currently running Cisco and Dell Switches with Fiber, to outlying areas, Hamblen County Government, 911, Public Works, Purchasing, and Parks and Recreation/ Fire Administration. The LAN in City Hall we have fiber between floors and switches and servers located in the Demarcation room and the Server room.
- Servers - The IT Department maintains 15 servers with multiple operating systems and hardware variations.
- PCs - The IT department maintains about 130 PCs, and 40 laptops. We have an inventory of all the PCs across all the departments in every building the City owns.
- Mobile Data Terminals (MDT) / Cameras - We currently have 80 MDTs. Our main issues with MDTs are the 24 hour/7 day hours of operation, communication and upgrades to the system.

### Software

- Munis - This is the finance department's software package.
- Cisco - The Police Department uses Cisco for records management, this includes accident reports, offence reports, tickets, and court related information and the Computer Aided Dispatch system for 911.
- Bio-Key - Bio Key is the software used in the MDTs which allows them to communicate with each other, Nashville, and the 911 center.
- Titan/TRAcS - This is the software on the MDT's that allows officers to complete offence reports.

- Document Management/DocStar - DocStar has over a million pages of documents for Finance, Police and Administration.
- EnerGov. - Planning department software used to track development projects and permitting.
- Antivirus / Spyware - This area changes from year to year. You cannot have one simple solution to the problem of viruses and spyware. Currently we use Microsoft for antivirus and various online spyware programs.

#### ❑ **Significant Accomplishments FY 2011-2012:**

- Updating the City's Website
- Planned and implemented the voting and video monitor system in the Council Chambers.
- Planned and implemented Energov upgrades for version 9
- Updated all of Parks and Recreation's computers.
- Updated MDT's for use on web enabled reporting for the state.
- Maintained and updated the city's computers and network system, as well as antivirus and intrusion detection 24 hours a day 7 days a week.
- Maintained the websites for the City, LAMTPO, Community Development, Online bill pay, Morristown's Most Wanted, and all city departments.
- Maintained all e-mail accounts.
- Worked with LOGITT and to help improve government technology, and increase awareness in technology at the state level.
- Worked with the Lakeway Information Technology Alliance to improve technology relations and increase awareness at the local level.
- Maintained 99% network uptime for the past year.

#### ❑ **Goals for FY 2012 - 2013:**

- Work with the planning department to upgrade to the enterprise edition of Energov software.
- Continue to foster a Digital Government concept.
- Continue to apply technology enhancements to help the city departments become more efficient in their operations.
- Enhance the functionality and ease of use of the current website to create a more open and efficient government and use more social media websites to communicate with the community.
- Collaborate with other government organizations to learn from their best practices.
- We are going to upgrade two systems (Munis and Cisco) to SQL server, and Microsoft 2008 Server.

#### ❑ **Comments on FY 2011 Actual and FY 2012 Projections:**

There are no significant variations in this area.

#### ❑ **Significant Changes for FY 2013:**

The amount reflected in office equipment reflects the cost of all computer equipment to be replaced city-wide.

#### ❑ **Personnel Summary**

| INFORMATION TECHNOLOGY       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| IT DIRECTOR                  | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| COMPUTER TECHNICIAN          | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL INFORMATION TECHNOLOGY | 2     | 2     | 2     | 2     | 2     | 2     | 2     | 2     |



## Budget Expense Detail

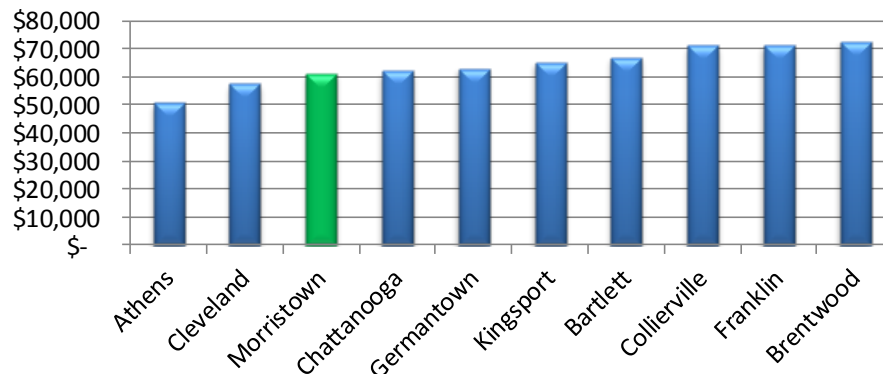
| Description                                 | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|----------------|----------------|-----------------|----------------|
| <i>41640 - Computer Operations</i>          |                |                |                 |                |
| 111 SALARIES & WAGES                        | 114,084        | 117,608        | 117,358         | 118,887        |
| 112 OVERTIME                                | 940            | 500            | 936             | -              |
| 134 HOLIDAY BONUS                           | 721            | 720            | 710             | 741            |
| 210 FICA                                    | 8,553          | 9,052          | 9,032           | 7,417          |
| 212 MEDICARE                                | -              | -              | -               | 1,735          |
| 213 TCRS CONTRIBUTION                       | 16,875         | 17,288         | 17,250          | 17,561         |
| 214 EMPLOYEE HEALTH INS                     | 19,652         | 21,629         | 19,158          | 22,645         |
| 217 EMPLOYEE LIFE INS                       | -              | -              | -               | 464            |
| 219 WORKERS COMPENSATIONS INSURANCE         | 3,171          | 3,050          | 2,288           | 2,334          |
| 226 CLOTHING/UNIFORM/SHOES                  | 233            | -              | 250             | -              |
| 345 TELEPHONE SERVICES                      | -              | 2,568          | 1,200           | 2,600          |
| 359 OTHER PROFESSIONAL SERVICES             | -              | 1,000          | 800             | 1,000          |
| 363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT  | -              | 250            | 250             | 1,000          |
| 371 SUBSCRIPTIONS & BOOKS                   | -              | 50             | 50              | 50             |
| 375 MEMBERSHIPS & DUES                      | 675            | -              | -               | 600            |
| 378 SEMINARS & TRAINING                     | 164            | 4,000          | 2,000           | 6,000          |
| 383 TRAVEL-BUSINESS EXPENSES                | 1,457          | 4,000          | 1,000           | 4,000          |
| 399 OTHER CONTRACTED SERVICES               | 16,732         | 4,000          | 3,200           | 4,000          |
| 411 OFFICE SUPPLIES & MATERIALS             | 144            | 200            | 200             | 200            |
| 417 ADP PARTS & COMPONENTS                  | 190            | 12,500         | 10,000          | 5,000          |
| 429 GENERAL OPERATING SUPPLIES              | 10,627         | 1,000          | 1,000           | 1,000          |
| 431 GASOLINE & DIESEL FUEL                  | 305            | 400            | 300             | 400            |
| 510 INSURANCE - GENERAL LIABILITY           | 5,072          | 4,301          | 4,031           | 4,031          |
| 523 PROPERTY (CONTENTS) INS                 | -              | -              | 789             | 789            |
| 533 EQUIPMENT - RENTAL/LEASE                | -              | 17,000         | 12,000          | -              |
| 964 OFFICE EQUIPMENT                        | -              | 55,400         | 55,400          | 80,000         |
| <i>41640 - Computer Operations SUBTOTAL</i> | <i>199,593</i> | <i>276,516</i> | <i>259,201</i>  | <i>282,454</i> |

# Human Resources

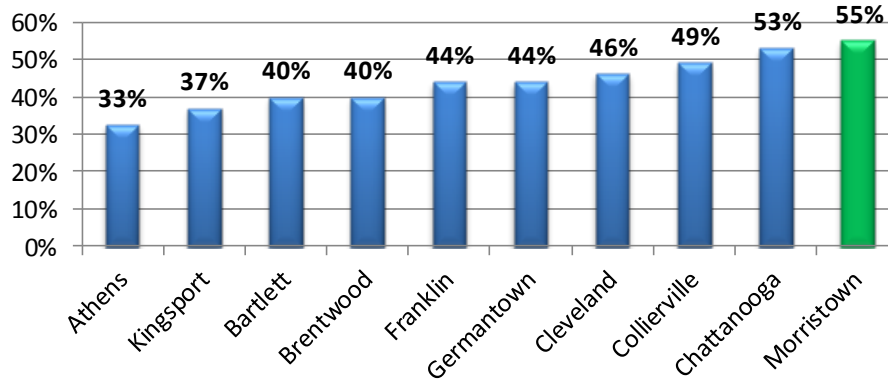
Human Resources is responsible for administering the classification and compensation program; developing policies, rules and regulations for City employees; administering the City's group insurance programs; assisting departments in the personnel management function; keeping apprised of new laws and regulations in personnel management; and assisting departments with training programs.

## Tennessee Municipal Benchmark Project

### Personnel Costs per FTE

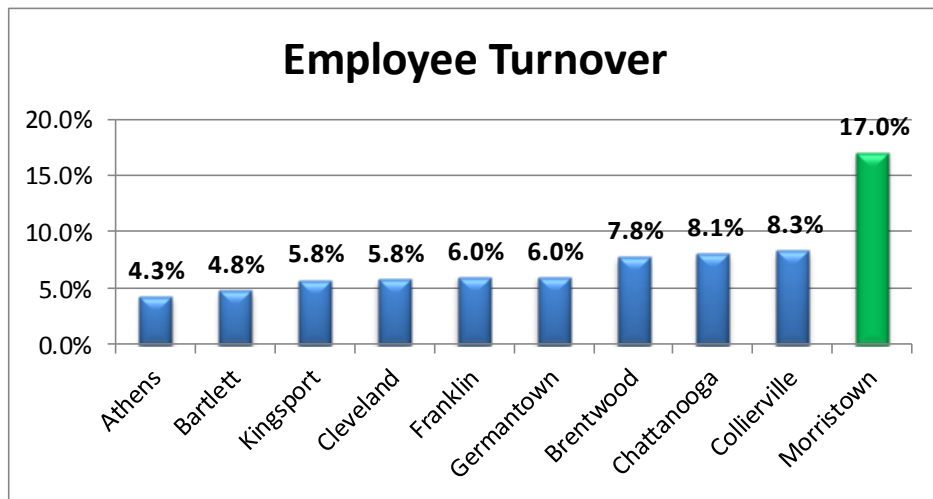


### Benefit to Salary Ratio



In comparison to other communities in the benchmark project, Morristown total costs per position are below average, but the benefit load is the highest in the group.

## Tennessee Municipal Benchmark Project



Employee turnover is a concern in Morristown. Our turnover rate is more than twice that of the next highest locality in the benchmark project. Reorganization of sewer operations is part, but not all, of the reason for this very high turnover rate. The root causes of this high rate should be investigated in the coming year.

### ❑ Significant Accomplishments 2011-2012:

- Implemented a clinic for employees and dependents in conjunction with Hamblen County to improve wellness and reduce health costs.
- In 2012, the City was certified as a “Tennessee Drug Free Workplace”.
- Our commitment to the Summer Feeding remains strong by providing administrative support to that program. The programs provide nourishing meals to eligible free and reduce children during the summer months. The number of breakfast and lunch meals served was 42,250 in 2012.

### ❑ Goals for FY 2012 - 2013:

- For Kim Sanders to obtain her Professional in Human Resource (PHR) certification.
- To become a Certified Tennessee Drug Free Workplace Program.
- Re-establish and standardize the employee evaluation process for all departments.
- Review and update all personnel policies.
- Institute and develop a Safety Committee.
- Implement a health risk assessment program to assist our workforce to become healthier.
- Conduct driver license checks by a new program offered by the State of Tennessee.
- Develop a new employee orientation program
- Implement supervisor training on a regular basis. Part of the training will be for workman’s comp issues.
- Explore training for the City’s supervisors such as MTAS’s Municipal Management Academy (MMA) program.
- Conduct a compensation / classification study of employees to determine if salaries and benefits are commensurate with job duties.

### **❑ Comments on FY 2011 Actual and FY 2012 Projections:**

During FY 11, the Human Resources Director resigned. The City had significant savings during the extended period for recruitment and reorganization of this function. Hiring of the Administrative Services Director in and reorganization of duties allow for a reduction in this area. These savings are offset by an increase in Finance.

### **❑ Significant Changes for FY 2013:**

Reorganization of Human Resources and Finance Department will result in changes of accounting of some personnel costs. The Administrative Services Director salary will be split between Finance and Human Resources. Also the Administrative coordinator salary will be moved to Human Resources and will be Human Resources/Risk Management.

A personnel study to review classification and compensation is included in other contracted services.

### **❑ Personnel Summary**

| HUMAN RESOURCES                 | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|---------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| HUMAN RESOURCES COORDINATOR     | 1     | 1     | 1     | 1     | 1     | 1     | 0.5   | 0.5   |
| HUMAN RESOURCES/BUDGET DIRECTOR | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL HUMAN RESOURCES           | 2     | 2     | 2     | 2     | 2     | 2     | 1.5   | 1.5   |

## Budget Expense Detail

| Description                                | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <b>41650 - Human Resources</b>             |                |                |                 |                |
| 111 SALARIES & WAGES                       | 100,304        | 81,905         | 81,905          | 133,271        |
| 111 SALARIES & WAGES CIVIL SERVICE         | -              | 7,200          | 7,200           | 7,200          |
| 112 OVERTIME                               | -              | -              | 400             | 500            |
| 134 HOLIDAY BONUS                          | 370            | 486            | 200             | 501            |
| 210 FICA                                   | 7,467          | 6,892          | 6,892           | 8,771          |
| 212 MEDICARE                               | -              | -              | -               | 2,051          |
| 213 TCRS CONTRIBUTION                      | 13,325         | 11,986         | 11,986          | 20,695         |
| 214 EMPLOYEE HEALTH INS                    | 17,675         | 16,186         | 16,186          | 27,253         |
| 217 EMPLOYEE LIFE INS                      | -              | -              | -               | 338            |
| 219 WORKERS COMPENSATIONS INSURANCE        | 3,171          | 2,288          | 1,711           | 1,745          |
| 289 TUITION REIMBURSEMENT                  | -              | -              | 5,310           | 5,000          |
| 310 POSTAL SERVICE                         | 541            | 170            | 200             | 200            |
| 321 PRINTING SERVICES                      | 364            | 1,000          | 500             | 1,000          |
| 330 LEGAL NOTICES                          | 1,488          | 750            | 500             | 750            |
| 371 SUBSCRIPTIONS & BOOKS                  | 1,014          | 500            | 250             | 500            |
| 375 MEMBERSHIPS & DUES                     | 510            | 550            | 1,100           | 1,100          |
| 378 EDUCATION - SEMINARS & TRAINING        | -              | 15,768         | 10,768          | 11,877         |
| 383 TRAVEL-BUSINESS EXPENSES               | 803            | 3,000          | 4,000           | 4,000          |
| 399 OTHER CONTRACTED SERVICES              | -              | 6,000          | 7,500           | 36,750         |
| 411 OFFICE SUPPLIES & MATERIALS            | 2,139          | 800            | 600             | 500            |
| 413 OFFICE EQUIPMENT                       | 2,173          | -              | 1,000           | 500            |
| 428 EDUCATIONAL & TRAINING SUPPLIES        | 13,967         | -              | -               | -              |
| 429 GENERAL OPERATING SUPPLIES             | 13             | 3,000          | 2,000           | 1,500          |
| 499 OTHER SUPPLIES & MATERIALS             | 266            | -              | 500             | 300            |
| 510 INSURANCE - GENERAL LIABILITY          | 5,024          | 79,120         | 3,551           | 3,551          |
| 523 PROPERTY (CONTENTS) INS                | -              | -              | 601             | 601            |
| 533 EQUIPMENT - RENTAL/LEASE               | 1,235          | 2,000          | 2,000           | 2,000          |
| <b>41650 - Human Resources SUBTOTAL</b>    | <b>171,848</b> | <b>239,601</b> | <b>166,860</b>  | <b>272,454</b> |
| Description                                | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
| <b>42250 - Civil Service (MOVED TO HR)</b> |                |                |                 |                |
| 111 SALARIES & WAGES                       | 7,200          | -              | -               | -              |
| 411 OFFICE SUPPLIES & MATERIALS            | 7,990          | -              | -               | -              |
| 533 EQUIPMENT- RENTAL/LEASE                | -              | -              | -               | -              |
| <b>42250 - Civil Service SUBTOTAL</b>      | <b>15,190</b>  | <b>-</b>       | <b>-</b>        | <b>-</b>       |

# Legal Services

Legal services is comprised of the City Attorney and the City Court.

The City Attorney is appointed by City Council. They render professional legal services to the City through legal counseling to the City Council, City Administrator and City staff; prosecution of violations of the City ordinances and state laws; formulation and completion of special projects regarding legalities; representation before all levels of courts; reviews and approves all ordinances and resolutions submitted for City Council consideration and approves contracts and documents executed on behalf of the City.

The City Court is presided over by the City Judge who is appointed for a four (4) year term by City Council. The court functions as a forum where citizens may receive a swift trial concerning violation of City ordinances. Money received for fines, court costs and appearance bonds is deposited the General Fund of the City.

## **❑ Significant Accomplishments 2011-2012:**

- Settled lawsuits or avoid potential litigation in the following areas:
  - Enforcement action against Koch Foods for sewer issues
  - Federal suit concerning alleged Clean Water Act violations in the Witt community
  - Stormwater regulation violations at a commercial development on Panther Creek
  - Contract dispute with Energy Services Group
- Developed revised ordinances to comply with State guidelines in the following areas:
  - Ethics
  - Travel reimbursement

## **❑ Comments on FY 2011 Actual and FY 2012 Projections:**

There are no major variations in this area.

## **❑ Significant Changes for FY 2013:**

There are no significant changes in the legal services account.

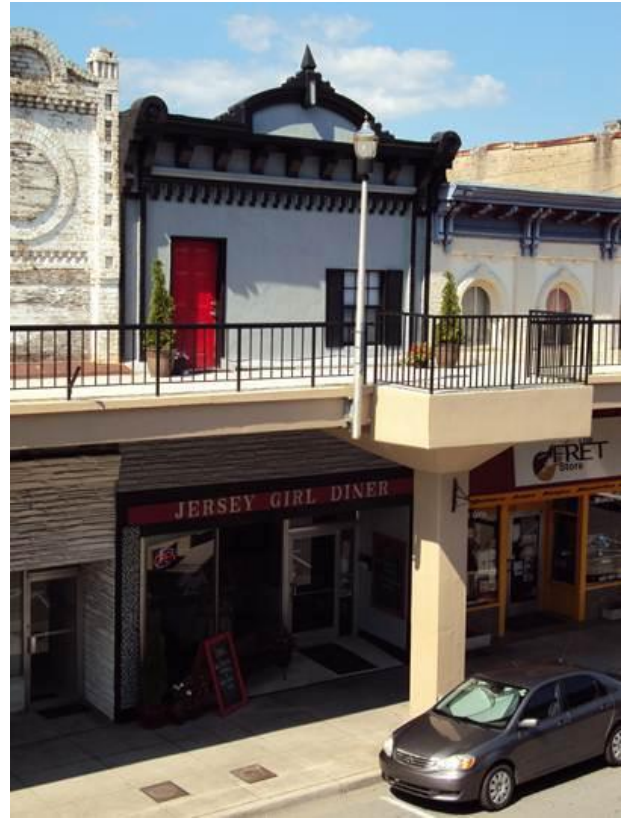
## **❑ Personnel Summary**

| LEGAL SERVICES       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|----------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| CITY ATTORNEY        | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| CITY JUDGE           | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL LEGAL SERVICES | 2     | 2     | 2     | 2     | 2     | 2     | 2     | 2     |

## Budget Expense Detail

| Description                              | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <i>41660 - Legal Services</i>            |                |                |                 |                |
| 111 SALARIES & WAGES                     | 11,045         | -              | -               | -              |
| 111 SALARIES & WAGES - ATTORNEY RETAINER | -              | 10,395         | 10,395          | 10,655         |
| 134 HOLIDAY BONUS                        | 292            | 1,645          | 292             | 1,676          |
| 210 FICA                                 | 32             | 921            | 908             | 765            |
| 212 MEDICARE                             | -              | -              | -               | 179            |
| 213 TCRS CONTRIBUTION                    | -              | -              | -               | 1,810          |
| 214 EMPLOYEE HEALTH INS                  | 9,527          | 20,814         | 10,100          | 22,299         |
| 217 EMPLOYEE LIFE INS                    | -              | -              | -               | 42             |
| 219 WORKERS COMPENSATIONS INSURANCE      | -              | -              | 2,288           | 2,334          |
| 349 ATTORNEY CONSULT FEES                | 168            | 64,000         | 55,000          | 59,000         |
| 371 SUBSCRIPTIONS & BOOKS                | 3,392          | 2,500          | 3,000           | 2,800          |
| 399 OTHER CONTRACTED SERVICES            | 93,027         | -              | -               | -              |
| 510 INSURANCE - GENERAL LIABILITY        | 1,208          | 1,024          | 960             | 960            |
| 523 PROPERTY (CONTENTS) INS              | -              | -              | 188             | 188            |
| <i>41660 - Legal Services SUBTOTAL</i>   | <i>118,690</i> | <i>101,299</i> | <i>83,131</i>   | <i>102,708</i> |

# Community Development



*Before and after shots of a façade renovation on Main Street.*



# Community and Economic Development

Community and Economic Development establishes and directs short term and long range programs to direct new development, preserve important features, enhance the quality of life and physical environment within the Morristown community. The department serves as a front-line advocate to elected and appointed officials where growth and development are concerned.

Current planning involves working with the development community including realtors, engineers, surveyors, appraisers, builders, developers, architects, and business owners. The staff assists developers in preparing plans that meet regulations and guides them through the approval process. Once approved, staff reviews the site to maintain compliance through bonding procedures, site inspections, and updates to the commission.

Long-range planning involves preparing studies, guidelines and policies to be implemented by the Morristown Regional Planning Commission or the Morristown City Council over periods of time ten years or greater into the future.

An administrative process of management and professional assistance coordinates the activities of this department in a cohesive fashion. This department works closely with the Morristown Regional Planning Commission with regard to annexation, subdivision development, zoning issues, and other related planning functions.

## Community Development and Planning Mission:

1. Provide the City Administrator, other city departments, public officials and the general public with prompt, courteous, educated, professional, and valuable service
2. Develop, maintain and implement an operative Comprehensive Planning System for the City and surrounding region.
3. Encourage economic growth through establishing and maintaining the most current growth management and land development techniques and codes for the City of Morristown and surrounding region.
4. Develop and maintain a functional and useful Geographic Information System for the City of Morristown and surrounding region.
5. Continue to grow and expand the services and informational resources of our department through emerging technology and advancement in communication techniques.

## ❑ Performance and Workload Measures

| Task                           | 2007  | 2008 | 2009 | 2010 | 2011 |
|--------------------------------|-------|------|------|------|------|
| Community and Economic Affairs |       |      |      |      |      |
| Subdivision application        | 27    | 21   | 13   | 26   | 23   |
| Site Plans Reviewed            | n/a   | 23   | 14   | 18   | 15   |
| Annexation (parcels)           | 191   | 23   | 3    | 10   | 16   |
| Annexation (acres)             | 1,629 | 81   | 6    | 67   | 45   |
| Bonds Administered             | 8     | 10   | 2    | 3    | 2    |
| Rezoning Requests              | 8     | 10   | 6    | 9    | 3    |
| Variance Requests              | 13    | 17   | 8    | 2    | 7    |

## ❑ Significant Accomplishments FY 2011-2012:

- Conducted the national Citizens Survey in conjunction with the National Research Center to gauge citizen opinion of city services covering a broad spectrum of topics.
- Completed a Master Sidewalk and Pedestrian Plan
- Adopted the final version of the sign ordinance which had been in development for over three years.
- Served the public and development community with prompt, professional and courteous service regarding zoning and development issues
- Completed a draft of an update to the City's Land Use Plan and held several meetings with public officials concerning the plan.
- Initiated the migration of the City's EnerGov building permit and project tracking system through purchase of needed computer hardware and securing training and certification for System Administration for two key staff personnel.
- Updated the City's Boundary and Annexation file to ensure current alignment with the U.S. Census Bureau files.
- Secured the AICP Certification Maintenance for 2012
- Obtained professional training for planning staff, and completed the required training for the Morristown Regional Planning Commission members in 2011.
- Updated the Subdivision Regulations and Zoning Ordinance to accommodate the new stormwater regulations.
- Created an Abandoned/Dilapidated Properties Action Plan to address numerous sites with deteriorating buildings on site.
- Acquired population and economy data reflective of the 2010 U.S. Census in a digital format for use with GIS and other reporting formats.
- Updated the City Zoning Ordinance to address certain nuisance land uses including Adult Entertainment, Methadone Clinics and Pain Management Clinics.
- Completed PC 1101 Public hearings required for annexation reporting 2011.
- Maintained Tree City USA Certification 9 yrs consecutive
- Held Arbor Day event in April 2011
- Provide administrative support to the Morristown Tree Board, Morristown Regional Planning Commission, and Board of Zoning Appeals.

**❑ Goals for FY 2012 - 2013:**

- Continue to serve the development community with prompt, professional and courteous service in completing subdivisions, annexations and rezoning of development property.
- Complete and Adopt a General Plan including a new Land Use Plan and Thoroughfare Plan
- Host a Joint meeting of the Morristown Regional Planning Commission and the Hamblen County Planning Commission
- Continue the process to implement the new enterprise server to the Energov system creating a more “Developer Friendly” process.
- Begin the process to create a Historic Zoning Ordinance.
- Obtain professional training for planning staff, and complete the required training for the Morristown Regional Planning Commission members for calendar year 2012 and 2013.
- Prepare definitions and guidelines concerning single family residential occupancy and number of occupants /vehicles per single family unit
- Create an Abandoned/Dilapidated Properties Action Plan to address numerous sites with deteriorating buildings on site.
- Begin process to secure the AICP Certification Maintenance for 2013
- Establish a Land Use Coding System for use in the Geographic Information System
- Revise Land Use Plan based on form based character codes
- Enhancement to GIS in Land use Planning efforts
- Establish a city directional signage program.
- Maintain current adherence to the requirements of PC 1101 regarding City annexations in 2012.
- Continue to provide administrative support to the Morristown Tree Board, Morristown regional Planning Commission, and Board of Zoning Appeals

**❑ Comments on FY 2011 Actual and FY 2012 Projections:**

FY 11 expenses reflect the design costs associated with the downtown parking / trailhead project. This project is funded by a grant from TDOT and the matching requirements are being made by a local development group.

**❑ Significant Changes for FY 2013:**

There are no major changes in this area.

## □ Personnel Summary

| COMMUNITY AND ECONOMIC AFFAIRS   | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| PLANNER                          | 2     | 2     | 2     | 1.5   | 1.5   | 1.5   | 1.5   | 1.5   |
| DEVELOPMENT DIRECTOR             | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ADMINISTRATIVE SECRETARY         | 0.5   | 0.4   | 0.4   | 0.3   | 0.3   | 0.3   | 0.3   | 0.3   |
| GIS TECHNICIAN                   | 1     | 1     | 1     | 1     | 1     | 0     | 0     | 0     |
| HOUSING COORDINATOR              | 1     | 1     | 1     | 0     | 0     | 0     | 0     | 0     |
| TOTAL COMM. AND ECONOMIC AFFAIRS | 5.5   | 5.4   | 5.4   | 3.8   | 3.8   | 2.8   | 2.8   | 2.8   |

In FY 09, one of the planning positions was split and partially funded out of this division and partially funded by the Morristown Development Corporation division. In FY 11 this department lost one full-time employee responsible for Geographic Information System (GIS) administration and upkeep due to budget cuts.

## □ Budget Expense Detail

| Description  | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <b>41700 - Community &amp; Economic Affairs</b>          |                |                |                 |                |
| 111 SALARIES & WAGES                                     | 172,715        | 190,068        | 190,068         | 195,542        |
| 112 OVERTIME   | -              | -              | 280             | 134            |
| 134 HOLIDAY BONUS  | 1,226          | 1,221          | 1,955           | 1,254          |
| 114 SALARIES/WAGES/TEMPORARY                             | 280            | -              | -               | -              |
| 210 FICA   | 12,908         | 14,644         | 14,690          | 12,210         |
| 212 MEDICARE   | -              | -              | -               | 2,855          |
| 213 TCRS CONTRIBUTION                                    | 25,357         | 27,849         | 27,883          | 28,909         |
| 214 EMPLOYEE HEALTH INS                                  | 28,173         | 30,463         | 27,004          | 31,776         |
| 217 EMPLOYEE LIFE INS                                    | -              | -              | -               | 748            |
| 219 WORKERS COMPENSATIONS INSURANCE                      | 4,439          | 4,270          | 3,203           | 3,267          |
| 310 POSTAL SERVICE                                       | 656            | 1,000          | 1,232           | 1,000          |
| 321 PRINTING SERVICES                                    | 121            | 500            | 242             | 500            |
| 330 LEGAL NOTICES  | 931            | 3,000          | 1,862           | 3,000          |
| 359 OTHER PROFESSIONAL SRVCS                             | 28             | 500            | 500             | 500            |
| 371 SUBSCRIPTIONS & BOOKS                                | 216            | 500            | 432             | 500            |
| 375 MEMBERSHIPS & DUES                                   | 1,175          | 2,000          | 2,350           | 2,000          |
| 378 EDUCATION - SEMINARS & TRAINING                      | 1,845          | 2,000          | 3,690           | 2,500          |
| 383 TRAVEL-BUSINESS EXPENSES                             | 2,072          | 3,500          | 4,142           | 4,000          |
| 399 OTHER CONTRACTED SERVICES                            | 204            | 27,500         | 10,000          | 11,500         |
| 411 OFFICE SUPPLIES & MATERIALS                          | 3,037          | 3,000          | 6,074           | 3,000          |
| 413 OFFICE EQUIPMENT                                     | -              | 10,000         | 11,500          | 3,800          |
| 429 GENERAL OPERATING SUPPLIES                           | 1,169          | -              | -               | 1,500          |
| 431 GASOLINE & DIESEL FUEL                               | 916            | 1,500          | 1,832           | 1,500          |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC               | -              | 300            | 300             | 300            |
| 499 OTHER SUPPLIES & MATERIALS                           | 1              | 1,200          | 2,338           | 2,000          |
| 510 INSURANCE - GENERAL LIABILITY                        | 1,147          | 973            | 912             | 912            |
| 523 PROPERTY (CONTENTS) INS                              | -              | -              | 178             | 178            |
| 533 EQUIPMENT - RENTAL/LEASE                             | 913            | 1,000          | 1,826           | 1,000          |
| 689 OTHER MISCELLANEOUS EXPENSES                         | -              | 1,500          | 250             | -              |
| 801 GRANTS & OTHER SUBSIDIES                             | 93,190         | -              | -               | -              |
| <b>41700 - Community &amp; Economic Affairs SUBTOTAL</b> | <b>352,721</b> | <b>323,988</b> | <b>314,743</b>  | <b>316,385</b> |

# Codes Enforcement

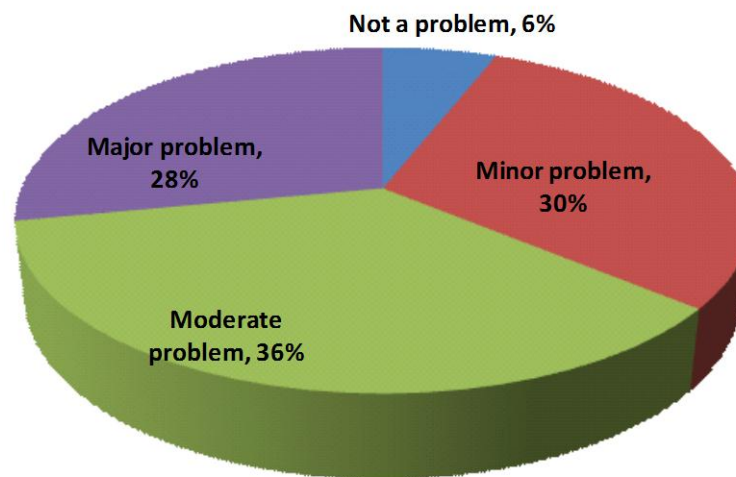
This office reports to the Police Chief and is responsible to establish and direct short-term and long-term programs that enhance the quality of life and physical environment within the City.

The Codes Enforcement Officer's primary duties are to ensure the overall improvement of the Morristown environment, including scenic quality, safe and sanitary conditions, and citizen response through the enforcement of the codes which are established for the overall well-being of the City.

## ❑ Performance and Workload Measures

| Task   | 2007 | 2008 | 2009 | 2010 | 2011  |
|--|------|------|------|------|-------|
| Only available from October 2010-December 2010 | N/A  | N/A  | N/A  |      |       |
| Dispatches                                     |      |      |      | 329  | 3,353 |
| Assists  |      |      |      | 26   | 161   |
| Notice of Violations                           |      |      |      | 141  | 833   |
| Abandoned Vehicles Removed                     |      |      |      | 65   | 234   |
| Junk Vehicles Citations                        |      |      |      | 7    | 7     |
| Trash/ Debris Citations                        |      |      |      | 9    | 35    |
| Business License Checked                       |      |      |      | 87   | 22    |
| Follow up                                      |      |      |      | 265  | 1,437 |

## Are run down buildings, weed lots or junk vehicles a problem?



Source: 2011 Citizen Survey

#### **❑ Significant Accomplishments FY 2011-2012:**

- Issued 833 Notice of Violations
- More than 200 junk cars were removed from residential and commercial properties as well as right-of-ways
- Issued 99 citations for codes violations
- Nine overgrown lots were cleared
- Three litter cases were prosecuted through general sessions court
- An effort was made to educate business owners on the newly adopted Sign Ordinance
- The Morristown Farmers' Market received the Farmers' Market of the Year award through the TVA Electrical Cooperative Members poll.

#### **❑ Goals for FY 2011 – 2012**

- Goal: To enhance enforcement of code violations within the city.
  - Objective: To work toward property owners clean up unkempt properties in the city of Morristown
  - Performance Indicator: Number of notice of violations and citations issued and cases prosecuted.
- Goal: To develop an education campaign which highlights municipal codes relating to the upkeep of property
  - Objective: To increase citizen awareness of the responsibility of personal property upkeep
  - Performance Measure: The development and distribution of printed materials

#### **❑ Comments on FY 2011 Actual and FY 2012 Projections:**

Midyear in FY 12, City Council added \$30,000 to this account to provide for remediation of property maintenance issues. Spending in this account is consistent with budget allocations.

#### **❑ Significant Changes for FY 2013:**

Personnel expenses increase due to job classification change for the Code Enforcement Officer and the addition of a second position to manage a workforce of County prisoners which will perform projects associated with the Community Appearance program.

“Other Contracted Service” (line item 399) includes \$30,000 for mowing service and lot clearing

#### **❑ Personnel Summary**

| CODES ENFORCEMENT         | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| CODES ENFORCEMENT OFFICER | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 2     |
| TOTAL CODES ENFORCEMENT   | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 2     |

## Budget Expense Detail

| Description                                | Actual 10-11  | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|---------------|----------------|-----------------|----------------|
| <i>41710 - Code Enforcement</i>            |               |                |                 |                |
| 111 SALARIES & WAGES                       | 35,277        | 36,015         | 36,015          | 76,095         |
| 134 HOLIDAY BONUS                          | 284           | 283            | 283             | 927            |
| 210 FICA                                   | 2,675         | 2,777          | 2,776           | 4,775          |
| 212 MEDICARE                               | -             | -              | -               | 1,117          |
| 213 TCRS CONTRIBUTION                      | 5,177         | 5,303          | 5,302           | 11,307         |
| 214 EMPLOYEE HEALTH INS                    | 10,569        | 10,651         | 9,416           | 22,360         |
| 217 EMPLOYEE LIFE INS                      | -             | -              | -               | 293            |
| 219 WORKERS COMPENSATIONS INSURANCE        | 1,585         | 1,525          | 1,144           | 1,167          |
| 226 CLOTHING/UNIFORM/SHOES                 | -             | 400            | 450             | 500            |
| 310 POSTAL SERVICE                         | 42            | 50             | 50              | 50             |
| 330 LEGAL NOTICES                          | -             | 200            | 100             | 200            |
| 345 TELEPHONE SERVICES                     | -             | 400            | 400             | 400            |
| 351 MEDICAL SERVICES                       | -             | -              | -               | -              |
| 355 COMPUTER/DATA PROCESSING               | -             | 250            | 250             | 250            |
| 363 REPAIR & MAINTENANCE-OFFICE EQUIPMENT  | 162           | -              | -               | -              |
| 375 MEMBERSHIPS & DUES                     | 422           | 75             | 75              | 75             |
| 378 EDUCATION - SEMINARS & TRAINING        | -             | 500            | 250             | 1,000          |
| 383 TRAVEL-BUSINESS EXPENSES               | 270           | 800            | 350             | 1,000          |
| 399 OTHER CONTRACTED SERVICES              | 28            | 200            | 30,800          | 30,000         |
| 411 OFFICE SUPPLIES & MATERIALS            | 26            | 100            | 100             | 100            |
| 413 OFFICE EQUIPMENT                       | -             | 100            | 100             | 100            |
| 429 GENERAL OPERATING SUPPLIES             | 366           | 100            | 100             | 100            |
| 431 GASOLINE & DIESEL FUEL                 | 1,838         | 2,000          | 2,300           | 3,000          |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 526           | 700            | 250             | 500            |
| 510 INSURANCE - GENERAL LIABILITY          | 92            | -              | 480             | 480            |
| 523 PROPERTY (CONTENTS) INS                | -             | -              | 94              | 94             |
| 533 EQUIPMENT - RENTAL/LEASE               | 1,508         | 100            | -               | 100            |
| <i>41710 - Code Enforcement SUBTOTAL</i>   | <i>60,846</i> | <i>62,529</i>  | <i>91,085</i>   | <i>155,990</i> |

# **Morristown Development Corporation**

The Morristown Community Development Corporation (MCDC), originally chartered in 1979, focuses on economic development, downtown revitalization and historic preservation programs. It strives to enhance the City of Morristown's economic development goals by assisting with small business development, retail and commercial recruitment, and tourism programs. It also serves as the primary local agency for historic preservation efforts. The MCDC manages and seeks to encourage citizen participation in community improvement programs and acts as a bridge between the public and private sectors. The MCDC is a government non-profit with the Mayor and City Council serving as the Board of Directors.

A primary responsibility of the MCDC is to manage all administrative aspects of the Crossroads Downtown Partnership, a certified Tennessee Main Street program. This includes a CDBG funded building façade improvement program. The Partnership applies revitalization and economic development strategies within a designated 111 acre area (the "Crossroads District") using the National Main Street Center's successful Four Point Approach. To maintain certification, the Partnership must meet 44 annual performance standards and maintain key statistics on the program's impact. The Partnership has four standing committees: Design, Economic Restructuring, Promotion and Organization. It is a volunteer-driven program whose 17 member board is comprised of representatives from the City of Morristown, Hamblen County Government, Morristown Area Chamber of Commerce, Rose Center, Walter's State Community College, Morristown Utility Systems and private property and business owners.

## **Crossroads Downtown Partnership Mission Statement:**

The Crossroads Partnership is a public-private leadership group dedicated to improving the appearance, value and quality of Morristown's Central Business District, the new 'Crossroads District', through preservation, revitalization and economic development.

## **Crossroads Downtown Partnership Vision Statement:**

We envision the Crossroads District as a regional focal point that draws on its unique character to foster economic opportunities, creative endeavors and community spirit. The Crossroads District enhances the quality of life for residents and visitors alike by protecting and preserving its heritage while providing a clean, safe and attractive environment in which to enjoy unique shopping, diverse dining, cultural events, professional services and quality residential living. Our District provides opportunities and enrichment to people of all ages, abilities and backgrounds.

Our vision is achieved and maintained through a strong public-private partnership among local government, businesses, educational institutions, non-profit community organizations and residents. This partnership is devoted to working together to make the Crossroads District an attraction, an asset, and a successful business district, cultural center and thriving residential neighborhood beneficial to the citizens of Morristown and Hamblen County.



## ❑ Performance and Workload Measures

| Task                                     | 2007 | 2008 | 2009        | 2010      | 2011        |
|--|------|------|-------------|-----------|-------------|
| Façade Grants Budget                     | n/a  | n/a  | \$50,000    | \$106,744 | \$80,103    |
| Façade Grant Project Applications        | n/a  | n/a  | 9           | 13        | 14          |
| Façade Grant Projects Completed          | n/a  | n/a  | 8           | 5         | 11          |
| Education/Training Scholarships          | n/a  | n/a  | \$475.00    | \$2,000   | \$1,000     |
| TN Main Street Grants (non-matching)     | n/a  | n/a  | \$13,901.00 | \$5,746   | \$2,000     |
| Other Grants (non-matching)              | n/a  | n/a  | \$0.00      | \$5,020   | \$5,939     |
| TDOT Enhancement Grants                  | n/a  | n/a  | \$0.00      | \$0       | \$1,277,349 |
| Main Street Program Volunteer Hours      | n/a  | na   | 262         | 349       | 607         |
| Total Public-Private Investment Downtown | n/a  | n/a  | \$19,447    | \$170,574 | \$307,585   |

## ❑ Significant Accomplishments FY 2011-2012:

- The Crossroads Downtown Partnership received certification from the Tennessee Main Street Program/National Trust Main Street Center for the second time. Both public/private investments in downtown and volunteer hours were up significantly from 2010. Installations from the 2010-2011 Tennessee Main Street grant added a central message center, three new bike racks and a central recycling center to downtown. The Partnership board was expanded from 12 members to 17 members.
- The Downtown Morristown Association (DMA) and the Crossroads Development Partnership agreed to unify their programs into one effort. As a result, Crossroads modified its name to Crossroads Downtown Partnership. The Partnership will assume responsibilities for maintaining the outdoor music service for downtown, management of the annual Christmas parade and decorations, Main Street flags, and DMA membership base. The result is one strong program for the management of downtown development and activities. The Partnership has started its own membership program that fully launched in 2012. Hamblen County Government was the first member to join the Partnership.
- The Sept. 2010 – March 2011 period for the CDBG funded Building Façade Improvement Program was completed with 12 different properties implementing 32 different improvement projects totaling \$66,944 in matched funds. Unused funds were carried over to the Sept. 2011 – March 2012 period which received 14 applications. Eleven of those projects are expected to be completed by March 31, 2012.
- The Downtown Partnership received non-matching grants from Morristown Rotary AM and Kohl's department store totaling \$6,335. The funds were used to improve landscaping within the central pedestrian connector downtown and to install the first public drinking fountain on Main Street. Home Depot employees volunteered on two occasions to clean/improve the landscape beds along Main Street.
- Two new community events were launched in 2011. The Lakeway Festival of Words, which included the Partnership backed American Girl Tea Party downtown, and the Festival of Western Legends, which attracted visitors to downtown and throughout the city from 12 states. Both events represented the Partnership's first attempt at event fundraising. Although net proceeds were small, over \$6,400 was raised by the board to fund the events. In December, the Partnership worked with the Downtown Morristown Association on the annual Christmas Parade and received \$1,438.75 in proceeds for its effort. In March and April of 2012, the Partnership teamed with HC Excell to promote downtown businesses as part of a Teacher's Appreciation program. Fourteen downtown businesses participated by offering special discounts/gifts to teachers and administrators.

- A Buxton report specific to the downtown area was generated and shared with the Partnership's Economic Committee. The report included 15 minute drive-time demographics, psychographics and retail leakage analysis.
- An update to the Downtown Action Agenda 2000 was released in December 2011. The 19 page report revisited the original Hyett Palma recommendations, provided a summary of current conditions and made recommendations for future actions.
- An improved and updated Downtown Visitors Guide was completed and 9000 copies printed through a partnership with the Morristown Area Chamber of Commerce and Tennessee Tourism. The guides were distributed to area hotels and businesses.
- In April, a Historic Zoning Ordinance was approved by City Council that allows for the creation of a historic zoning commission and local historic district upon property owner's request. This is the first such ordinance for the community.
- The Millennium Square Greenway Trailhead project initial bid occurred in April with the lowest bid at \$2,004,905. The bid was rejected and the plans redesigned in an effort to lower the construction costs to approximately \$1.3 million. The redesign was submitted to TDOT for final review in February 2012.
- Ongoing training/professional development: Tennessee Main Street Managers training, Tennessee Basic Economic Development Course, Downtown Revitalization Workshop, Governor's Conference, East Tennessee Preservation Conference, and IEDC Technology-led Economic Development training. Scholarships paid for both the Downtown Revitalization Workshop and Tennessee Basic Economic Development Course.

#### ❑ **Goals for FY 2012 - 2013:**

*\* Indicates an original goal set for 2011 that continues into 2012.*

- \*Continue to develop the private membership base for the Crossroads Downtown Partnership.
- \*Seek funding for district identification banners and improved wayfinding signage. Purchase new Tennessee Main Street signs to help direct visitors to downtown from I-81.
- \*Begin 501 (c) 3 designation for Crossroads Partnership.
- \*Continue to improve publicity and communications for the Partnership. A Facebook page was introduced in February 2012. Membership benefits will include newsletters and information specifically to assist small businesses.
- Begin a program to clean/improve empty storefront windows with new displays.
- Begin a branding strategy for downtown.
- Split the Partnership Promotion Committee into two focus areas: Retail and Events. Develop strong new advertising/promotion strategies for downtown businesses. Develop new events and analyze the success of previous ones. Modify the Fourth Friday concept.
- Establish a consistent downtown landscape maintenance program.
- Partner with the Morristown Area Chamber of Commerce on small business development strategies, retail and commercial recruitment, work force development and tourism as it relates to downtown development.
- Expand MCDC mymorristown.com website content by focusing on three primary areas: economic development, downtown partnership and historic preservation.
- Assist with the redevelopment efforts of Morristown College.

- Establish a Historic Zoning Commission to begin the process of neighborhood evaluation.
- Continue to assist with CDBG funded Building Façade Improvement Program.
- Manage the construction process reimbursements for the Millennium Square Greenway Trailhead project.
- Training: Attend three additional IEDC certified economic development courses in order to obtain CECD certification. Continue with Tennessee Main Street training.
- Assume duties of monitoring the Farmers Market to ensure rules, regulations, and ordinances are followed. This function was previously performed by the Code Enforcement Officer.

#### ❑ Comments on FY 2011 Actual and FY 2012 Projections:

In FY 11, the costs associated with the Diversity Task Force have been moved to the Mayor and Council's budget.

#### ❑ Significant Changes for FY 2013:

There are no major changes in this account.

#### ❑ Personnel Summary

| MCDC       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|------------|-------|-------|-------|-------|-------|-------|-------|-------|
| PLANNER    | 0     | 0     | 0     | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   |
| TOTAL MCDC | 0     | 0     | 0     | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   |

#### ❑ Budget Expense Detail

| Description   | Actual 10-11  | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|---------------|----------------|-----------------|----------------|
| <i>41750 - Morristown Community Dev. Corp.</i>          |               |                |                 |                |
| 111 SALARIES & WAGES                                    | 26,634        | 27,424         | 27,424          | 28,216         |
| 134 HOLIDAY BONUS                                       | 134           | 134            | 211             | 139            |
| 210 FICA  | 2,025         | 2,108          | 2,114           | 1,758          |
| 212 MEDICARE  | -             | -              | -               | 411            |
| 213 TCRS CONTRIBUTION                                   | 3,903         | 3,986          | 3,992           | 4,163          |
| 214 EMPLOYEE HEALTH INS                                 | 5,324         | 5,396          | 4,779           | 5,657          |
| 217 EMPLOYEE LIFE INS                                   | -             | -              | -               | 110            |
| 219 WORKERS COMPENSATIONS INSURANCE                     | 793           | 763            | 572             | 583            |
| 310 POSTAL SERVICE                                      | 40            | 50             | 98              | 100            |
| 330 LEGAL NOTICES                                       | -             | 400            | 750             | 100            |
| 371 SUBSCRIPTIONS & BOOKS                               | -             | 250            | 79              | 270            |
| 375 MEMBERSHIPS & DUES                                  | 640           | 700            | 720             | 750            |
| 378 EDUCATION - SEMINARS & TRAINING                     | 500           | 800            | 1,300           | 1,400          |
| 383 TRAVEL-BUSINESS EXPENSES                            | 1,825         | 2,000          | 2,379           | 2,400          |
| 399 OTHER CONTRACTED SERVICES                           | 14,350        | -              | 1,000           | -              |
| 411 OFFICE SUPPLIES & MATERIALS                         | 1,217         | 1,200          | 203             | 250            |
| 429 GENERAL OPERATING SUPPLIES                          | 3,780         | 300            | -               | 200            |
| <i>41750 - Morristown Community Dev. Corp. SUBTOTAL</i> | <i>61,164</i> | <i>45,511</i>  | <i>45,621</i>   | <i>46,507</i>  |

# Engineering

The Engineering Department is responsible for developing regulatory and capital programs for the stormwater utility, and transportation systems that belong to the City of Morristown. The Department also provides regulatory oversight of street maintenance, street design criteria, roadway access management, right of way management, traffic systems management, production of traffic analysis and traffic management planning, and is a technical advisor for other departments and City Council.

The Departments activities include: documenting construction activities and administration of capital projects, providing technical guidance, developing capital programs that are approved by City Council, regularly reports progress of active capital projects and maintenance programs, provides survey and mapping information, create easement documents, development of technical specifications related to infrastructure, provides technical reviews for all site development plans, and performs design work on special projects when directed.

The personnel in this department are shared with the Stormwater Fund. The Department also shares an administrative assistant with Community Development and Sewer.

## **Mission Statement:**

The Engineering Department is responsible for overall management of the capital improvement program. This responsibility includes construction requirements for City Council's Decrees and Administrative Orders, ongoing roadway and traffic signal maintenance, city-wide traffic management, land development oversight, special projects implementation, floodplain management, technical support for the City's industrial recruitment program, management of the City's Stormwater Utility, leadership of the City's Traffic Team, implementation of a right-of-way management program for the City's roadway system, and coordination of mutual planning interests with the City's Planning Department.

The Department provides design, survey, and consultant/project management services and is responsible for controlling construction costs and quality. Engineering has responsibility for implementation of the Department's mapping and geographic information systems (GIS) and computer-aided design (CAD) functions and for utilizing this technology to support other departments when customized mapping and presentations are required.

Watershed management and protection as it pertains to the City's state stormwater permits is another area of responsibility. This includes providing necessary oversight of the City's compliance with mandates from the Tennessee Department of Environment and Conservation related to greenway acquisition, erosion control, and legal issues of stormwater resource management.

The Department serves as the main technical resource for the community when questions arise regarding construction, transportation, wastewater and other utilities, stormwater, and other engineering issues.

## ❑ Performance and Workload Measures

| Task                              | 2009 | 2010 | 2011 | 2012 |
|-----------------------------------|------|------|------|------|
| Right of Way Management           |      |      |      |      |
| Roadway Access Permits            |      | 24   | 4    | 6    |
| Roadway Access Permit Inspections |      | 72   | 12   | 18   |
|                                   |      |      |      |      |
| Work in Right of Way              |      |      |      |      |
| Atmos Energy                      |      | 26   | 15   | 18   |
| ATT                               |      | 17   | 9    | 12   |
| Private                           |      | 4    | 5    | 10   |
| MUS                               |      | 0    | 0    | 0    |
| Inspections                       |      | 94   | 60   | 75   |

## ❑ Significant Accomplishments FY 2011-2012:

### SPECIAL PROJECTS:

- Designed, prepared contract documents, and provided project administration and field oversight for the following special projects
  - Frank Lorino Park Restroom / Concession Stand Project (\$182,000)
  - Wayne Hansard Pervious Parking Lot Project as a Supplemental Environmental Project (\$79,400)
  - Public Works Slope Stabilization Project (\$32,500)
- Revised standard contract documents for City projects and updated insurance requirements to better protect the City

### INDUSTRIAL PROJECTS:

Provided Administration and Development of a State/City/Industrial Partnership for the following Grant funded Projects (only grant funded portion value)

- MAHLE Industrial Plant Expansion (\$821,000)
- Meritor Industrial Plant Expansion (\$231,000) (Pending)
- Freedom Energy New Plant (over \$750,000) for Fasttrack Grant Portion (Pending)
- Freedom Energy Access Development including nearly 2 miles of industrial access road and 1.5 miles of railroad construction (over \$10,000,000 from SIA, TIGER IV, and Fasttrack Grant Programs)

### STREET MAINTENANCE PROGRAM:

- Administered and documented construction of 2011 Street Maintenance Program that included the rehabilitation and resurfacing of over 20 miles of roadway at a cost of approximately \$3,500,000.

## TRAFFIC:

- Collected traffic data, compiled traffic reports, and collaborated with the Morristown Police Department in deploying traffic studies at several locations.
- Developed a preventative maintenance program for traffic signal systems that has saved over \$20,000 and identified over 100 significant traffic maintenance items that were addressed during the implementation of the program this year.
- Developed TDOT approved Special Provisions that will ensure the City of Morristown will have high quality equipment at all new TDOT-funded signalized intersections including mast arms (instead of span wire or “swinging” signals), high-end computerized controller systems, high-end communications compatible with the fiber optic network (Fiber Net), compatibility with battery backup systems, and larger controller cabinets for greater flexibility.

## LOWLAND WASTE WATER TREATMENT PLANT:

- Worked with Lamar Dunn, Consulting Engineers, and the Waste Water Department in mapping the existing sanitary sewer system; also worked to determine all contributors to the waste water system.

## GEOGRAPHIC INFORMATION SYSTEMS (GIS):

- Provided database updates for GIS for both Solid Waste Fund and Stormwater Utility.
- Provided scoping for software development and assistance in the development of GIS database maintenance procedures and overall database management improvements.
- Department provided GIS Services for the following projects:
  - Pain Clinic Maps – For adoption of new ordinances
  - Tom Horner Property – Prepared maps for Horner condemnation lawsuit.
  - Morristown Airport Property – Determined acreage that is mowed.
  - Norfolk Southern Rail Way - Provided maps for rail service study at ETVID
  - Truck Route Maps – Began compiling data to create truck route data.
  - Cell Tower Map – Map all cell towers in Hamblen County.
  - Walters Drive – Prepared map for road improvement project.
  - US Census Map – Assisted Planning Department in updating US Census Map.
  - City Limits Map – Updated the City of Morristown limits map.
  - Election Commission – Provided maps for the Hamblen County Election Commission.
  - ETVID – Provided maps on the ETVID area for property information and storm water impact.
  - Morristown College – Provided maps on the Morristown College Campus for vendors to bid on mowing.
  - Morristown Police Department – Maintained Sexual Offender Registry Act and other maps.
  - Street Maintenance Program – Maintained Street Maintenance Program Maps.
  - Safe Routes to School – Worked with Planning Department and Hamblen County School Board in applying for a \$250,000 grant.

## SURVEY PROJECTS:

- The Department provided survey services for the following projects:
- Tom Horner Property – Conducted deed research and prepared survey maps for the condemnation lawsuit.
- Commerce Park Boulevard Sinkhole – Monitored movement of sinkhole using GPS equipment and AutoCAD mapping.
- I-81 Exit 8 Project – Plotted TDOT ROW takings for the Waste Water Department.
- ETPC – Provided deed research, property data and maps for the proposed Freedom Energy Project.
- Helen Ross McNabb – Provided legal description for property transfer for the property located at West 3rd North and North Henry Street.
- Morristown Utility Commission – Provided deed research and ownership status for property located at a former water tank site.
- ETVID – Provided deed research and property ownership information on property located off of Rockwell Drive.
- Norfolk Southern Rail Way – Provided orthometric and topographic maps.
- Long Reel Track – Provided topographic maps
- Meritor Fast Track – Provided topographic maps for this project.
- Public Works Waste Site – Provided maps and easements for a waste site for construction spoil material on the west end of town.
- Wildwood Drive – Provided deed research and right of way survey for right of way verification.
- ETVID – Provided topographic maps and drainage analysis for a drainage issue near the waste water treatment plant.
- Fish Hatchery Road – Provided topographic maps and drainage analysis for a drainage issue and storm water structure replacement.
- Morristown Parks and Recreation Department – Provided longitude and latitude coordinates on City owned parks.
- ETVID and MAID Industrial Parks – Provided deed research and ownership information for the Chamber of Commerce and Industrial Board.
- Pine Brook Landfill – Provided deed research for the Pine Brook Landfill site.
- Cornerstone Square Shopping Center – Provided topographic maps

### ❑ Goals for FY 2012 - 2013:

- Develop a 5 Year and 20 Year Roadway System Maintenance Plan (Roadway – SMP)
- Develop a 5 Year and 20 Year Traffic System Maintenance Plan (Traffic – SMP)
- Develop a 5 Year and 20 Year Bridge System Maintenance Program (Bridge – SMP)
- Assist the Sanitary Sewer Department in developing an Excess Material Management Plan that includes designation of waste area locations throughout the City and the proactive establishment of construction easements for land to be used for excess materials from all City projects.
- Provide design and project management for special projects.

## ❑ Comments on FY 2011 Actual and FY 2012 Projections:

There should be some savings in this area.

## ❑ Significant Changes for FY 2013:

There are no major changes in this department.

## ❑ Personnel Summary

| ENGINEERING              | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|--------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| CITY ENGINEER            | 1     | 1     | 1     | 1     | 0.8   | 0.8   | 0.8   | 0.8   |
| ADMINISTRATIVE SECRETARY | 0.375 | 0.4   | 0.4   | 0.3   | 0.3   | 0.3   | 0.3   | 0.3   |
| ENGINEERING TECHNICIAN   | 1     | 1     | 2.5   | 2     | 2     | 2     | 2     | 2     |
| CIVIL ENGINEER           | 1     | 1     | 0     | 0     | 0     | 0     | 0     | 0     |
| TOTAL ENGINEER           | 3.375 | 3.4   | 3.9   | 3.3   | 3.1   | 3.1   | 3.1   | 3.1   |

## ❑ Budget Expense Detail

| Description                                | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <i>41800 - Engineering</i>                 |                |                |                 |                |
| 111 SALARIES & WAGES                       | 166,338        | 177,025        | 172,506         | 182,163        |
| 112 OVERTIME                               | -              | -              | -               | 1,000          |
| 134 HOLIDAY BONUS                          | 758            | 752            | 1,454           | 813            |
| 114 SALARIES/WAGES/TEMPORARY               | -              | -              | -               | -              |
| 210 FICA                                   | 12,504         | 13,676         | 13,308          | 11,407         |
| 212 MEDICARE                               | -              | -              | -               | 2,668          |
| 213 TCRS CONTRIBUTION                      | 24,362         | 25,841         | 25,215          | 27,008         |
| 214 EMPLOYEE HEALTH INS                    | 31,552         | 33,509         | 29,646          | 35,093         |
| 217 EMPLOYEE LIFE INS                      | -              | -              | -               | 711            |
| 219 WORKERS COMPENSATIONS INSURANCE        | 4,915          | 4,728          | 3,546           | 3,617          |
| 220 UNEMPLOYMENT INSURANCE                 | 550            | -              | -               | -              |
| 226 CLOTHING/UNIFORM/SHOES                 | -              | 250            | 250             | 250            |
| 310 POSTAL SERVICE                         | 109            | 200            | 200             | 200            |
| 321 PRINTING SERVICES                      | 70             | -              | -               | -              |
| 330 LEGAL NOTICES                          | 457            | 750            | 750             | 750            |
| 345 TELEPHONE SERVICES                     | -              | 993            | 993             | 993            |
| 359 OTHER PROFESSIONAL SRVCS               | 322            | 1,500          | -               | 1,500          |
| 371 SUBSCRIPTIONS & BOOKS                  | -              | 250            | 250             | 250            |
| 375 MEMBERSHIPS & DUES                     | 2,252          | 2,565          | 2,565           | 2,565          |
| 378 EDUCATION - SEMINARS & TRAINING        | 70             | -              | 400             | -              |
| 383 TRAVEL-BUSINESS EXPENSES               | 1,005          | 3,000          | 1,500           | 3,000          |
| 399 OTHER CONTRACTED SERVICES              | -              | 300            | 2,600           | -              |
| 411 OFFICE SUPPLIES & MATERIALS            | 2,165          | 5,700          | 2,500           | 5,700          |
| 421 COMPUTER SOFTWARE                      | -              | -              | -               | 900            |
| 429 GENERAL OPERATING SUPPLIES             | 302            | 6,111          | 500             | 6,111          |
| 431 GASOLINE & DIESEL FUEL                 | 1,802          | 3,800          | 4,200           | 6,300          |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 978            | 1,800          | 500             | 1,800          |
| 499 OTHER SUPPLIES & MATERIALS             | 272            | 500            | -               | 900            |
| 510 INSURANCE - GENERAL LIABILITY          | 2,228          | 1,889          | 1,771           | 1,771          |
| 523 PROPERTY (CONTENTS) INS                | -              | -              | 346             | 346            |
| 533 EQUIPMENT - RENTAL/LEASE               | 7,117          | 6,247          | 4,500           | 6,247          |
| <i>41800 - Engineering SUBTOTAL</i>        | <i>260,129</i> | <i>291,386</i> | <i>269,500</i>  | <i>304,063</i> |



# Inspections

The Inspections Department includes all housing, building, electrical, gas and plumbing inspections done within the City. If inspections are done for other departments or agencies, they are charged accordingly.

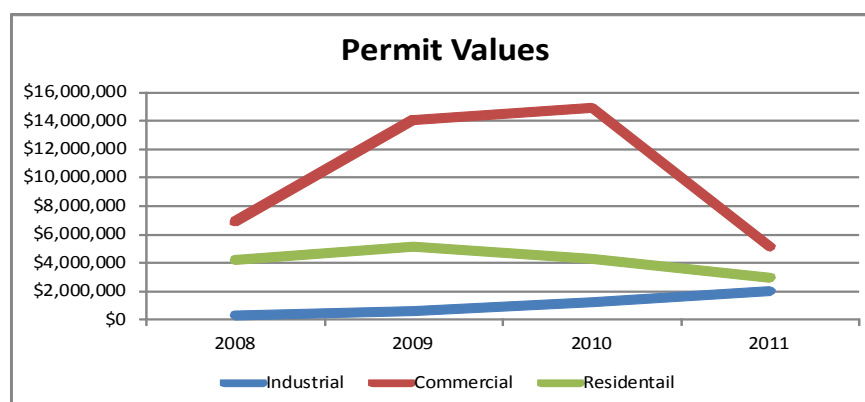
Inspectors have daily contact with many different members of the public which requires a unique understanding of codes and ordinances. In some cases inspectors encounter language barriers. They must know how to analyze technical problems they encounter and then objectively weigh, balance and judge the situation.

Inspectors work closely with every type of profession, business, vocation trade and craft. They must also work with the State of Tennessee Departments of Commerce and Insurance, State Board for Licensing of Contractors, State Fire Marshal, as well as local planning, utility and engineering departments.

Required training by the State and the International Code Council assures that all inspectors receive the necessary skill and accreditation to accomplish their duties. New laws, installation methods and building products require the inspectors to attain knowledge on a continual basis.

## ❑ Performance and Workload Measures

| Task                        | 2007 | 2008      | 2009       | 2010       | 2011      |
|-----------------------------|------|-----------|------------|------------|-----------|
| <b>Residential permits</b>  | n/a  | 35        | 69         | 45         | 58        |
| Residential Building Values | n/a  | 4,234,676 | 5,124,364  | 4,312,539  | 2,954,242 |
| Residential Building Fees   | n/a  | 15,857    | 19,816     | 16,220     | 14,713    |
| Accessory Building Permits  | n/a  | 2         | 19         | 27         | 20        |
| Accessory Building Values   | n/a  | 2,400     | 925,963    | 322,960    | 334,859   |
| Accessory Building Fees     | n/a  | 140       | 3,905      | 1,215      | 1,640     |
| <b>Commercial permits</b>   | n/a  | 42        | 55         | 42         | 32        |
| Commercial Building value   | n/a  | 6,837,493 | 14,023,926 | 14,932,594 | 5,170,997 |
| Commercial Permit Fees      | n/a  | 23,339    | 41,394     | 40,999     | 18,918    |
| <b>Industrial Permits</b>   | n/a  | 2         | 4          | 13         | 7         |
| Industrial Values           | n/a  | 283,500   | 605,000    | 1,249,100  | 1,984,088 |
| Industrial Permit Fees      | n/a  | 1,040     | 2,265      | 5,365      | 6,134     |



Very uncharacteristically for Morristown, industrial development has lagged behind both commercial and residential development during the recent economic downturn.

| Task                         | 2007   | 2008   | 2009   | 2010      | 2011      |
|------------------------------|--------|--------|--------|-----------|-----------|
| Educational Building Permits | n/a    | 0      | 0      | 1         | 3         |
| Educational Building Values  | n/a    | 0      | 0      | 6,392,100 | 3,249,928 |
| Educational Permit Fees      | n/a    | 0      | 0      | 13,446    | 7,594     |
| Job Trailer Permits          | n/a    | 0      | 1      | 3         | 0         |
| Job Trailer Permit Fees      | n/a    |        | 50     | 150       | 0         |
| Sign Permits                 | 50     | 40     | 38     | 26        | 18        |
| Sign Permit Fees             | 1,640  | 1,805  | 1,395  | 1,410     | 500       |
| Demolition Permits           | n/a    | 4      | 4      | 3         | 14        |
| Demolition Permit Fees       | n/a    | 200    | 200    | 150       | 700       |
| Electrical Permits           | 296    | 270    | 208    | 228       | 174       |
| Electrical Permit Fee        | 17,304 | 15,940 | 9,626  | 12,080    | 7,450     |
| Gas Permits                  | 58     | 34     | 32     | 44        | 43        |
| Gas Permit Fees              | 5,289  | 1,472  | 1,100  | 1,645     | 1,495     |
| Mechanical Permits           | n/a    | 20     | 37     | 23        | 43        |
| Mechanical Permit Fees       | n/a    | 2,314  | 15,114 | 12,592    | 17,206    |
| Plumbing Permits             | 223    | 188    | 118    | 86        | 111       |
| Plumbing Permit Fees         | 47,395 | 73,852 | 32,673 | 54,337    | 54,155    |
| Sewer Connection Permits     | n/a    | 35     | 34     | 16        | 6         |
| Sewer Connection Permit Fees | n/a    | 42,130 | 66,500 | 51,300    | 33,600    |

\*Building Permit Data was not broken down into categories in 2007 a portion of 2008

#### **❑ Significant Accomplishments FY 2011-2012:**

- Provided certified electrical inspectors to the meet the State of Tennessee requirements.
- Increased training to certified inspectors in order to meet State requirements.
- Continued to inspect and issue permits for: buildings, electrical, gas, plumbing, mechanical and signs so as to provide for the health, safety and welfare of the citizens

#### **❑ Goals for FY 2012 - 2013:**

- Provide certified electrical inspectors to the meet the State of Tennessee requirements.
- Increase training to certified inspectors in order to meet State requirements.
- Add an administrative assistant to provide customer service in issuing permits, scheduling inspections, answering calls and assisting the public.
- Continue to inspect and issue permits for: buildings, electrical, gas, plumbing, mechanical and signs so as to provide for the health, safety and welfare of the citizens.

#### **❑ Comments on FY 2011 Actual and FY 2012 Projections:**

We anticipate that \$30,000 will be spent to demolish derelict buildings as a part of the Community Appearance program.

#### **❑ Significant Changes for FY 2013:**

A budget of \$35,000 is provided in Other Contracted Services to continue the removal of substandard structures throughout the City. These costs will be recovered from owners, but the process for recovery may take more than one fiscal year.

## **Personnel Summary**

| INSPECTIONS                | FY 06    | FY 07    | FY 08    | FY 09    | FY 10    | FY 11    | FY 12    | FY 13    |
|----------------------------|----------|----------|----------|----------|----------|----------|----------|----------|
| CHIEF BUILDING OFFICIAL    | 1        | 1        | 1        | 1        | 1        | 1        | 1        | 1        |
| ADMINISTRATIVE SECRETARY   | 1        | 1        | 1        | 1        | 0        | 0        | 0        | 1        |
| BUILDING INSPECTOR         | 1        | 1        | 1        | 1        | 1        | 1        | 1        | 1        |
| PLUMBING AND GAS INSPECTOR | 1        | 1        | 1        | 1        | 1        | 1        | 1        | 1        |
| ELECTRICAL INSPECTOR       | 1        | 1        | 1        | 1        | 1        | 1        | 1        | 1        |
| <b>TOTAL INSPECTIONS</b>   | <b>5</b> | <b>5</b> | <b>5</b> | <b>5</b> | <b>4</b> | <b>4</b> | <b>4</b> | <b>5</b> |

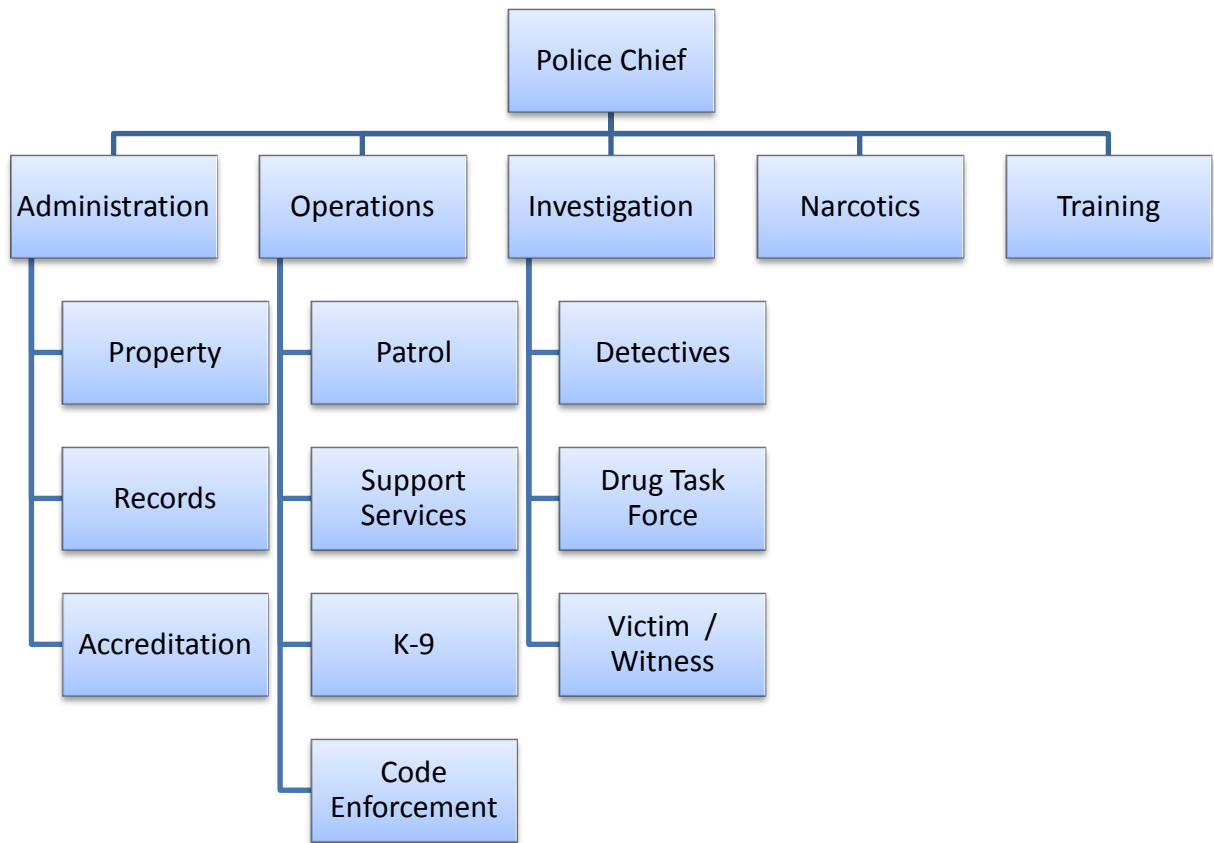
## **Budget Expense Detail**

| Description                                | Actual 10-11          | Budgeted 11-12        | Estimated 11-12       | Budgeted 12-13        |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| <i><b>42400 - Inspections</b></i>          |                       |                       |                       |                       |
| 111 SALARIES & WAGES                       | 227,215               | 234,077               | 234,077               | 273,228               |
| 134 HOLIDAY BONUS                          | 3,712                 | 3,682                 | 3,662                 | 3,990                 |
| 210 FICA                                   | 17,340                | 18,189                | 18,187                | 17,188                |
| 212 MEDICARE                               | -                     | -                     | -                     | 4,020                 |
| 213 TCRS CONTRIBUTION                      | 33,831                | 34,737                | 34,734                | 40,696                |
| 214 EMPLOYEE HEALTH INS                    | 40,629                | 43,250                | 38,309                | 56,527                |
| 217 EMPLOYEE LIFE INS                      | -                     | -                     | -                     | 1,051                 |
| 219 WORKERS COMPENSATIONS INSURANCE        | 6,342                 | 6,100                 | 4,575                 | 4,667                 |
| 226 CLOTHING/UNIFORM/SHOES                 | 1,264                 |                       | 1,000                 | 1,000                 |
| 310 POSTAL SERVICE                         | 175                   | 300                   | 65                    | 250                   |
| 321 PRINTING SERVICES                      | 93                    | 300                   | 120                   | 150                   |
| 330 LEGAL NOTICES                          | 324                   | 200                   | 75                    | 350                   |
| 345 TELEPHONE SERVICES                     | -                     | 4,000                 | 1,993                 | -                     |
| 359 OTHER PROFESSIONAL SRVCS               | 28                    | 600                   | 400                   | 3,200                 |
| 363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT | 25                    | -                     | -                     | -                     |
| 371 SUBSCRIPTIONS & BOOKS                  | -                     | 5,000                 | 200                   | 400                   |
| 375 MEMBERSHIPS & DUES                     | 931                   | 800                   | 284                   | 800                   |
| 378 EDUCATION - SEMINARS & TRAINING        | 1,049                 | 3,500                 | 1,000                 | 2,400                 |
| 383 TRAVEL-BUSINESS EXPENSES               | 242                   | 2,500                 | 600                   | 850                   |
| 399 OTHER CONTRACTED SERVICES              | -                     | 1,300                 | 30,500                | 36,300                |
| 411 OFFICE SUPPLIES & MATERIALS            | 256                   | 250                   | 225                   | 300                   |
| 413 OFFICE EQUIPMENT                       | -                     | -                     | 2,034                 | 1,200                 |
| 429 GENERAL OPERATING SUPPLIES             | 5                     | -                     | -                     | -                     |
| 431 GASOLINE & DIESEL FUEL                 | 4,535                 | 6,000                 | 7,220                 | 6,000                 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 568                   | 2,200                 | 600                   | 2,200                 |
| 499 OTHER SUPPLIES & MATERIALS             | 246                   | 400                   | -                     | 400                   |
| 510 INSURANCE - GENERAL LIABILITY          | 2,294                 | 1,900                 | 1,823                 | 1,823                 |
| 523 PROPERTY (CONTENTS) INS                | -                     | -                     | 357                   | 357                   |
| 533 EQUIPMENT - RENTAL/LEASE               | 5,169                 | 1,000                 | 3,500                 | 3,600                 |
| <i><b>42400 - Inspections SUBTOTAL</b></i> | <i><b>346,274</b></i> | <i><b>370,285</b></i> | <i><b>385,540</b></i> | <i><b>462,947</b></i> |

# ***Police Department***



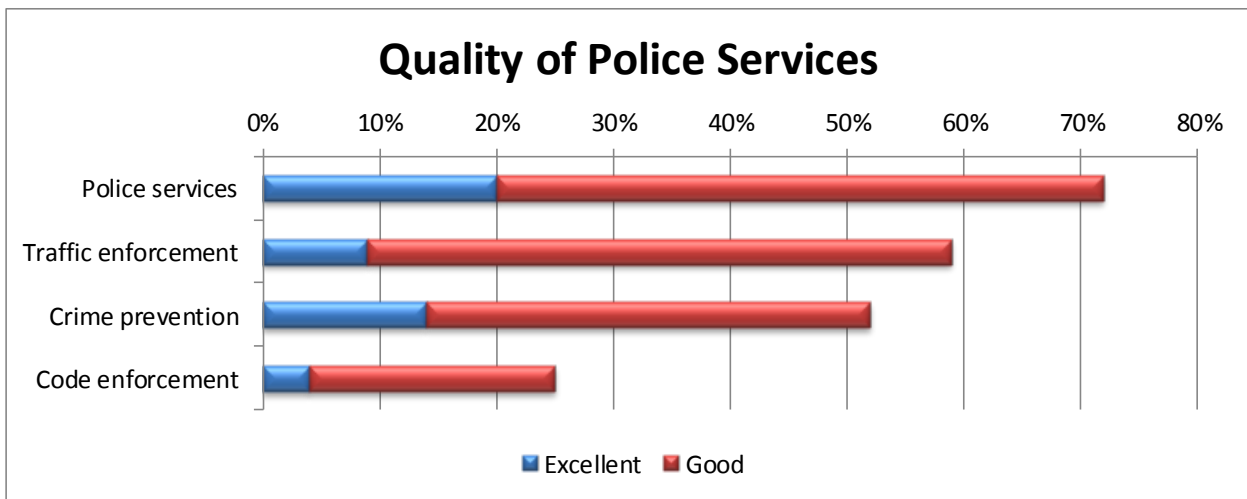
# Police Organization Chart



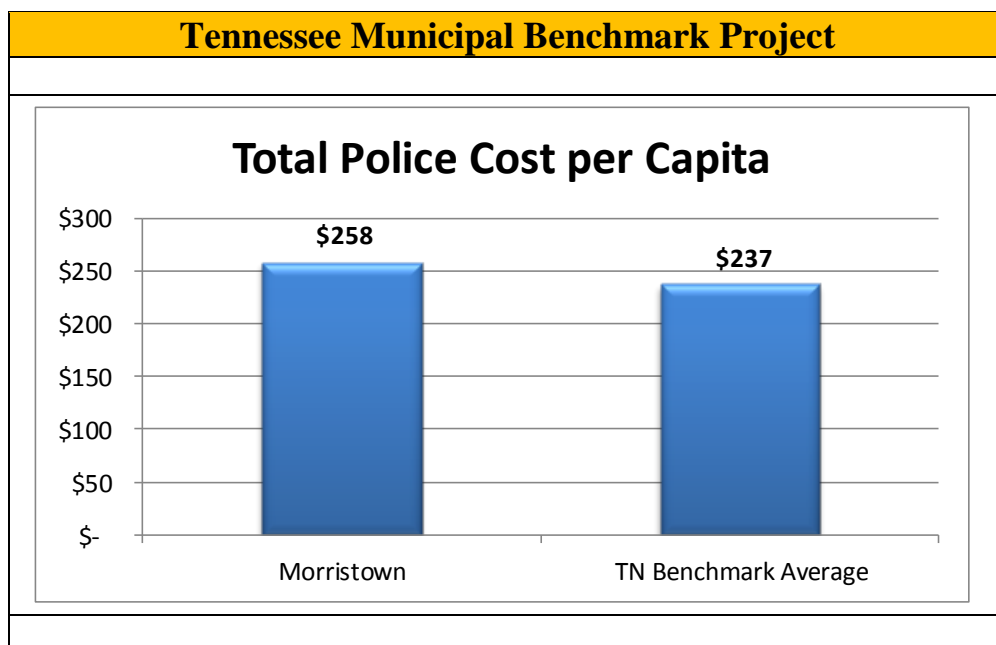
# Police Supervision

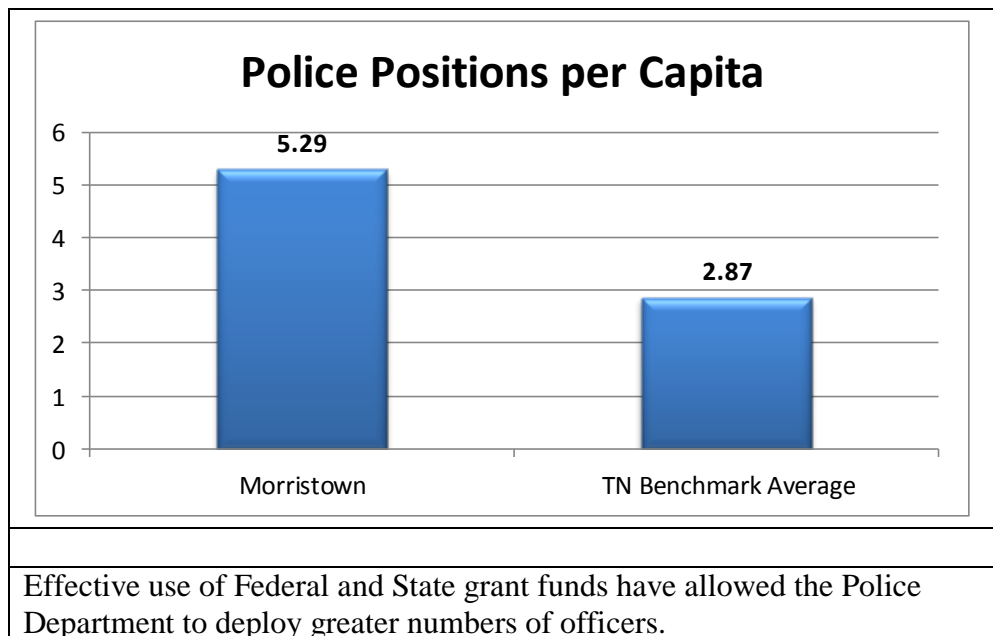
The goals of the Morristown Police Department are the protection of the public by preventive effort, the detection, arrest and prosecution of criminals; control and direction of traffic; accident investigation and analysis; and the general preservation of peace. The Chief administers the department and supervises activities, evaluating the results of activities, planning and initiating programs for the department.

These tasks are accomplished by utilizing the training and expertise of individuals assigned to specific functions within the department.



Source: 2011 Citizen Survey





#### ❑ **Significant Accomplishments FY 2011-2012:**

- The following grants were received during 2011 which required no local match:
  - Tennessee Governor's Highway Safety Office Grant  
Total Amount Awarded: \$20,000
  - Justice Assistance Grant  
City Allocation: \$20,048
  - Project Safe Neighborhood Grant  
Total Amount Awarded: \$10,291
  - Internet Crimes Against Children Grant (Full Time Position)  
Open Grant Continued Funding: \$27,058.35
  - Internet Crimes Against Children Grant (Overtime Reimbursement)  
Total Amount Awarded: \$10,158
  - Received \$3,096 to assist with the purchasing of Bulletproof Vests.  
\$3,096 required match funds were used from the budgeted uniform account.
- Seven 40-hour general in-service classes were conducted in-house completing all the mandatory training for officers.
- Throughout the year, the Training Unit coordinated and conducted multiple training courses for all department special units and teams
- Coordinated and conducted two full-scale training exercises for critical response units.
- Four new officers completed the field training program
- Conducted firearms certification training for members of the Morristown-Hamblen County Emergency Management Agency volunteers
- Partnered with Docview to provide on line report retrieval to ensure that the public has convenient, 24-hour access to traffic crash reports
- Conducted requested training for the Newport Police Department and Cocke County Sheriff's Department

- Implemented new TITAN traffic crash reporting software which will allow for easier access to traffic crash data and mapping for proactive prevention and enhanced enforcement efforts
- In 2011, crime decreased in four of the seven major (Part 1 Crimes) categories.
- There was a 13% reduction in traffic crashes in the city of Morristown in 2011.

#### ❑ **Goals for FY 2012 - 2013:**

Goal: Apply for state and federal grant funds.

- Objective: To provide financial support to existing and new police programs.
- Performance Indicator: Number of grants applied for and number of awards received.

Goal: To increase officer presence in the downtown shopping areas and neighborhoods.

- Objective: To enhance citizen's feelings of safety in the downtown shopping areas and neighborhoods during nighttime hours.
- Performance Indicator: Increased number of patrols in the downtown area and neighborhoods.

Goal: To increase public awareness of police actions.

- Objective: To enhance soft performance indicators.
- Performance Indicator: Number of community events, media releases, and other proactive contacts made with citizens throughout the year.

#### ❑ **Comments on FY 2011 Actual and FY 2012 Projections:**

“Other Contracted Services” (line item 399) in this division is estimated to be over budget in FY 2012 by \$13,000 due to a back payment (\$15,338.03) for EMA salary to Hamblen County which should have occurred in FY 2011.

#### ❑ **Significant Changes for FY 2013:**

Transfer of the Administrative Secretary position to the patrol Division allows for a reduction in this account which is offset in Patrol.

The purchase of a scanner for use in the electronic records management system is budgeted at \$5,000.

#### ❑ **Personnel Summary**

| POLICE SUPERVISION              | FY 06    | FY 07    | FY 08    | FY 09    | FY 10    | FY 11    | FY 12    | FY 13    |
|---------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|
| POLICE CHIEF                    | 1        | 1        | 1        | 1        | 1        | 1        | 1        | 1        |
| POLICE RECORDS CLERK            | 1        | 2        | 2        | 2        | 3        | 3        | 3        | 2        |
| POLICE RECORDS TECHNICIAN       | 1        | 1        | 1        | 1        | 1        | 1        | 1        | 1        |
| ADMINISTRATIVE SECRETARY        | 1        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| POLICE ACCREDITATION MANAGER    | 1        | 1        | 1        | 1        | 1        | 1        | 1        | 1        |
| <b>TOTAL POLICE SUPERVISION</b> | <b>5</b> | <b>5</b> | <b>5</b> | <b>5</b> | <b>6</b> | <b>6</b> | <b>6</b> | <b>5</b> |



## ☐ Budget Expense Detail

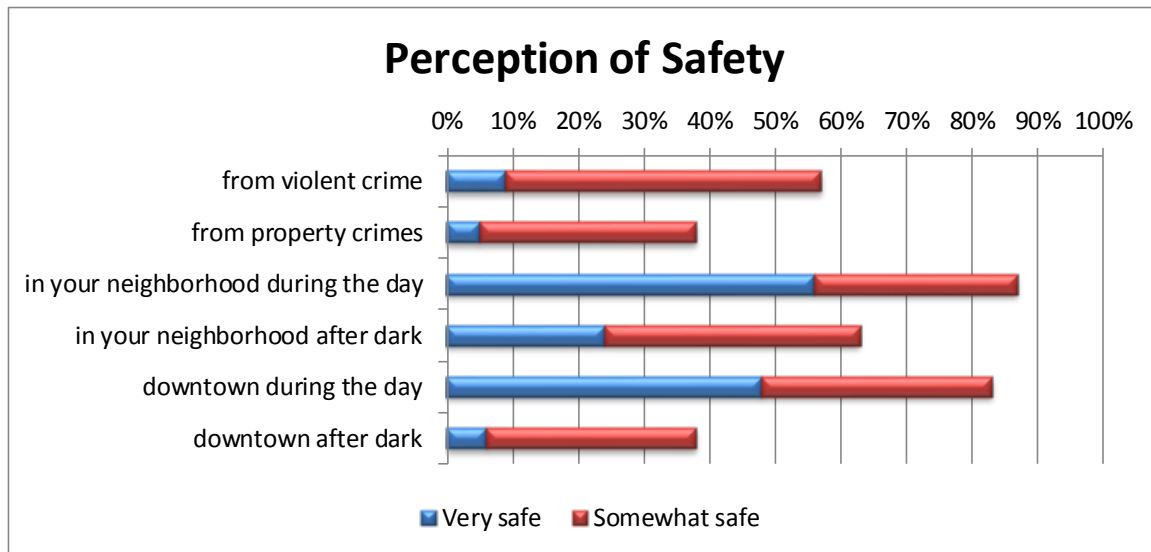
| Description                                   | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|----------------|----------------|-----------------|----------------|
| <b>42110 - Police Administration</b>          |                |                |                 |                |
| 111 SALARIES & WAGES                          | 248,427        | 265,554        | 265,949         | 240,200        |
| 112 OVERTIME                                  | 1,266          | 1,000          | 1,000           | 1,000          |
| 134 HOLIDAY BONUS                             | 2,265          | 2,497          | 2,641           | 2,459          |
| 115 SUPPLEMENTAL TRAINING PAY                 | -              | -              | -               | 4,364          |
| 210 FICA                                      | 18,623         | 22,342         | 20,624          | 15,377         |
| 212 MEDICARE                                  | -              | -              | -               | 3,596          |
| 213 TCRS CONTRIBUTION                         | 36,696         | 39,075         | 39,299          | 36,410         |
| 214 EMPLOYEE HEALTH INS                       | 61,125         | 64,262         | 56,851          | 56,433         |
| 217 EMPLOYEE LIFE INS                         | -              | -              | -               | 928            |
| 219 WORKERS COMPENSATIONS INSURANCE           | 9,513          | 9,150          | 6,863           | 7,000          |
| 226 CLOTHING/UNIFORM/SHOES                    | 650            | 950            | 950             | 950            |
| 310 POSTAL SERVICE                            | 1,492          | 1,200          | 1,200           | 1,200          |
| 321 PRINTING SERVICES                         | 377            | 300            | 300             | 300            |
| 330 LEGAL NOTICES                             | 164            | 200            | 200             | 200            |
| 345 TELEPHONE SERVICES                        | -              | 750            | 750             | 750            |
| 355 COMPUTER/DATA PROCESSING                  | -              | 30,108         | 30,000          | 30,108         |
| 359 OTHER PROFESSIONAL SRVCS                  | 1,290          | 1,000          | 1,000           | 1,000          |
| 361 REPAIR & MAINTENANCE-VEHICLES             | -              | 150            | 150             | 150            |
| 369 REPAIR & MAINTENANCE-OTHER                | -              | 50             | 50              | -              |
| 371 SUBSCRIPTIONS & BOOKS                     | 272            | 850            | 550             | 850            |
| 375 MEMBERSHIPS & DUES                        | 780            | 900            | 900             | 900            |
| 378 EDUCATION - SEMINARS & TRAINING           | 1,229          | 2,300          | 2,300           | 2,300          |
| 383 TRAVEL-BUSINESS EXPENSES                  | 5,125          | 7,000          | 7,000           | 8,140          |
| 399 OTHER CONTRACTED SERVICES                 | 32,611         | 45,000         | 58,000          | 45,000         |
| 411 OFFICE SUPPLIES & MATERIALS               | 1,030          | 1,200          | 1,200           | 1,200          |
| 413 OFFICE EQUIPMENT                          | -              | 2,500          | 2,500           | 5,000          |
| 424 JANITORIAL SUPPLIES                       | -              | 150            | 150             | 150            |
| 429 GENERAL OPERATING SUPPLIES                | 2,891          | 800            | 800             | 800            |
| 431 GASOLINE & DIESEL FUEL                    | 3,632          | 5,000          | 5,000           | 6,650          |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC    | 630            | 500            | 500             | 500            |
| 499 OTHER SUPPLIES & MATERIALS                | 1,089          | -              | -               | -              |
| 510 INSURANCE - GENERAL LIABILITY             | 6,521          | 5,530          | 5,182           | 5,182          |
| 523 PROPERTY (CONTENTS) INS                   | -              | -              | 1,014           | 1,014          |
| 533 EQUIPMENT- RENTAL/LEASE                   | 14,310         | 500            | 2,000           | 2,000          |
| 615 SEX OFFENDERS ADMINISTRATION              | -              | -              | -               | 1,800          |
| 689 OTHER MISCELLANEOUS EXPENSES              | 2,247          | -              | -               | -              |
| <b>42110 - Police Administration SUBTOTAL</b> | <b>454,255</b> | <b>510,818</b> | <b>514,923</b>  | <b>483,911</b> |

## Patrol & Traffic

The primary function of the Patrol and Traffic Division is the protection of life and property of the citizens of Morristown, and prevention and control of crime through routine patrol.

### □ Performance and Workload Measures

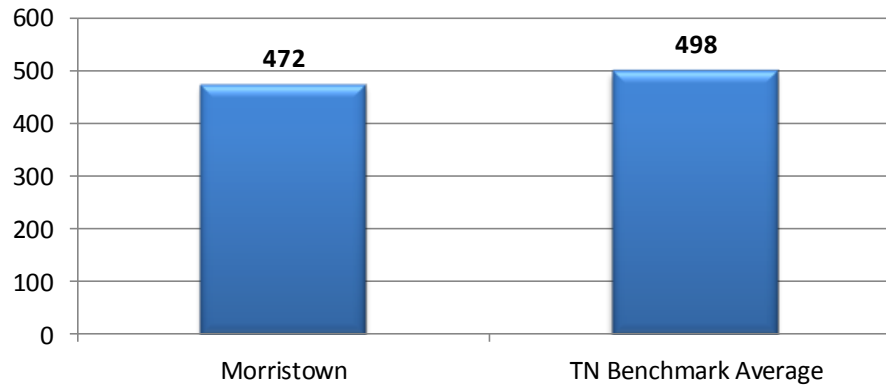
| Task                                     | 2007        | 2008        | 2009        | 2010        | 2011        |
|--|-------------|-------------|-------------|-------------|-------------|
| Calls for Service/ Officer Contacts      | 45,204      | 54,234      | 47,256      | 44,959      | 47,805      |
| Cases Assigned for Investigation         | 4,798       | 4,583       | 4,230       | 4,566       | 4,104       |
| Cases Closed                             | 3,163       | 3,022       | 3,248       | 3,297       | 2,977       |
| Reported Property Loss                   | \$3,528,355 | \$3,160,603 | \$2,610,224 | \$3,255,561 | \$3,208,786 |
| Property Recovered                       | \$1,714,024 | \$1,860,134 | \$1,648,317 | \$2,983,554 | \$2,046,370 |
| Traffic Crashes                          | 1,756       | 1,652       | 1,311       | 1,611       | 1,408       |
| Total Physical Arrests                   | 3,999       | 3,435       | 2,104       | 2,854       | 2,555       |
| Total Arrest Charges                     | 7,572       | 6,487       | 5,118       | 4,832       | 4,947       |
| Traffic Citations                        | 7,934       | 14,809      | 11,767      | 11,245      | 10,178      |
| Call for Service Response Time (minutes) | 2.74        | 5.63        | 7.49        | 3.374       | 5.75        |
| Emergency Call Response Time (minutes)   | *           | *           | 2.99        | < 3 minutes | 3.4         |
| Community Events                         | 86          | 90          | 83          | 132         | 126         |
| Narcotics/ Vice Enforcement Charges      | 190         | 144         | 163         | 260         | 333         |



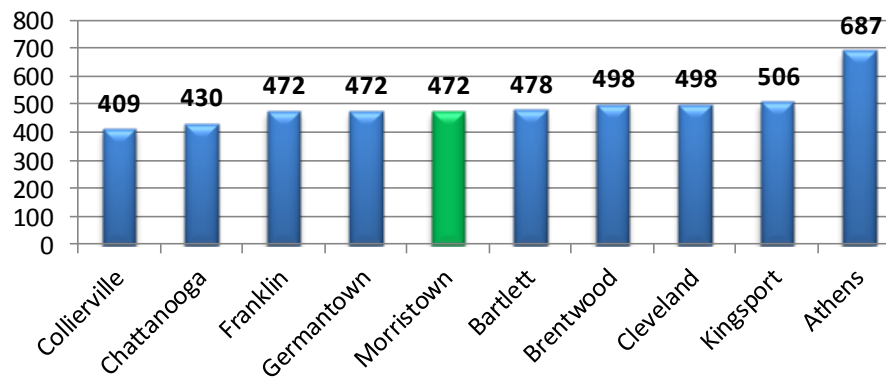
Source: 2011 Citizen Survey

## Tennessee Municipal Benchmark Project

### Calls per Sworn Officer



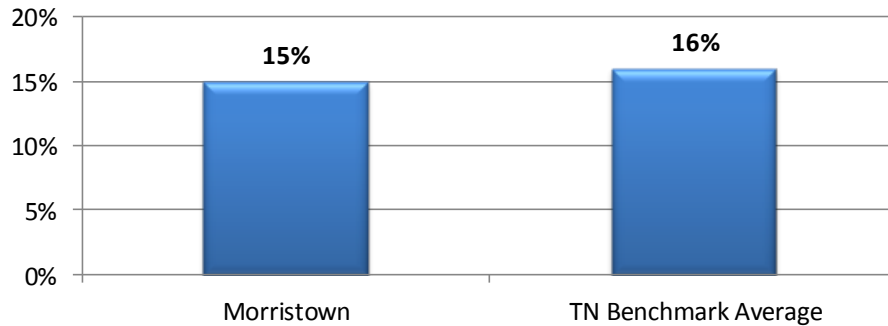
### Calls per Sworn Officer



The number of calls answered per sworn officer is comparable to most communities in the benchmark project.

## Tennessee Municipal Benchmark Project

### Traffic Accidents with Injury per Total Traffic Accidents



The injury rate for traffic accidents is comparable to other communities in the benchmark project.

### ❑ Significant Accomplishments FY 2011-2012:

#### Patrol

- In July 2011, the Patrol Division responded to an armed robbery at the TVA Credit Union on the WAJ Hwy. After obtaining information as to where the suspect may be, Patrol Division officers plus other divisions located the suspect in White Pine and arrested him.
- The Patrol Division responded to a man with a gun call at Wal-Mart. Before officer's arrival, the man committed suicide. Due to the rapid response, the situation was handled in a caring and professional manner all the while keeping the safety of the shoppers in mind as well as preserving the crime scene.
- Officers responded to 6 bomb threats at local schools
- August 2011, Officers responded to a suicidal woman with stab wounds and safely took her into custody
- During this time period, officers participated in 11 sobriety checkpoints
- Officers apprehended a subject who had stolen a \$125,000 boom truck from the construction site at East High School
- Officers participated in 6 Downtown Festival events
- Officers participated in 38 community events
- Officers conducted 26 enhanced enforcement patrols

### **Special Response Team**

- S.R.T. members assisted with a domestic related welfare check on Ridge Lawn Ave. Once on scene the situation ended up as a female being held against her will by an ex-husband who had a violent past. S.R.T. ultimately made an entry into residence and located the female and took the male into custody. The male was charged with multiple charges.
- S.R.T. was called in to assist serving an arrest warrant and search warrant on a bank robbery in White Pine. The male suspect robbed the TVA Credit Union on West A.J. Highway and was located in White Pine at his residence. The suspect was taken into custody and the search warrant executed.
- S.R.T. assisted patrol in serving a search warrant/arrest warrant for an individual at the Super 8 Motel located on Hwy 25E. The subject was located and taken into custody.

### **Crisis Negotiation Team**

- Team members successfully negotiated with a mentally disturbed man who had threatened neighbors with a gun
- Team members assisted in the apprehension of a suspect who had stolen a vehicle and was holding a woman against her will
- The Crisis Negotiation Team was obtained, at no cost to the city, a soft panel ballistic shield to enhance officer safety during call-outs.
- Participated in two full-scale training exercise with other tactical response units

### **Explosive Ordnance Detachment (E.O.D.) Unit**

- Received \$60,000 worth of grant funded equipment which required no city matching funds
- Assisted in recovering over 600 pounds of stolen explosives which were recovered in Cocke County
- Recovered and disposed of two pipe bombs; one in Grainger County and one in Cocke County
- Completed four controlled disposals of explosives
- Two members received advanced recertification training
- Participated in 6 community events

### **K-9 Unit**

- Received and trained, at no cost to the city, a narcotic detection canine for patrol shift which is valued at approximately \$6,000.
- Received from the military, at no cost to the city, a trained E.O.D. canine which is valued at approximately \$12,500.
- Participated in 15 community events
- Assisted the FBI, TBI, and DEA as well as other law enforcement agencies throughout the year
- Were involved in more than 120 drug arrests

## **Support Services**

- Oversaw and coordinated 121 community events
- School Resource Officers conducted 34 presentations within the school system.
- Officers conducted 9 internet safety presentations.
- The Recruiting Unit participated in three recruiting events
- Enhanced Enforcement and DUI.
- Coordinated and conducted a Kids On Patrol (KOP) Bike Ride
- Assisted the Patrol Division in conducting 11 sobriety checkpoints
- Participated with the Patrol Division in 26 enhanced enforcement details
- The Awards Committee considered and awarded to officers and civilian personnel:
  - 1 Superior Service Certificate
  - 1 Academic Achievement certificate
  - 60 Good Conduct Certificates
  - 47 Marksmanship Certificates
  - 62 Perfect Attendance Certificates
  - 55 Safe Driving Certificates
  - 11 Specialty Awards Certificates

## **Criminal Apprehension Unit**

- Activity for 2011 was as follows:
  - Days worked 23
  - Misdemeanor arrests 17
  - Felony arrests 26
  - 71 Warrants served
  - Conducted 32 checks on registered sex offenders

## **Project Safe Neighborhoods**

- Involved in the investigated 112 PSN cases
- Presented nine cases for federal prosecution.
- Conducted Interstate Nexis identification of firearms and ammunition on eight suspected federal firearms violators
- Assisted ATFE with undercover firearms purchases and intelligence gathering
- On three cases, served as an expert witness in federal court which resulted convictions in all cases
- Conducted several gang presentations for schools and community groups
- Received advanced gang identification and investigation training
- Assisted in identifying 26 individuals with gang affiliations
- Assisted with identifying a firearm for the National Firearms Tracing Center

## **Honor Guard**

- Participated in nine events in 2011 which included parades, funerals, memorial services, and special community events

### **❑ Goals for FY 2011 – 2012**

- Goal: To increase practical scenario-based training for patrol officers.
  - Objective: To ensure officers continue to learn and maintain proper techniques and skills for proper service response and officer safety.
  - Performance Indicator: Number of officers attending scenario-based training exercises
- Goal: To reduce fuel consumption for the patrol division
  - Objective: To ensure that fuel consumption does not exceed allocation
  - Performance Indicator: Fuel consumption for 2012 will be compared to 2011
- Goal: To increase the number of days the Criminal Apprehension Unit is activated
  - Objective: To increase the number of suspects and wanted persons apprehended
  - Performance Indicator: The number of days CAU personnel are scheduled during 2012

### **❑ Comments on FY 2011 Actual and FY 2012 Projections:**

- We project to be under budget in personnel expenses in this division due to having to current vacancies and the lengthy process of filling previous vacancies.
- “Gasoline & Diesel Fuel” (line item 431) is projected to be over budget for FY 2012 by approximately \$55,000. This cost overrun is due mainly to the increase in fuel prices over the past year. Approximately 1,700 gallons of fuel will be consumed due to additional enhanced enforcement performed under a Governor’s Highway Safety Grant which reimburses the department for overtime incurred for saturation patrols.

### **❑ Significant Changes for FY 2013:**

“Travel-Business Expenses” (line item 383) request was increased by \$12,350 to provide additional training funds as it is anticipated that additional costs will be incurred to maintain the same level of training under the guidelines of the new Travel Reimbursement Policy

“Gasoline & Diesel Fuel” (line item 431) request was increased by \$62,700 as gasoline prices are forecasted to increase throughout 2012. Fuel consumption for normal patrol activities has not increased in this division and measures are being taken to limit fuel consumption whenever possible such as having officers patrol in 2-officer units during non-peak calls for service hours.

The following capital equipment is included for this department:

|  |            |
|--|------------|
| Taser replacement                                    | \$ 20,000  |
| 7 police patrol vehicles                             | \$ 156,243 |
| Armored vests  | \$ 11,700  |
| Digital recorder replacement equipment – patrol cars | \$ 24,000  |
| 2 handheld radar units                               | \$ 1,400   |

All of the above equipment replaces existing equipment which has become difficult to maintain or has exceeded its useful life. There should be a slight savings in operating costs with reduced maintenance and increased fuel efficiency with the patrol vehicles.

#### □ Personnel Summary

| POLICE PATROL            | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|--------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| ADMINISTRATIVE SECRETARY |       |       |       |       |       |       |       | 1     |
| POLICE OFFICER           | 49    | 51    | 52    | 50    | 45    | 45    | 46    | 47    |
| POLICE CORPORAL          | 0     | 0     | 4     | 3     | 4     | 4     | 4     | 4     |
| POLICE SERGEANT          | 5     | 5     | 5     | 3     | 3     | 3     | 3     | 3     |
| POLICE LIEUTENANT        | 5     | 4     | 6     | 6     | 5     | 5     | 5     | 5     |
| POLICE CAPTAIN           | 3     | 3     | 3     | 5     | 4     | 4     | 4     | 3     |
| POLICE MAJOR             | 0     | 0     | 0     | 0     | 2     | 2     | 2     | 2     |
| TOTAL POLICE PATROL      | 62    | 63    | 70    | 67    | 63    | 63    | 64    | 65    |



## Budget Expense Detail

| Description  | Actual 10-11     | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13   |
|--|------------------|------------------|------------------|------------------|
| <i>42120 - Police Patrol &amp; Traffic Safety</i>          |                  |                  |                  |                  |
| 111 SALARIES & WAGES                                       | 2,465,738        | 2,653,217        | 2,521,450        | 2,681,665        |
| 112 OVERTIME   | 86,097           | 85,000           | 84,000           | 85,000           |
| 114 WAGES & SALARIES TEMP                                  | 1,757            |                  | 2,000            | 2,000            |
| 134 HOLIDAY BONUS  | 23,343           | 23,950           | 21,442           | 24,930           |
| 119 HOLIDAY PAY  | 67,860           | 76,236           | 72,756           | 78,610           |
| 210 FICA   | 198,118          | 204,887          | 201,027          | 178,077          |
| 212 MEDICARE   | -                | -                | -                | 39,647           |
| 213 TCRS CONTRIBUTION                                      | 382,603          | 396,662          | 389,292          | 421,640          |
| 214 EMPLOYEE HEALTH INS                                    | 603,188          | 683,614          | 567,081          | 732,185          |
| 217 EMPLOYEE LIFE INS                                      | -                | -                | -                | 10,126           |
| 219 WORKERS COMPENSATIONS INSURANCE                        | 97,883           | 97,600           | 73,201           | 74,665           |
| 220 UNEMPLOYMENT INSURANCE                                 | 3,243            | -                | -                | -                |
| 226 CLOTHING/UNIFORM/SHOES                                 | 33,730           | 40,000           | 40,000           | 40,000           |
| 310 POSTAL SERVICE   | 286              | 300              | 500              | 500              |
| 321 PRINTING SERVICES                                      | 3,515            | 2,500            | 2,500            | 2,500            |
| 333 ADVERTISING  | 455              | 500              | 500              | 500              |
| 345 TELEPHONE SERVICES                                     | -                | 12,250           | 12,250           | 12,250           |
| 351 MEDICAL SERVICES                                       |                  | 84               | 100              | 100              |
| 359 OTHER PROFESSIONAL SRVCS                               | 7,482            | 7,000            | 2,000            | 7,000            |
| 360 REP & MAINT-COMMUNICATIONS                             | 44               | 1,500            | 1,500            | 1,500            |
| 361 REPAIR & MAINTENANCE-VEHICLES                          | 9,127            | 9,000            | 9,500            | 34,000           |
| 364 REPAIR & MAINT-BLDG/GROUNDS                            |                  | 1,500            | 1,500            | 1,500            |
| 375 MEMBERSHIPS & DUES                                     | 1,592            | 1,750            | 1,750            | 1,750            |
| 378 EDUCATION - SEMINARS & TRAINING                        | 12,465           | 24,000           | 24,000           | 24,000           |
| 383 TRAVEL-BUSINESS EXPENSES                               | 18,404           | 21,100           | 21,100           | 33,450           |
| 399 OTHER CONTRACTED SERVICES                              | 19,187           | 10,500           | 10,500           | 10,500           |
| 411 OFFICE SUPPLIES & MATERIALS                            | 9,988            | 10,000           | 10,000           | 10,000           |
| 413 OFFICE EQUIPMENT                                       | -                | 4,900            | 8,900            | 8,000            |
| 416 MUNITIONS  | 25,188           | 19,000           | 29,000           | 19,000           |
| 420 TIIPS  | -                | 10,000           | 10,000           | 10,000           |
| 424 JANITORIAL SUPPLIES                                    | 1,024            | 100              | 100              | 100              |
| 431 GASOLINE & DIESEL FUEL                                 | 177,738          | 190,000          | 245,000          | 252,700          |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC                 | 70,293           | 59,000           | 59,000           | 59,000           |
| 439 OTHER REPAIR & MAINTENANCE SUPPLIES                    | 6,373            | -                | -                | -                |
| 510 INSURANCE - GENERAL LIABILITY                          | 109,888          | 93,184           | 87,328           | 87,328           |
| 523 PROPERTY (CONTENTS) INS                                | -                | -                | 17,085           | 17,085           |
| 533 EQUIPMENT - RENTAL/LEASE                               | 16,193           | 4,643            | 4,643            | 4,643            |
| 689 OTHER MISCELLANEOUS EXPENSES                           | 71,295           | -                | -                | -                |
| 960 MACHINERY & EQUIPMENT                                  | -                | -                | -                | 20,000           |
| 964 OFFICE EQUIPMENT                                       | 5,338            | -                | -                | -                |
| 971 MOTOR EQUIPMENT  | -                | 72,500           | 72,500           | 156,243          |
| 999 OTHER CAPITAL OUTLAY                                   | 5,500            | 48,000           | 48,000           | 37,100           |
| <i>42120 - Police Patrol &amp; Traffic Safety SUBTOTAL</i> | <i>4,534,935</i> | <i>4,864,393</i> | <i>4,651,506</i> | <i>5,179,294</i> |

# Investigations

This division is equipped to conduct major case investigations and handle plain clothes assignments. It is also an assignment of this division to prevent crime through a public relations program.

The functions of this division are accomplished through the investigation of crimes, arrest, prosecution and conviction of offenders. The crime prevention program consists of educational material, lectures to churches, schools and civic organizations, and home and business security surveys.

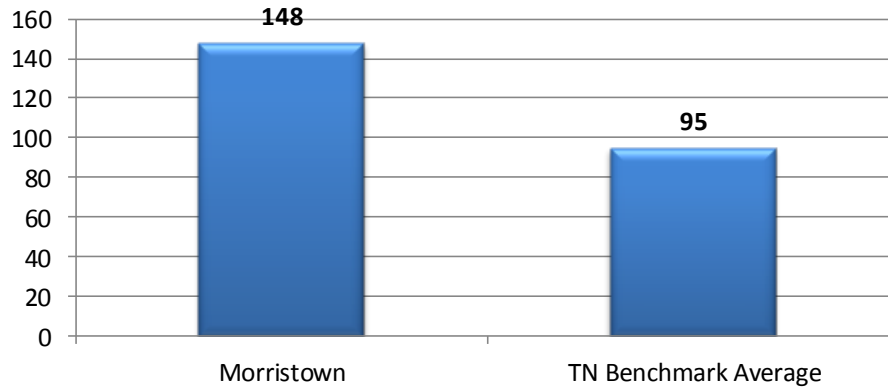
## ❑ Performance and Workload Measures

| Morristown Police Department Reported Part 1 Crimes |       |       |       |       |       |
|---|-------|-------|-------|-------|-------|
| Classification                                      | 2007  | 2008  | 2009  | 2010  | 2011  |
|   |       |       |       |       |       |
| Criminal Homicide                                   | 1     | 1     | 1     | 1     | 1     |
| Forcible Rape                                       | 28    | 29    | 30    | 29    | 19    |
| Robbery   | 64    | 52    | 36    | 45    | 33    |
| Assault   | 674   | 652   | 691   | 656   | 656   |
| Burglary  | 208   | 205   | 157   | 166   | 181   |
| Larceny   | 1,834 | 1,917 | 1,743 | 1,973 | 1,815 |
| Auto Theft  | 124   | 125   | 82    | 91    | 105   |
| Arson   | 16    | 12    | 7     | 7     | 5     |

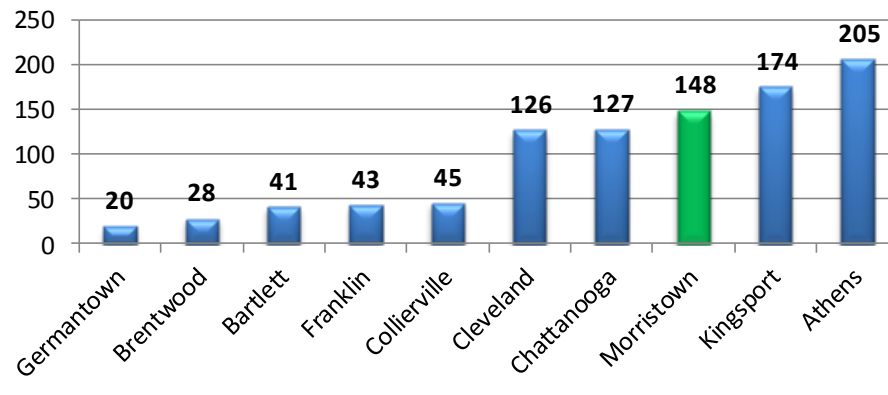
| Morristown Police Department Clearance Rate |      |      |        |        |         |
|---|------|------|--------|--------|---------|
| Classification                              | 2007 | 2008 | 2009   | 2010   | 2011    |
|   |      |      |        |        |         |
| Criminal Homicide                           |      |      | 100.0% | 100.0% | 100.00% |
| Forcible Rape                               |      |      | 46.7%  | 37.9%  | 94.74%  |
| Robbery                                     |      |      | 72.2%  | 64.4%  | 87.88%  |
| Assault                                     |      |      | 87.7%  | 93.1%  | 99.85%  |
| Burglary                                    |      |      | 42.0%  | 25.9%  | 87.85%  |
| Larceny                                     |      |      | 64.0%  | 59.1%  | 95.42%  |
| Auto Theft                                  |      |      | 79.3%  | 71.4%  | 96.19%  |

## Tennessee Municipal Benchmark Project

### Major Crimes per 1,000 Population



### Major Crimes per 1,000 Population



Morristown is experiencing more major crime than the average community in the Tennessee Benchmark project. This is due in part to a larger daytime population.

#### ❑ Significant Accomplishments FY 2011-2012:

During calendar year 2011 the Detective Division worked numerous investigations with 4,104 cases assigned. In 2011 Detectives closed 2,977 cases; of that 794 cases were closed by investigator arrest. As a result of successful investigations, \$2,046,370 was recovered for the victims of crime in Morristown. Some of the major cases are highlighted below.

- In 2011, detectives investigated and charged an individual for embezzling more than \$250,000 from Finishadapt, Inc.
- In 2011, detectives charged two individuals with the theft of several heat pumps and recovered \$32,000 in property.
- In 2011, detectives investigated a \$32,600 embezzlement from Windridge Homeowners Association. The Property Manager was charged in this case.

- July 2011, detectives charged an individual apprehended by the Patrol Division for armed robbery of TVA Employees Credit Union.
- In July 2011, investigators charged two individuals with 13 counts of theft of scrap metal valuing over \$40,000.
- In 2011, Internet Crimes Against Children (ICAC) investigators charged an individual from a 2010 case for having more than 4,000 files containing child pornography.
- August 2011, detectives investigated an embezzlement of more than \$83,000 from physician's office. An employee is charged in the theft.
- August 2011, ICAC investigators charged an individual for possession of 93 images and 99 videos depicting child pornography.
- August 2011, ICAC detectives charged an individual for having 321 images and 6 videos of child pornography on his computer and an additional 499 images of child pornography on DVDs.
- In 2011, ICAC investigators charged an individual who had more than 300 images and 800 videos of child pornography. Victims were identified in both the United States and Australia.
- In 2011, detectives investigated and prosecuted 8 child abuse cases involving drug addicted newborns.

#### ❑ **Goals for FY 2012 - 2013:**

Goal: To expand N.C.I.C. capabilities in the Investigations Division via a second N.C.I.C. terminal.

- Objective: To increase efficiency in obtaining criminal history information via a second N.C.I.C. terminal.
- Performance Indicator: The installation of and utilization of a second N.C.I.C. terminal

Goal: To better inform all department members of pattern criminal activity and suspect intelligence

- Objective: To expand the type of information disbursed to ensure that officers have needed information to assist in criminal apprehension and enhance officer safety
- Performance Indicator: The number of intelligence bulletins disseminated to officers

Goal: To obtain an additional prepaid cell phone for use in undercover chat investigations within the I.C.A.C. Unit.

- Objective: To equip an additional investigator with a non-traceable prepaid cell phone for use in undercover chat investigation.
- Performance Indicator: The acquisition of an additional prepaid cell phone

Goal: Cross-train a sworn officer to make Police IDs.

- Objective: To have in place a second sworn officer to make Police IDs so that replacement and new IDs can be obtained when the primary officer is unavailable
- Performance Indicator: The training and use of an additional officer in making ID cards

Goal: To develop a protocol for the preparation of suspect information packets on anyone placed on the Investigation Division's B.O.L.O. List.

- Objective: To assist in locating and arresting suspects and persons of interest in cases assigned to the Investigation Division
- Performance Indicator: The development and implementation of a protocol for use in preparing information packets for wanted persons

**❑ Comments on FY 2011 Actual and FY 2012 Projections:**

“Gasoline & Diesel Fuel” (line item 431) is projected to be over budget for FY 2012 by approximately \$9,500. This cost overrun is due to the increase in fuel prices over the past year.

**❑ Significant Changes for FY 2013:**

“Travel-Business Expenses” (line item 383) request was increased by \$2,470 to provide additional training funds as it is anticipated that additional costs will be incurred to maintain the same level of training under the guidelines of the new Travel Reimbursement Policy

“Gasoline & Diesel Fuel” (line item 431) request was increased by \$11,700 as gasoline prices are forecasted to increase throughout 2012. Fuel consumption for normal investigative activities has not increased in this division.

**❑ Personnel Summary**

| POLICE INVESTIGATIONS       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|-----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| DETECTIVE                   | 9     | 8     | 8     | 8     | 8     | 8     | 8     | 8     |
| DETECTIVE CORPORAL          | 0     | 0     | 1     | 1     | 1     | 1     | 1     | 1     |
| DETECTIVE SERGEANT          | 2     | 2     | 1     | 3     | 3     | 3     | 3     | 3     |
| DETECTIVE LIEUTENANT        | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| DETECTIVE CAPTAIN           | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ADMINISTRATIVE SECRETARY    | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL POLICE INVESTIGATIONS | 14    | 13    | 13    | 15    | 15    | 15    | 15    | 15    |

## Budget Expense Detail

| Description   | Actual 10-11     | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13   |
|---|------------------|------------------|------------------|------------------|
| <i>42130 - Police Criminal Investigation</i>          |                  |                  |                  |                  |
| 111 SALARIES & WAGES                                  | 776,557          | 784,307          | 784,957          | 809,327          |
| 112 OVERTIME  | 32,304           | 28,000           | 28,319           | 28,000           |
| 134 HOLIDAY BONUS                                     | 10,449           | 10,363           | 10,288           | 11,062           |
| 210 FICA  | 61,000           | 60,831           | 62,773           | 52,600           |
| 212 MEDICARE  | -                | -                | -                | 12,302           |
| 213 TCRS CONTRIBUTION                                 | 119,314          | 114,874          | 118,657          | 124,544          |
| 214 EMPLOYEE HEALTH INS                               | 136,401          | 161,399          | 155,919          | 169,508          |
| 217 EMPLOYEE LIFE INS                                 | -                | -                | -                | 3,055            |
| 219 WORKERS COMPENSATIONS INSURANCE                   | 24,351           | 22,875           | 17,157           | 17,500           |
| 226 CLOTHING/UNIFORM/SHOES                            | 8,410            | 9,750            | 9,750            | 9,750            |
| 310 POSTAL SERVICE                                    | 351              | 500              | 500              | 500              |
| 321 PRINTING SERVICES                                 | 175              | 200              | 200              | 200              |
| 333 ADVERTISING                                       | 6                | -                | -                | -                |
| 345 TELEPHONE SERVICES                                | -                | 4,500            | 4,500            | 4,500            |
| 359 OTHER PROFESSIONAL SRVCS                          | -                | 300              | 300              | 300              |
| 361 REPAIR & MAINTENANCE-VEHICLES                     | 150              | 700              | 700              | 700              |
| 371 SUBSCRIPTIONS & BOOKS                             | 35               | 300              | 250              | 300              |
| 375 MEMBERSHIPS & DUES                                | 558              | 500              | 500              | 500              |
| 378 EDUCATION - SEMINARS & TRAINING                   | 2,601            | 3,000            | 3,000            | 3,000            |
| 383 TRAVEL-BUSINESS EXPENSES                          | 4,343            | 5,000            | 7,000            | 7,470            |
| 399 OTHER CONTRACTED SERVICES                         | 718              | 1,000            | 800              | 1,000            |
| 411 OFFICE SUPPLIES & MATERIALS                       | 7,090            | 6,100            | 6,100            | 6,100            |
| 413 OFFICE EQUIPMENT                                  | -                | 1,500            | 860              | -                |
| 429 GENERAL OPERATING SUPPLIES                        | 1,468            | 1,100            | 900              | 1,100            |
| 431 GASOLINE & DIESEL FUEL                            | 16,197           | 16,500           | 26,000           | 28,200           |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC            | 1,825            | 6,800            | 3,000            | 6,800            |
| 499 OTHER SUPPLIES & MATERIALS                        | 762              | -                | -                | -                |
| 510 INSURANCE - GENERAL LIABILITY                     | 25,359           | 21,504           | 20,153           | 20,153           |
| 523 PROPERTY (CONTENTS) INS                           | -                | -                | 3,943            | 3,943            |
| 533 EQUIPMENT - RENTAL/LEASE                          | 9,618            | 9,500            | 6,700            | 9,500            |
| 999 OTHER CAPITAL OUTLAY                              | 1,069            | -                | -                | -                |
| <i>42130 - Police Criminal Investigation SUBTOTAL</i> | <i>1,241,113</i> | <i>1,271,403</i> | <i>1,273,225</i> | <i>1,331,914</i> |

## Vice

The emphasis of this program is investigation, arrest and prosecution of persons violating vice laws, i.e., gaming, prostitution and alcohol.

### ❑ Significant Accomplishments FY 2011-2012:

- Conducted undercover operations which resulted in several individual being charged with selling alcohol to an underage person.
- Conducted undercover operations which resulted in the purchase of bath salts and other synthetic drugs
- The Narcotics/Vice Division has conducted several presentations for local businesses and organizations
- The Vice Unit has met the State of Tennessee Board of Pharmacy requirements in order to request and receive information from the State of Tennessee Controlled Substance Monitoring Database which assists this office in the detection and prosecution of drug fraud/doctor shopping

### ❑ Goals for FY 2012 - 2013:

Goal: To enhance enforcement of laws relating to prostitution.

- Objective: To address the problem of prostitution within the city of Morristown.
- Performance Indicator: Number of arrests made for related violations

Goal: To address the increasing trend of drug fraud by way of “doctor shopping”

- Objective: To identify individuals involved in drug fraud by way of “doctor shopping” and prosecute individuals involved in prostitution crimes
- Performance Indicator: Number of cases investigated and individuals arrested

### ❑ Comments on FY 2011 Actual and FY 2012 Projections:

Spending in this account is consistent with budget allocations.

### ❑ Significant Changes for FY 2013:

Most of the increase in this area is related to personnel and benefit expenses which impact all operations.

### ❑ Personnel Summary

| POLICE VICE        | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| DETECTIVE          | 1     | 1     | 0     | 0     | 0     | 0     | 0     | 0     |
| DETECTIVE CORPORAL | 0     | 0     | 1     | 0     | 0     | 0     | 0     | 0     |
| DETECTIVE SERGEANT | 0     | 0     | 0     | 1     | 1     | 1     | 1     | 1     |
| TOTAL POLICE VICE  | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |

## ☐ Budget Expense Detail

| Description                                | Actual 10-11  | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|---------------|----------------|-----------------|----------------|
| <i>42190 - Police Vice</i>                 |               |                |                 |                |
| 111 SALARIES & WAGES                       | 54,885        | 55,825         | 55,825          | 57,429         |
| 112 OVERTIME                               | 3,330         | 3,500          | 3,500           | 3,500          |
| 134 HOLIDAY BONUS                          | 639           | 636            | 631             | 649            |
| 210 FICA                                   | 4,449         | 4,319          | 4,587           | 3,818          |
| 212 MEDICARE                               | -             | -              | -               | 893            |
| 213 TCRS CONTRIBUTION                      | 8,646         | 8,161          | 8,672           | 9,040          |
| 214 EMPLOYEE HEALTH INS                    | 9,836         | 10,783         | 9,548           | 21,928         |
| 217 EMPLOYEE LIFE INS                      | -             | -              | -               | 1,525          |
| 219 WORKERS COMPENSATIONS INSURANCE        | 1,585         | 1,525          | 1,144           | 1,167          |
| 226 CLOTHING/UNIFORM/SHOES                 | 650           | 650            | 650             | 650            |
| 345 TELEPHONE SERVICES                     | -             | -              | 600             | 600            |
| 359 OTHER PROFESSIONAL SRVCS               | -             | 800            | 800             | 800            |
| 363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT | -             | 200            | -               | 200            |
| 378 EDUCATION - SEMINARS & TRAINING        | 291           | 400            | 400             | 400            |
| 383 TRAVEL-BUSINESS EXPENSES               | 150           | 325            | 425             | 515            |
| 411 OFFICE SUPPLIES & MATERIALS            | 341           | 400            | 400             | 400            |
| 413 OFFICE EQUIPMENT                       | -             | 250            | 250             | -              |
| 429 GENERAL OPERATING SUPPLIES             | 248           | -              | -               | -              |
| 431 GASOLINE & DIESEL FUEL                 | 1,917         | 2,000          | 2,000           | 2,660          |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 257           | 500            | 350             | 500            |
| 510 INSURANCE - GENERAL LIABILITY          | 2,294         | 1,946          | 1,823           | 1,823          |
| 523 PROPERTY (CONTENTS) INS                | -             | -              | 357             | 357            |
| 533 EQUIPMENT - RENTAL/LEASE               | 865           | -              | -               | -              |
| <i>42190 - Police Vice SUBTOTAL</i>        | <i>90,384</i> | <i>92,220</i>  | <i>91,962</i>   | <i>108,854</i> |



# Fire Department



## Fire Organization Chart



**MISSION STATEMENT:** “To protect life and property from adverse effect of fire, respond to natural or manmade disasters and provide emergency medical response to priority one medical emergencies.”

The Morristown Fire Department is comprised of 85 total personnel with 78 being assigned to fire suppression duties and 7 assigned administrative jobs or other tasks.

The department protects a population of approximately 29,000 citizens in an area of 27.9 square miles with an average response time of 3 minutes and 39 seconds.

Fire suppression personnel work a schedule of 24 hours on and 48 hours off. They are assigned to one of three shifts (A, B or C) with 26 personnel assigned to each shift. Those personnel operate out of six stations and respond with seven front line firefighting apparatus. Additionally, the department provides emergency medical first responder services to the community.

The day to day oversight responsibilities for the department are assigned to the Fire Chief; his assistants include an Administrative Chief, an Operations Chief, the Fire Marshal, a Training Officer, a Liaison Officer and an Administrative Secretary.

Other services provided to the community include a 20 member Hazardous Materials response team, 12 CPR instructors, 3 child restraint seat technicians, a 10 member honor guard and a 5 member urban search and rescue team.

**The department has an ISO rating of class three.**

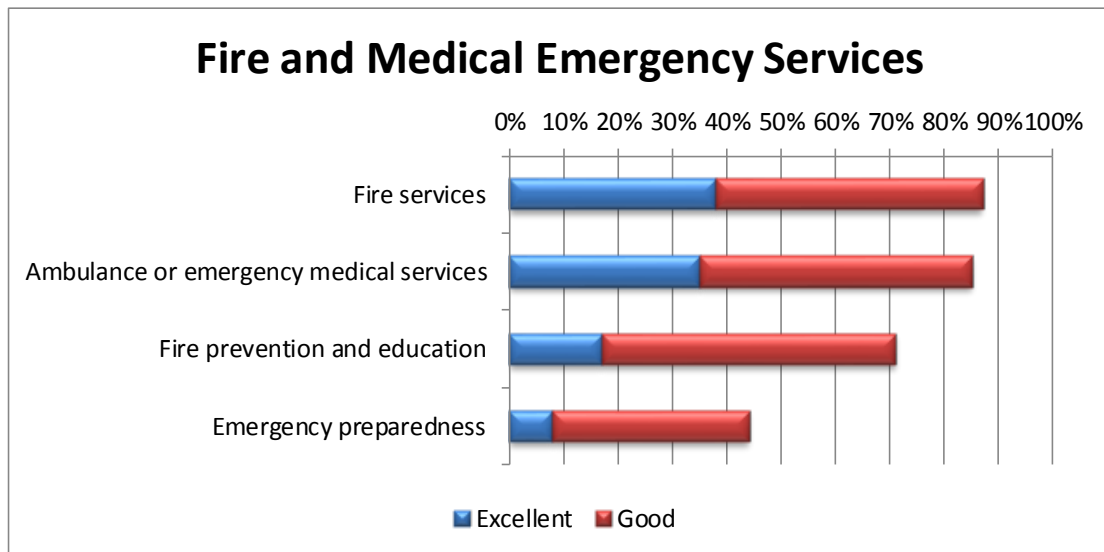
# Fire Supervision

Fire Supervision is charged with ensuring the accomplishment of the department's mission in a cost efficient and operationally effective manner.

Fire Department staff members plan, supervise and direct Fire Department operations and activities, administer expenditures, develop policies and procedures, maintain adherence of fire personnel to policies, procedures, protocols and practices, create long and short range plans, and prepare the annual department budget. Further, they have responsibility to coordinate, directly supervise or exercise oversight of fire personnel, firefighting equipment, specialized units, fire department facilities and other resources. Additionally, they assist other city departments in planning and coordinating special events.

The Fire Chief is responsible for administering the budgetary funds granted to this activity.

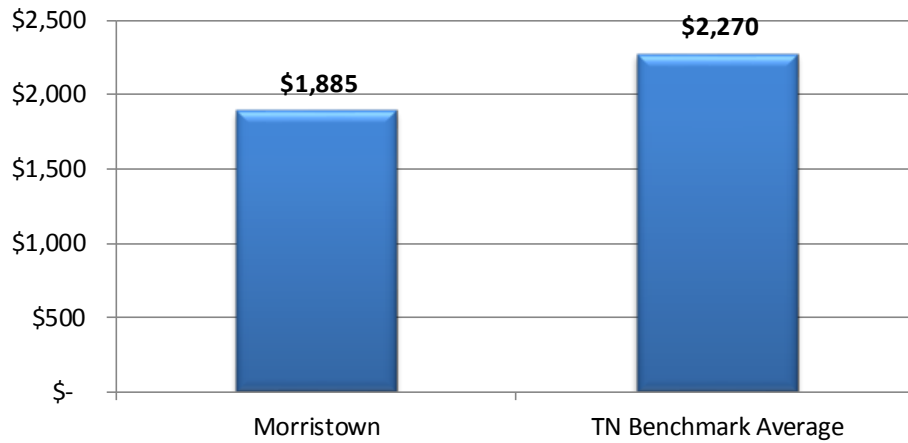
## □ Performance and Workload Measures



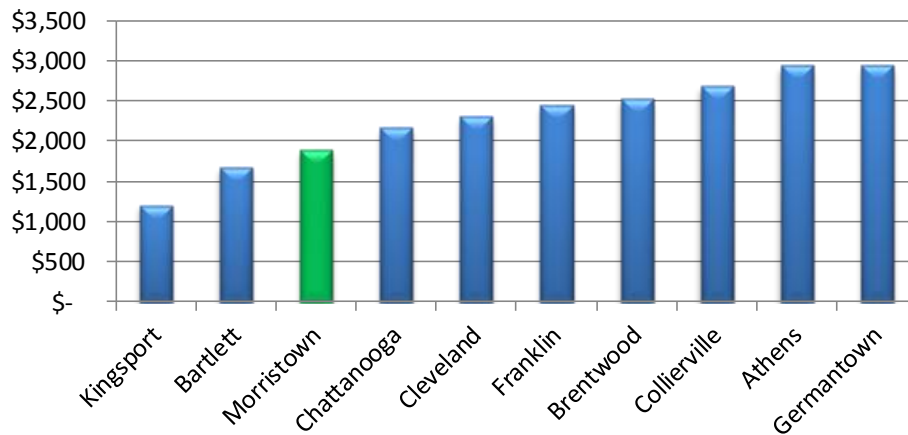
Source: 2011 Citizen Survey

## Tennessee Municipal Benchmark Project

### Cost per Call for Service



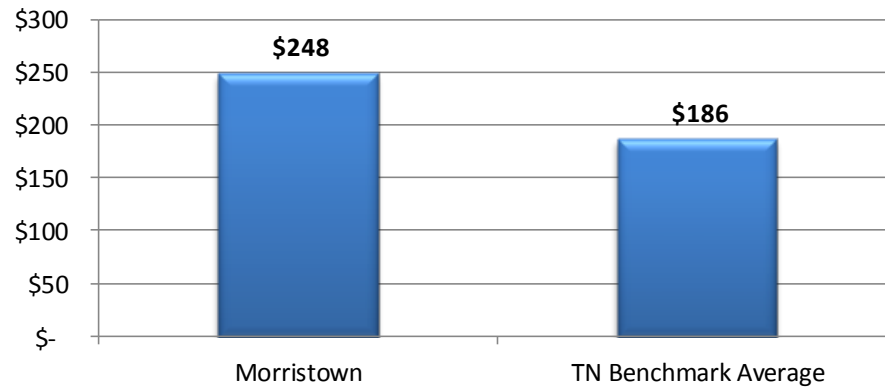
### Cost per Call for Service



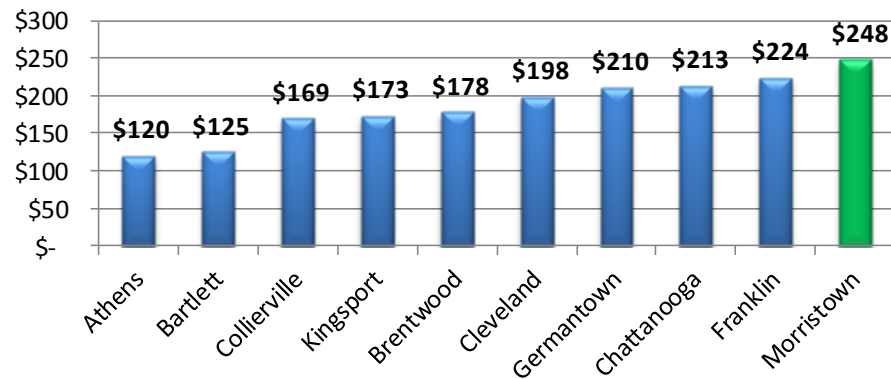
Morristown's cost per fire call is below average due to the larger number of calls for service.

## Tennessee Municipal Benchmark Project

### Total Fire Costs per Capita



### Total Fire Costs per Capita



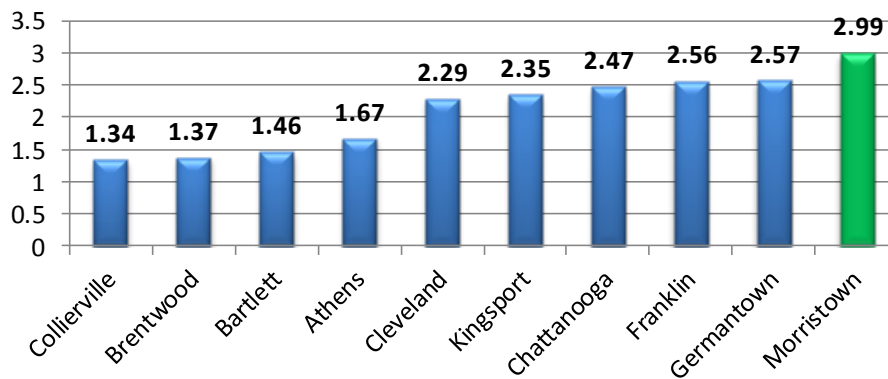
The cost of fire protection in Morristown is higher than in any community in the benchmark study. A study of the reasons for this higher cost is planned for the summer of 2012.

## Tennessee Municipal Benchmark Project

### Fire Positions per 1,000 Population



### Fire Positions per 1,000 Population



Factors such as daytime population and the geographic area of the City may contribute to the need for increased staffing in comparison to other communities in the benchmarking study. A study of the reasons for this higher demand is planned for the summer of 2012.

#### ❑ Significant Accomplishments FY 2011-2012:

- Maintained integrity of the FY11-12 budget document.
- Ensured departmental compliance with Insurance Service Office requirements.
- Ensured an enhanced atmosphere of safety awareness within the organization.
- Provided opportunity for Supervision personnel to attend training in an effort to maintain adherence with nationally recognized standards, practices and procedures.
- The department was once again successful in its pursuit of Assistance to Firefighters Grants.
- Enacted proactive steps, such as eliminating unnecessary trips, encouraging staff members to share rides where feasible and eliminating unnecessary idling, in an effort to maintain the integrity of Fire Supervision's fuel budget.

**❑ Goals and Objectives – FY 13:**

- Provide leadership necessary to advance a positive and professional climate for fire personnel.
- Foster an atmosphere which enables the staff personnel in leadership positions to proactively seek methods, ideas, guidelines and procedures intended to reduce the number of false alarms, the number of calls for service and the number of structure fires the department encounters annually.
- Continue to foster an atmosphere which advances the belief that the department, as a whole, needs to reduce the number of sick days taken.
- Work with City leaders to ensure measures are adopted which support the effort to maintain the Fire Department's Insurance Service Office rating of Class 3.
- Assist the department's Administrative Division and Haz-Mat Team members in their efforts to achieve Team accreditation from the State of TN.
- Encourage our Administrative Division to continue their successful quests for grant funds through the Assistance to Firefighters program.
- Continue to serve our citizens in a courteous manner striving to ensure all contacts with the general public are professional, discreet, responsive and knowledgeable.
- Strive to improve the overall quality of services to the community as measured by The National Citizen's Survey.
- Work to improve any negative benchmarks found in TML's survey of TN cities and strive to build upon the positive findings.
- Due to the rising cost, continue to enforce policies and procedures intended to help reduce fuel consumption by fire department personnel.

**❑ Comments on Prior Year Actual and FY12 Projections:**

- There should be no significant overages or deficits in this budget area

**❑ Significant Changes for FY 13:**

- The request for funds in line item # 431 (Gasoline and Fuel) will show an increase of \$1,000 or approximately 18% in an effort to project cost for the FY.
- Travel, line item #383, shows a modest increase in an effort to ensure Fire Supervision personnel have an opportunity to meet national training standards. It is unclear how the City's new travel policy will impact this line item; we could potentially incur more overnight costs than in previous years.

**❑ Personnel Summary**

| FIRE SUPERVISION         | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|--------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| FIRE CHIEF               | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| DEPUTY FIRE CHIEF        | 1     | 1     | 2     | 2     | 2     | 2     | 2     | 2     |
| TRAINING OFFICER         | 0     | 0     | 1     | 1     | 1     | 1     | 1     | 1     |
| ADMINISTRATIVE SECRETARY | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| LIAISON OFFICER          | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL FIRE SUPERVISION   | 4     | 4     | 6     | 6     | 6     | 6     | 6     | 6     |



## Budget Expense Detail

| Description                                 | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|----------------|----------------|-----------------|----------------|
| <i>42210 - Fire Administration</i>          |                |                |                 |                |
| 111 SALARIES & WAGES                        | 369,515        | 381,204        | 381,421         | 393,053        |
| 134 HOLIDAY BONUS                           | 5,018          | 5,292          | 4,944           | 5,388          |
| 115 SUPPLEMENTAL TRAINING PAY               | -              | -              | -               | 1,900          |
| 210 FICA                                    | 27,754         | 29,567         | 29,557          | 24,821         |
| 212 MEDICARE                                | -              | -              | -               | 5,805          |
| 213 TCRS CONTRIBUTION                       | 54,193         | 56,029         | 56,010          | 58,770         |
| 214 EMPLOYEE HEALTH INS                     | 61,139         | 65,032         | 57,620          | 67,991         |
| 217 EMPLOYEE LIFE INS                       | -              | -              | -               | 1,471          |
| 219 WORKERS COMPENSATIONS INSURANCE         | 10,692         | 9,150          | 5,719           | 5,833          |
| 226 CLOTHING/UNIFORM/SHOES                  | -              | 300            | 762             | 500            |
| 310 POSTAL SERVICE                          | 7              | 50             | 52              | 50             |
| 345 TELEPHONE SERVICES                      | -              | 2,200          | 2,276           | 2,500          |
| 371 SUBSCRIPTIONS & BOOKS                   | 215            | 300            | 352             | 300            |
| 375 MEMBERSHIPS & DUES                      | 464            | 700            | 887             | 700            |
| 378 EDUCATION - SEMINARS & TRAINING         | -              | 200            | 518             | 500            |
| 383 TRAVEL-BUSINESS EXPENSES                | 423            | 400            | 777             | 700            |
| 399 OTHER CONTRACTED SERVICES               | 84             | 1,500          | 399             | -              |
| 411 OFFICE SUPPLIES & MATERIALS             | 1,860          | 1,900          | 766             | 1,900          |
| 429 GENERAL OPERATING SUPPLIES              | 393            | 300            | -               | 300            |
| 431 GASOLINE & DIESEL FUEL                  | 3,224          | 5,500          | 5,004           | 6,500          |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC  | -              | 1,500          | 66              | 1,500          |
| 510 INSURANCE - GENERAL LIABILITY           | 2,536          | 2,150          | 2,016           | 2,016          |
| 523 PROPERTY (CONTENTS) INS                 | -              | -              | 394             | 394            |
| 533 EQUIPMENT- RENTAL/LEASE                 | 5,800          | 4,850          | 4,353           | 4,850          |
| 567 STATE FEES AND OTHER                    |                |                |                 |                |
| <i>42210 - Fire Administration SUBTOTAL</i> | <i>543,316</i> | <i>568,124</i> | <i>553,893</i>  | <i>587,742</i> |

# Fire Prevention and Inspection

The Fire Inspections Division of the Morristown Fire Department strives to protect the lives, homes, businesses, schools, churches and other properties of the citizens of Morristown through a modern application of public education programs, proven fire prevention methods and a reasoned enforcement of applicable codes and standards. Additionally, these activities are intended to reduce the number, lessen the impact and help eliminate risks of fire to which our Fire Suppression Division must respond.

This division is headed up by the Fire Marshal who is responsible for oversight of the budgetary funds assigned to this budget unit. He requests or recommends all expenditures with final approval by the Fire Chief.

Other functions of the Fire Prevention and Inspections activity include the investigation of suspicious fires, large financial loss fires and fires which result in injury or death to civilian or uniformed personnel. The office fills a staff advisory position on the Morristown Planning Commission where input is provided on items brought forward for consideration, including proposed annexations. Further, the office reviews new construction and remodeling plans for compliance to applicable codes, while making prudent attempts to inspect all existing structures within our jurisdiction. One additional function of this office is to regulate open burning within the City's jurisdiction through the use of a permitting system.

The Fire Marshal is assisted in the performance of these functions by 5 shift personnel who are each certified by the State of TN to perform such tasks.

## □ Performance and Workload Measures

| Public Education and Fire Safety Programs | 2007   | 2008   | 2009   | 2010   | 2011   | 5 Year Totals |
|---|--------|--------|--------|--------|--------|---------------|
| Pub Ed / Fire Safety Programs             | 83     | 157    | 131    | 97     | 105    | 573           |
| Extinguisher Classes                      | 12     | 23     | 10     | 5      | 3      | 53            |
| Children                                  | 4,250  | 13,386 | 20,745 | 7,205  | 7,777  | 53,363        |
| Adults                                    | 1,754  | 10,134 | 7,093  | 3,320  | 5,319  | 27,620        |
| Literature                                | 11,409 | 25,565 | 19,168 | 10,457 | 11,764 | 78,363        |
| Program Hours                             | 201.5  | 289.5  | 237    | 150.5  | 182    | 1,060         |

| Smoke Alarm Program                      | 2007 | 2008 | 2009 | 2010 | 2011 | 5 Year Totals |
|--|------|------|------|------|------|---------------|
| Households Affected                      | 153  | 105  | 169  | 51   | 75   | 553           |
| Alarms Installed by FD Personnel         | 210  | 206  | 196  | 75   | 76   | 763           |
| Alarms Given Out for Citizens to Install | 83   | 198  | 461  | 171  | 135  | 1,048         |
| Batteries Distributed                    | 57   | 52   | 247  | 72   | 38   | 466           |

| Fire Inspections      | 2007 | 2008 | 2009 | 2010 | 2011 | 5 Year Totals |
|-----------------------|------|------|------|------|------|---------------|
| Code Violations       | 119  | 187  | 279  | 194  | 389  | 1,168         |
| Occupancy Inspections | 245  | 309  | 416  | 363  | 562  | 1,895         |

| Burn Permits | 2007 | 2008 | 2009 | 2010 | 2011 | 5 Year Totals |
|--------------|------|------|------|------|------|---------------|
| Issued       | 162  | 103  | 111  | 145  | 130  | 651           |
| Denied       | 49   | 66   | 88   | 96   | 150  | 449           |
| Requests     | 211  | 169  | 199  | 241  | 280  | 1,100         |

## **❑ Significant Accomplishments FY 2011-2012:**

### **Public Education Programs**

- Provided fire safety literature to every child in grades K-5 of the Hamblen County School System in conjunction with the National Fire Safety Council.
- Accommodated all requests for fire extinguisher classes.
- Increased the number of Pub Ed/ Fire Safety Programs conducted.
- Distributed approximately 1,000 pieces of literature over the previous year.

### **Smoke Alarm Program**

- Created and distributed a personalized Smoke Alarm Flyer.
- Utilizing a Homeland Security Grant, we installed 22 wireless smoke alarms at the M.A.T.S. Shelter with assistance from First Baptist Church.
- Provided newly constructed Habitat for Humanity homes with hard wired smoke alarms.

### **Fire Inspections**

- Increased the total quantity of fire inspections from the previous year.
- Corrected approximately 100 more code violations than the previous year.
- Inspected 95% of the restaurants within the city limits.

### **Burn Permits**

- Denied 150 burn permits in continuing strict oversight of open burning
- Reduced Brush/ Trash fires by approximately 49%.
- Fire Suppression responded to 63 fewer Brush/ Trash fires.

## **❑ Goals and Objectives – FY 13:**

- Continue, by the means of overtime, utilizing certified shift personnel to assist the Fire Marshal's office in obtaining the necessary performance measures.
- Continue to provide relevant, well structured, well presented Public Education programs to homeowners, businesses, industries, civic clubs or schools in our jurisdiction.
- Strive to reduce the number of structure fires in our City by utilizing more focused fire prevention programs.
- Conduct life safety inspections of all non-profit agencies which house, provide care or provide meals to our citizens.
- Place smoke alarms, when needed, into non-profit agencies that assist our citizens by housing or feeding them or that provide other services.
- Accompany the State Fire Marshal's Office on their inspections of Hamblen County Schools.
- Conduct life safety inspections of the major medical complexes.
- Continue to actively enforce life safety requirements in the downtown region.
- Perform inspections of Special Structures within our jurisdiction (Rose Center, old Roberts School, etc.)
- Continue to visit all sites of burning permit requests and provide strict oversight of the permitting system.
- Work to further reduce the number of Brush/ Trash fire responses by firefighting personnel.
- Work with local businesses, civic clubs, schools and industries to provide OSHA mandated fire extinguisher training.

**❑ Comments on Prior Year Actual and FY12 Projections:**

- Although the Assistant Fire Marshal position has been eliminated, the inspections division has been able to maintain performance measurements by utilizing shift personnel through overtime pay from the Firefighting Budget (42240). This avenue of assistance has shown to be productive but has limitations which tend to negatively impact the overall production capabilities of the Fire Marshal's office.
- There are no significant projections of overages or deficits in this budget area

**❑ Significant Changes for FY 13:**

- Line item #431(Gasoline and Fuel) contains an increase of \$1,000 or 20%, which is intended to help offset the rising cost of fuel.
- Travel, line item #383, has a modest increase in order to ensure inspectors have the opportunity to attend required training. It is unclear how the City's new travel policy will impact this line item; we could incur more overnight costs than in previous budgets.

**❑ Personnel Summary**

| FIRE PREVENTION & INSPECTION       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| FIRE MARSHAL                       | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ASSISTANT FIRE MARSHAL             | 0     | 0     | 1     | 1     | 0     | 0     | 0     | 0     |
| TOTAL FIRE PREVENTION & INSPECTION | 1     | 1     | 2     | 2     | 1     | 1     | 1     | 1     |

## ☐ Budget Expense Detail

| Description                                | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <i>42220 - Fire Inspection</i>             |                |                |                 |                |
| 111 SALARIES & WAGES                       | 59,360         | 60,789         | 61,289          | 62,537         |
| 134 HOLIDAY BONUS                          | 831            | 825            | 820             | 841            |
| 115 SUPPLEMENTAL TRAINING PAY              | -              | -              | -               | 1,900          |
| 210 FICA                                   | 4,443          | 4,713          | 4,751           | 4,047          |
| 212 MEDICARE                               | -              | -              | -               | 947            |
| 213 TCRS CONTRIBUTION                      | 8,678          | 8,914          | 8,986           | 9,583          |
| 214 EMPLOYEE HEALTH INS                    | 10,302         | 10,823         | 9,587           | 11,325         |
| 217 EMPLOYEE LIFE INS                      | -              | -              | -               | 237            |
| 219 WORKERS COMPENSATIONS INSURANCE        | 1,585          | 1,525          | 6,863           | 7,000          |
| 226 CLOTHING/UNIFORM/SHOES                 | -              | 300            | -               | 300            |
| 310 POSTAL SERVICE                         | 44             | 100            | 34              | 100            |
| 345 TELEPHONE SERVICES                     | -              | 400            | 332             | 400            |
| 371 SUBSCRIPTIONS & BOOKS                  | 1,000          | 1,000          | -               | 1,000          |
| 375 MEMBERSHIPS & DUES                     | 260            | 400            | 420             | 400            |
| 378 EDUCATION - SEMINARS & TRAINING        | -              | 1,700          | -               | 1,700          |
| 383 TRAVEL-BUSINESS EXPENSES               | 3,979          | 3,500          | 3,189           | 4,000          |
| 386 PUBLIC EDUCATION & TRAINING            | 2,519          | 2,500          | 3,722           | 3,000          |
| 399 OTHER CONTRACTED SERVICES              | -              | 11,900         | -               | -              |
| 411 OFFICE SUPPLIES & MATERIALS            | 327            | 300            | 115             | 300            |
| 429 GENERAL OPERATING SUPPLIES             | -              | 300            | 135             | 300            |
| 431 GASOLINE & DIESEL FUEL                 | 3,593          | 5,000          | 4,328           | 6,000          |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | -              | 1,000          | -               | 1,000          |
| 510 INSURANCE - GENERAL LIABILITY          | 2,536          | 2,150          | 2,015           | 2,015          |
| 523 PROPERTY (CONTENTS) INS                | -              | -              | 394             | 394            |
| 533 EQUIPMENT- RENTAL/LEASE                | 1,489          | -              | -               | 1,500          |
| 567 STATE FEES AND OTHER                   | -              | 150            | -               | -              |
| 689 OTHER MISCELLANEOUS EXPENSES           | 321            | -              | -               | -              |
| <i>42220 - Fire Inspection SUBTOTAL</i>    | <i>101,268</i> | <i>118,289</i> | <i>106,981</i>  | <i>120,826</i> |

# Fire Stations

The Fire Stations budget provides funding for expenses associated with building maintenance needs, grounds upkeep, janitorial supplies, furniture and appliances repair/replacement and office supplies for six (6) fire stations and an administrative building. These properties must be well kept and maintained; the task for ensuring this mandate is assigned to the Liaison Officer, who has oversight responsibility for all maintenance or repair projects. His office maintains records of all maintenance issues, (including fire apparatuses and staff vehicles) maintains databases, schedules repairs, and coordinates with other city departments (public works, maintenance, etc.) to ensure all facilities and equipment are kept in a ready state. Our department places a highly focused priority on building and grounds appearance, safety concerns, and the proper performance of all comfort or safety systems within our facilities.

## **❑ Fire Department Facility Locations:**

- Station 1: 625 South Jackson Street
- Station 2: 1801 Buffalo Trail
- Station 3: 3205 East Andrew Johnson Highway
- Station 4: 3835 West Andrew Johnson Highway
- Station 5: 5700 Air Park Boulevard
- Station 6: 5020 South Davy Crockett Parkway
- Administrative Building: 415 West Louise Avenue

## **❑ Significant Accomplishments FY 2011-2012:**

- Maintained a clean and safe environment at all Fire Department facilities.
- Replaced roof at station # 1.
- Purchased new mattresses for all six stations.
- Reroofed storage building located at station # 1.
- Purchased new sofas and recliners at five of six stations.
- Maintained backflow preventers at stations # 1, 2 and 6.
- Continued monitoring connections with Murrell Alarm Company for fire alarm systems at stations # 1, 2, 5 and 6.
- Checked stations 1, 2, 3 and 4 for Mold Spores.
- Treated stations 1 and 4 for Mold Spores.
- Replaced duct work in attic of station # 3.
- Updated photocell eyes for engine bay doors at stations 1, 2, 3 and 6.
- Initiated an in-house maintenance program for all current yard mowing equipment while purchasing a new push mower and leaf blower.

## **❑ Goals for FY 2012 - 2013:**

- Paint or install vinyl siding on exterior wood surfaces at stations # 1 and 2.
- Paint the interior of fire station # 2.
- Install fire alarm systems at stations # 3 and 4.
- Repair damaged pavement in rear parking area of station # 1.
- Upgrade garage door functions by purchasing newer technology garage door openers.
- Continue to place high importance on fire department facility maintenance and appearance.

- Continue to perform in-house maintenance/service on mowing equipment at an estimated cost savings of 30%, this program proved to be successful in FY 2011-12.
- Safeguard the funding for this budget unit keeping in mind the aging facilities some firefighting personnel occupy.
- Maintain the department's goal of carefully expending budgetary funds with the best interests of our citizens, the City and the fire department foremost in mind.

#### ❑ Comments on FY 2011 Actual and FY 2012 Projections:

- Unexpected events such as testing 4 stations for mold spores and then treating 2 of the 4 for mold spores; in conjunction with replacing a garage door at station # 1, caused deficit spending to occur in **Repair and Maintenance of Building/Grounds (line item #364)**.

#### ❑ Significant Changes for FY 2013:

- The overall request for **Fire Stations** (excluding Capital expenditures) is up for FY 13 due to the rising costs of maintaining six stations, two of which are nearing 50 years of use and service. Additionally, the cost of daily supplies is projected to continue an upward trend.

#### ❑ Personnel Summary

There are no personnel assigned to this account.

#### ❑ Budget Expense Detail

| Description                                | Actual 10-11  | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|---------------|----------------|-----------------|----------------|
| <i>42230 - Fire Stations</i>               |               |                |                 |                |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT    | -             | 3,000          | 278             | 3,000          |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS     | 25,831        | 26,000         | 49,182          | 36,000         |
| 369 REPAIR & MAINTENANCE-OTHER             | -             | 3,000          | 4,752           | 3,000          |
| 399 OTHER CONTRACTED SERVICES              | 2,828         | 700            | 1,404           | 12,700         |
| 411 OFFICE SUPPLIES & MATERIALS            | 205           | 300            | 573             | 300            |
| 424 JANITORIAL SUPPLIES                    | 14,383        | 18,000         | 15,934          | 18,500         |
| 429 GENERAL OPERATING SUPPLIES             | 4,691         | 6,100          | 5,115           | 6,100          |
| 431 GASOLINE & DIESEL FUEL                 | -             | 300            | -               | 300            |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | -             | -              | -               | 100            |
| 510 INSURANCE - GENERAL LIABILITY          | 9,057         | 7,680          | 7,197           | 7,197          |
| 523 PROPERTY (CONTENTS) INS                | -             | -              | 1,408           | 1,408          |
| 533 EQUIPMENT- RENTAL/LEASE                | 8,683         | -              | -               | -              |
| 689 OTHER MISCELLANEOUS EXPENSES           | 3,183         | -              | -               | -              |
| 921 BUILDING & IMPROVEMENTS                | -             | 25,000         | -               | -              |
| 994 FURNITURE                              | -             | 13,350         | -               | -              |
| <b>42230 - Fire Stations SUBTOTAL</b>      | <b>68,862</b> | <b>103,430</b> | <b>85,844</b>   | <b>88,605</b>  |

# Firefighting

This activity serves to fulfill the mission statement of our department with special emphasis placed on protecting our citizens from harm due to fire, natural or manmade disaster or medical emergencies. When summoned, our firefighters respond from 6 strategically located fire stations, operating six frontline fire pumper/engines, an aerial platform and a medical response vehicle.

The firefighting activity incorporates 78 uniformed personnel who are divided into 3 shifts. Each shift has 6 Lieutenants, 7 Driver/ Pumper Operators, a Captain, 11 firefighters and a Battalion Chief, who acts as shift supervisor. Additionally, the Battalion Chief directs the department's initial response to fire alarms, medical emergencies, Haz-Mat incidents or other events.

Oversight of day to day operations is assigned to the Deputy Chief of Operations.

Oversight of the Training Division, which is primarily funded through this Budget Unit and which supports the firefighting activity by ensuring fire personnel meet or exceed all requirements of training, is assigned to the Deputy Chief of Administration. Additionally, the Administrative Chief has operational oversight of the firefighting activity's Hazardous Materials Response Team.

The Administrative Chief and the Operations Chief work together in maintaining the integrity of the Firefighting budget. All requests for spending, funding or purchasing must have approval of the Fire Chief.

## □ Performance and Workload Measures

| Engine Company Fire Response | 2007  | 2008  | 2009  | 2010  | 2011  | 5 Year Totals |
|------------------------------|-------|-------|-------|-------|-------|---------------|
| Truck 1                      | 315   | 412   | 372   | 416   | 418   | 1,933         |
| Engine 1                     | 577   | 440   | 410   | 477   | 529   | 2,433         |
| Engine 2                     | 485   | 352   | 328   | 398   | 430   | 1,993         |
| Engine 3                     | 315   | 257   | 231   | 268   | 314   | 1,385         |
| Engine 4                     | 353   | 253   | 235   | 247   | 288   | 1,376         |
| Engine 5                     | 216   | 187   | 221   | 228   | 257   | 1,109         |
| Engine 6                     | 126   | 176   | 241   | 281   | 308   | 1,132         |
| Total                        | 2,387 | 2,077 | 2,038 | 2,315 | 2,544 | 11,361        |

| Fire Incidents       | 2007 | 2008 | 2009 | 2010 | 2011 | 5 Year Totals |
|----------------------|------|------|------|------|------|---------------|
| Fire Classification  |      |      |      |      |      |               |
| Structure            | 67   | 62   | 64   | 67   | 63   | 323           |
| Outside of Structure | 17   | 13   | 9    | 14   | 11   | 64            |
| Vehicle              | 56   | 35   | 33   | 32   | 32   | 188           |
| Brush, Trash, etc.   | 128  | 91   | 63   | 124  | 67   | 473           |
| Total                | 268  | 201  | 169  | 237  | 173  | 1,048         |

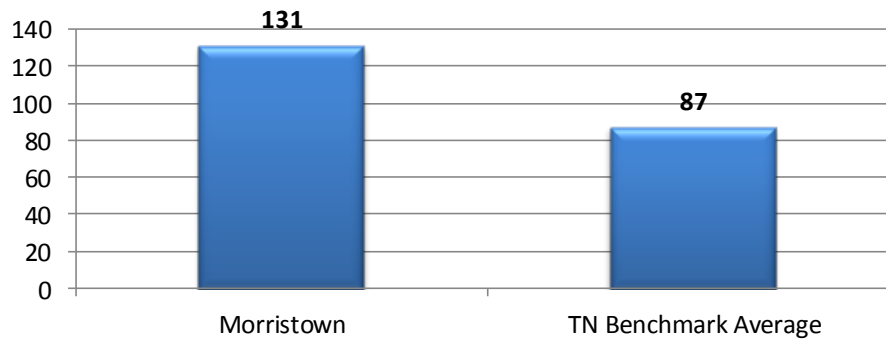


| Fire Calls / False Alarms         | 2007 | 2008 | 2009 | 2010  | 2011 | 5 Year Totals |
|-----------------------------------|------|------|------|-------|------|---------------|
| Fire Classification               |      |      |      |       |      |               |
| False Alarms                      | 355  | 292  | 295  | 295   | 373  | 1,610         |
| All Other Calls                   | 472  | 276  | 226  | 776   | 368  | 2,118         |
| Total Calls                       | 827  | 568  | 521  | 1,071 | 741  | 3,728         |
| % of total that were false alarms | 43%  | 51%  | 57%  | 28%   | 50%  | 43%           |

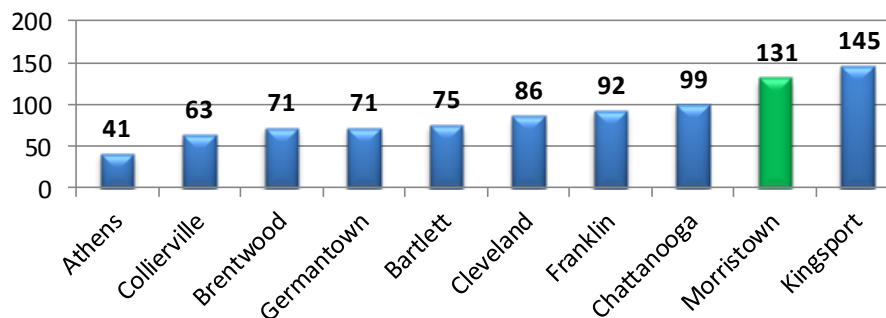
| Training            | 2007 | 2008 | 2009 | 2010 | 2011 |
|---------------------|------|------|------|------|------|
| NTRFTA Instructors  | 10   | 21   | 3    | 3    | 7    |
| Specialized Classes | 27   | 25   | 18   | 14   | 18   |
| Total               | 37   | 46   | 21   | 17   | 25   |

### Tennessee Municipal Benchmark Project

#### Calls for Service per 1,000 Population



#### Calls for Service per 1,000 Population



The Morristown Fire Department has more calls for service than most communities in the benchmarking study.

## ❑ Significant Accomplishments FY 2011-2012:

- Enacted new response guidelines which limit the number of fire engines responding to an automatic fire alarm; this became prudent in order to reduce our exposure to accidents, limit liability from those accidents, preserve fuel funds and reduce wear/tear on fire apparatus.
- Adhered to all mandates for maintaining an ISO rating of a Class 3
- Adhered to all applicable standards and mandates for scene safety and the safety of fire personnel.
- Maintained a minimum staffing level of 22 personnel for each tour of duty and a minimum staffing on 6 fire engines of 3 personnel.
- Completed all required annual certifications on fire apparatus and equipment (pump tests, aerial ladder tests, hose tests, etc.)
- Personnel performed daily/weekly/monthly maintenance on facilities and yards at 6 fire stations.
- Personnel performed daily/weekly/monthly/annual maintenance on apparatuses and other vital firefighting equipment.
- CPR Instructors provided training at both high schools, at various industries, businesses and other organizations as requested.
- The department received the Assistance to Firefighter Grant for the purchase of extrication equipment, along with a Homeland Security Grant for communications equipment.
- Firefighting personnel responded to 3787 calls for service in calendar year 2011, an increase of 892 total calls from the previous year or approximately a 30.5% increase. This data places the department at a higher rate of service calls per 1,000 population than is indicated in TML's Benchmarking of TN cities.
- The department's average response time to all emergencies was less than the 4 minute national standard and less than TML's Benchmarking time of 4 minutes and 30 seconds; Morristown Fire Department's time was 3minutes and 39 seconds.
- Enacted proactive measures intended to reduce unnecessary fuel consumption by firefighting personnel.

## Training

### 1. TN Commission on Firefighting

Department completed 40 hrs. In-service program on the following subjects:

- Cardio-Pulmonary Resuscitation – 4 hrs.
- Infection Control/Blood Borne Pathogens – 4 hrs.
- Hazardous Materials: Response Practices for First Responders– 8 hrs.
- Trauma Emergencies – 5 hrs.
- Medical Emergencies – 5 hrs.
- Fire Ground Operations Part 1 – 7 hrs.
- Fire Ground Operations Part 2: Scenarios – 7 hours

### 2. Insurance Services Organization

ISO requires a documented training program to meet ISO standards to keep the city's class 3 ISO rating.

- 240 hours of individual training per person
- At least 8 hands-on drills per year
- Each drill must last at least 3 hours
- At least 4 drills must be multi-company drills
- At least 2 drills must be night drills
- At least 1 drill must be an aerial drill

MFD personnel completed 12 training drills:

- Large Diameter Hose: Components and Hose Lays
- Hose Test and Repair Procedures
- Ground Ladders Placement and Use
- Safety Check and May Day Procedures
- Vanessa K. Free and Emergency Vehicle Operations
- Dump Tank/Relay Pumping/Mutual Aid
- Natural Gas and Propane Emergencies
- Aerial Platform Water Flow (Night Drill)
- Thermal Imaging Camera
- Medical Equipment Review
- Firefighter Survival/Get Out Alive
- Stabilization/Extrication (Night Drill)

MFD completed 10 training classes:

- CPR/AED
- Infection Control/Blood Borne Pathogens
- Haz-Mat
- Critical Incident Stress Management (CISM)
- Medical/Trauma Emergencies for the First Responder
- Domestic Violence
- Electricity Hazards
- Contaminated Atmospheres
- Strategy and Tactics for the Fire Scene
- StatSplint

MFD suppression personnel logged 31607 individual and company training hours.

- That is an average of 415.89 hours per person per year.
- 4.84 training hours per person per. weekday shift

### 3. Special Units:

- |                               |                                     |
|-------------------------------|-------------------------------------|
| • Chaplains                   | 3 training sessions / 2 CISD events |
| • Child Restraint Technicians | 36 events / 118 seats checked       |
| • CPR                         | 36 events / 1197 people             |
| • Explorer Post*              | 2 events/ 15 training sessions      |
| • Fire Safety Clowns          | 2 events / 4240 people              |
| • Honor Guard                 | 12 events / 9150 people             |
| • Urban Search & Rescue       | 3 training sessions                 |

\*Post won first place in the State Fire EMS Competition

\*Post won first place in the Goodwill Fire/EMS Challenge

### 4. Public Education: Schools, Station tours, business and community events:

- 50 events / 4822 estimated public contact

5. The department sent 25 personnel to 18 different specialized classes.
- Tennessee Fire Safety Inspectors Association Education Conference
  - Tennessee Federation of Fire Chaplains 2011 Conference
  - Tennessee Fire Chiefs Association 2011 Quarterly Conference
  - Tennessee Emergency Management Agency
  - Medical Management of CBRNE
  - Advanced Extrication Instructor I
  - International Association of Arson Investigators Conference
  - Tennessee Public Fire Educators Association Conference
  - Public Safety Weapons of Mass Destruction Response : Sampling and Technique
  - Strategy and Tactics: Initial Company Operations
  - Tennessee Emergency Services Chaplains Meeting
  - Fire Officer I
  - Fire Officer II
  - Fire Officer III
  - TFACA- Means of Egress
  - Urban Search and Rescue
  - American Red Cross Disaster CISM
  - Pumper Operations

**❑ Goals for FY 2012 - 2013:**

**Firefighting**

- Strive to maintain an average response time of less than 4 minutes to all emergencies per NFPA 1710.
- Maintain minimum safe staffing levels on each shift and each response unit.
- Proactively work to reduce the number of false alarms.
- Strive to improve the overall impression of most recent contacts with the MFD as indicated in The National Citizen Survey Benchmark Report.
- Continue to partner with the City's IT Department in seeking information on the feasibility of how broadband connectivity can be used to deliver data on board response vehicles for the benefit of response personnel.
- Maintain our efforts to reduce the number of on-the-job injuries by utilizing a safety officer at emergency scenes.
- Continue all requirements for maintenance of our Insurance Service Office rating.
- Continue providing outside utility districts with flow/pressure documentation on hydrants within their systems and document any additional water flow by our department in their jurisdiction.
- Continue the maintenance program on fire hydrants to color code, per NFPA standards, at least 1/3 of all hydrants each year (we have approximately 1200 hydrants within the MUS system).

- Proactively strive to reduce our operational costs concerning fuel, tires, brakes and other maintenance items, yet not forsake our commitment to Safety, First and Foremost.
- Continue participation in TN Fire Incident Reporting System.
- Continue to compete for applicable Assistance to Firefighter Grants.
- Maintain adherence to all codes, standards and mandates which ensure operational effectiveness and enhance firefighter safety.
- Continue to evaluate measures aimed at safeguarding the integrity of the fuel budget.

## **Training**

- Continue to encourage fire personnel to further increase their local, state, and national certifications.
- Continue to take advantage of all available outside funding sources to offset the cost of training and equipment.
- Maintain the department's use of the Tennessee Fire & Codes Academy's ACI program (Academy Certified Instructor) to teach select TFACA classes in-house at significant monetary savings.
- Strive to use any savings from ACI programs to funnel personnel into needed fire service classes and training that falls outside the purview of the ACI program.
- Continue the department's commitment for the updating of reference and study materials.

## **❑ Comments on FY 2011 Actual and FY 2012 Projections:**

Fuel costs in line item #431 proved hard to project final fund expenditures.

Vehicle Parts/Oil/Fluids/Tire (Line item # 433) projects to be in the deficit and continues to be a point of concern, as the department has an aging fleet of fire apparatus. This will continue to be a maintenance concern going forward. Additionally, this budget incurred an unexpected cost of \$9,000 in replacing a swivel device on the turntable of the department's aerial platform.

A few of the line items may show unused funds as the department held back on spending in those areas in order to offset potential overages in other line items.

## **❑ Significant Changes for FY 2013:**

Due to rising fuel costs, line item #431 (Gasoline and Fuel) contains a request for an increase of \$5,000 or approximately 8.5%.

Line item # 433 (Vehicle Parts/Oil/Fluid/Tires) has an increased request of \$14,500 or approximately 26% due in part to the department's aging fleet of fire apparatus, leading to potentially higher maintenance costs.

The following capital equipment is included for this department:

|   |            |
|---|------------|
| Radio equipment to comply with narrowband requirements          | \$ 10,000  |
| Fire/medical/vehicle extrication response unit (Replace Unit 1) | \$ 100,000 |

Unit #1 is undersized for the weight it carries and has had extensive problems resulting in downtime and high maintenance costs. Replacement will reduce operating expenses. Upgrade of radio equipment is not anticipated to have an appreciable impact on operating costs

## ☐ Personnel Summary

| FIREFIGHTING       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| FIREFIGHTER        | 46    | 47    | 39    | 39    | 36    | 36    | 35    | 36    |
| DRIVER/ENGINEER    | 18    | 18    | 21    | 21    | 21    | 21    | 20    | 20    |
| LIEUTENANT         | 15    | 15    | 18    | 18    | 18    | 18    | 18    | 17    |
| CAPTAIN            | 4     | 4     | 3     | 3     | 3     | 3     | 3     | 3     |
| BATTALION CHIEF    | 3     | 3     | 3     | 3     | 3     | 3     | 3     | 3     |
| TOTAL FIREFIGHTING | 86    | 87    | 84    | 84    | 81    | 81    | 79    | 79    |

## ☐ Budget Expense Detail

| Description                                | Actual 10-11     | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13   |
|--|------------------|------------------|------------------|------------------|
| <b>42240 - Fire Fighting</b>               |                  |                  |                  |                  |
| 111 SALARIES & WAGES                       | 2,883,543        | 3,156,067        | 3,153,627        | 3,245,623        |
| 112 OVERTIME                               | 199,510          | 209,500          | 185,000          | 209,500          |
| 134 HOLIDAY BONUS                          | 33,197           | 34,902           | 1,200            | 36,826           |
| 117 HOLIDAY PAY                            | 90,649           | 62,704           | 74,736           | 66,090           |
| 210 FICA                                   | 234,512          | 244,109          | 259,824          | 220,598          |
| 212 MEDICARE                               | -                | -                | -                | 51,592           |
| 213 TCRS CONTRIBUTION                      | 459,795          | 468,524          | 498,542          | 522,320          |
| 214 EMPLOYEE HEALTH INS                    | 740,972          | 831,935          | 735,600          | 878,343          |
| 217 EMPLOYEE LIFE INS                      | -                | -                | -                | 11,783           |
| 219 WORKERS COMPENSATIONS INSURANCE        | 128,120          | 118,950          | 89,214           | 90,998           |
| 226 CLOTHING/UNIFORM/SOES                  | 61,691           | 30,000           | 15,825           | 30,000           |
| 310 POSTAL SERVICE                         | 202              | 200              | 156              | 200              |
| 321 PRINTING SERVICES                      | 146              | -                | -                | -                |
| 330 LEGAL NOTICES                          | 6                | -                | -                | -                |
| 342 WATER & SEWER                          | 1,563            | 2,000            | 1,595            | 2,000            |
| 345 TELEPHONE SERVICES                     | -                | 400              | -                | 400              |
| 359 OTHER PROFESSIONAL SRVCS               | 27,935           | 29,000           | 11,079           | 29,000           |
| 361 REPAIR & MAINTENANCE-VEHICLES          | 480              | 500              | 183              | 500              |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT    | 569              | 8,000            | 6,728            | 8,000            |
| 371 SUBSCRIPTIONS & BOOKS                  | 2,045            | 500              | 3,764            | 2,500            |
| 375 MEMBERSHIPS & DUES                     | 597              | 500              | 1,350            | 1,000            |
| 378 EDUCATION - SEMINARS & TRAINING        | 3,121            | 6,500            | 978              | 4,000            |
| 383 TRAVEL-BUSINESS EXPENSES               | 10,619           | 20,000           | 23,520           | 20,000           |
| 399 OTHER CONTRACTED SERVICES              | -                | -                | -                | 700              |
| 411 OFFICE SUPPLIES & MATERIALS            | 350              | 1,000            | 632              | 1,000            |
| 429 GENERAL OPERATING SUPPLIES             | 13,770           | 14,000           | 14,105           | 15,000           |
| 431 GASOLINE & DIESEL FUEL                 | 36,561           | 60,000           | 47,303           | 65,000           |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 39,737           | 55,500           | 71,954           | 70,000           |
| 510 INSURANCE - GENERAL LIABILITY          | 120,756          | 102,400          | 95,965           | 95,965           |
| 523 PROPERTY (CONTENTS) INS                | -                | -                | 18,775           | 18,775           |
| 533 EQUIPMENT- RENTAL/LEASE                | 3,282            | 2,500            | 3,462            | 4,000            |
| 689 OTHER MISCELLANEOUS EXPENSES           | 2,153            | -                | -                | -                |
| 960 MACHINERY & EQUIPMENT                  | -                | 11,195           | 10,096           | 10,000           |
| 971 MOTOR EQUIPMENT                        | -                | -                | -                | 100,000          |
| <b>42240 - Fire Fighting SUBTOTAL</b>      | <b>5,105,595</b> | <b>5,470,886</b> | <b>5,325,213</b> | <b>5,811,713</b> |

# Fire Medical Response

Fire Medical Response is utilized to ensure the accomplishment of the department's medical response in a cost efficient and operationally effective manner. The emphasis of this activity is to provide the citizens of Morristown with a quick, initial medical evaluation and Basic Life Support (BLS) treatment. In 2011, the department's average response time was 3 minutes and 39 seconds; an important factor for a satisfactory outcome during most medical emergencies.

Our department has 56 firefighters trained to the First Responder level, 26 to the EMT level and 1 trained to the Paramedic level. On average, 62% of our emergency calls-for-service involve Priority 1 medical emergencies.

The Operations Chief has oversight of spending requests and is charged with maintaining the integrity of this Budget Unit. The Fire Chief has final approval of all expenditures.

## ❑ Performance and Workload Measures

| Engine Company Medical Response | 2007  | 2008  | 2009  | 2010  | 2011  | 5 Year Totals |
|---------------------------------|-------|-------|-------|-------|-------|---------------|
| Truck 1                         | 786   | 811   | 772   | 849   | 886   | 4,104         |
| Engine 1                        | 179   | 355   | 254   | 275   | 406   | 1,469         |
| Engine 2                        | 379   | 400   | 405   | 415   | 403   | 2,002         |
| Engine 3                        | 268   | 329   | 280   | 296   | 223   | 1,396         |
| Engine 4                        | 198   | 159   | 184   | 192   | 208   | 941           |
| Engine 5                        | 111   | 96    | 111   | 131   | 126   | 575           |
| Engine 6                        | 60    | 84    | 81    | 90    | 99    | 414           |
| Total                           | 1,981 | 2,234 | 2,087 | 2,248 | 2,351 | 10,901        |

| Medical Calls Most Often Dispatched | 2007 | 2008 | 2009 | 2010 | 2011 | 5 Year Totals |
|-------------------------------------|------|------|------|------|------|---------------|
| Call Type                           |      |      |      |      |      |               |
| Unconscious / Person-down           | 232  | 220  | 185  | 195  | 228  | 1,060         |
| Cardiac Incident                    | 343  | 385  | 330  | 441  | 403  | 1,902         |
| Motor Vehicle Collision             | 318  | 267  | 249  | 295  | 315  | 1,444         |

## ❑ Significant Accomplishments FY 2011-2012:

- Two fire personnel were presented the prestigious Star of Life Award for actions taken during a medical emergency response.
- Six fire personnel are nominated for the Star of Life Award this year (2012) for actions taken during medical emergencies in 2011.
- Continued proper certification levels for fire personnel.
- Medical response times averaged 3 minutes and 39 seconds in keeping with a national standard of a desired time of less than 4 minutes.
- Maintained all required in-service training levels for fire personnel.
- Monitored inventory replacement of Fire Department equipment from MH/ EMS.
- Complied with State mandated requirements for equipment carried on front-line response vehicles.
- Purchased one new and four used AEDs in an effort to update emergency medical equipment to meet current national standards.

**❑ Goals for FY 2012 - 2013:**

- Maintain an average response time of less than 4 minutes for medical emergencies.
- Maintain all certifications for fire personnel.
- Maintain all medical response vehicles to State of TN requirement levels.
- Maintain a ready inventory of required medical equipment and supplies.
- Comply with mandatory in-service requirements.
- Continue to upgrade equipment as permissible under budgetary constraints.

**❑ Comments on FY 2011 Actual and FY 2012 Projections:**

- Projections indicate a deficit in line item # 419 (Small Tools and Equipment) due to the purchase of needed medical response tools and equipment. Some items were necessary for the department to offer our staff, personnel from other departments and citizen's quality training in CPR or other medical specialties.
- An overage in line item # 378 (Education Seminars and Training) is due to not actively pursuing other training in an attempt to save funds for offsetting deficits in other line items.

**❑ Significant Changes for FY 2013:**

- Line item # 419, Small Tools and Equipment has an increase of \$2,000 (50%) in order to ensure departmental ability to purchase new items as it becomes operationally necessary.

**❑ Personnel Summary**

There are no personnel assigned to this division of the Fire Department

**❑ Budget Expense Detail**

| Description                                       | Actual 10-11  | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|---------------|----------------|-----------------|----------------|
| <i>42260 - Fire and Medical Response</i>          |               |                |                 |                |
| 226 CLOTHING/UNIFORM/SHOES                        | 3,177         | 3,000          | 3,204           | 3,500          |
| 321 PRINTING SERVICES                             | 422           | 300            | 228             | 300            |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT           | -             | 2,000          | 1,950           | 2,000          |
| 375 MEMBERSHIPS & DUES                            | -             | 150            | -               | 150            |
| 378 EDUCATION - SEMINARS & TRAINING               | 2,253         | 5,000          | 1,131           | 5,000          |
| 419 SMALL TOOLS & EQUIP                           | 4,924         | 4,000          | 8,459           | 6,000          |
| 429 GENERAL OPERATING SUPPLIES                    | 1,775         | 3,500          | 3,204           | 3,500          |
| 510 INSURANCE - GENERAL LIABILITY                 | 2,536         | 2,150          | 2,015           | 2,015          |
| 523 PROPERTY (CONTENTS) INS                       | -             | -              | 394             | 394            |
| <i>42260 - Fire and Medical Response SUBTOTAL</i> | <i>15,087</i> | <i>20,100</i>  | <i>20,586</i>   | <i>22,859</i>  |



# Public Works Department



# Public Works Supervision

This division's two employees are responsible for clerical, safety, and training functions of the Public Works Department. The division assists the Human Resources Department in the management of workers comp claims and reviews personal injury and vehicular accidents in the non-public safety divisions. When necessary this division supports other Public Works activities. With exception of wages the major portion of this division's budget provides rental uniforms for all Public Works, Sewer, and Storm Sewer Division(s). The training component also provides safety and training services to the non-public safety divisions of the City's operations.

## □ Performance and Workload Measures

| MORRISTOWN PUBLIC WORKS CALL LOG |                         |              |              |              |              |              |              |
|----------------------------------|-------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Division Code                    | Division                | FY 2007      | FY 2008      | FY 2009      | FY 2010      | FY 2011      | FY 2012      |
| 43130                            | Equipment Shop          | 1,132        | 1,081        | 1,248        | 1,161        | 960          | 996          |
| 43140                            | St. Repairs and Maint.  | 93           | 105          | 136          | 120          | 134          | 237          |
| 43150                            | Street lights and signs | 111          | 138          | 104          | 109          | 149          | 149          |
| 43160                            | Brush pick up and snow  | 1,207        | 986          | 1,062        | 1,252        | 1,340        | 1,136        |
| 43200                            | Communications shop     | 105          | 121          | 136          | 120          | 135          | 248          |
| 43210                            | Sanitation              | 1,068        | 1,120        | 1,066        | 1,096        | 2,796        | 1,113        |
| 43240                            | Sanitary Sewer          | 489          | 792          | 703          | 583          | 689          | 618          |
| 43293                            | Street Ways/Mowing      | 45           | 138          | 48           | 84           | 90           | 75           |
| 43294                            | Street Cleaning         | 33           | 24           | 16           | 11           | 15           | 24           |
| 44500                            | Recycling               | 394          | 651          | 654          | 484          | 551          | 423          |
|                                  | Animal Calls            | 84           | 92           | 87           | 103          | 92           | 74           |
|                                  | Referrals               | 453          | 487          | 529          | 460          | 576          | 438          |
|                                  | Misc.                   | 247          | 262          | 214          | 123          | 156          | 209          |
| <b>TOTAL CALLS</b>               |                         | <b>5,461</b> | <b>5,997</b> | <b>6,003</b> | <b>5,706</b> | <b>7,683</b> | <b>5,740</b> |

| MORRISTOWN PUBLIC WORKS CALL LOG - PERCENT OF TOTAL |                         |             |             |             |             |             |             |
|---|-------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Division Code                                       | Division                | FY 2007     | FY 2008     | FY 2009     | FY 2010     | FY 2011     | FY 2012     |
| 43130   | Equipment Shop          | 20.7%       | 18.0%       | 20.8%       | 20.3%       | 12.5%       | 17.4%       |
| 43140   | St. Repairs and Maint.  | 1.7%        | 1.8%        | 2.3%        | 2.1%        | 1.7%        | 4.1%        |
| 43150   | Street lights and signs | 2.0%        | 2.3%        | 1.7%        | 1.9%        | 1.9%        | 2.6%        |
| 43160   | Brush pick up and snow  | 22.1%       | 16.4%       | 17.7%       | 21.9%       | 17.4%       | 19.8%       |
| 43200   | Communications shop     | 1.9%        | 2.0%        | 2.3%        | 2.1%        | 1.8%        | 4.3%        |
| 43210   | Sanitation              | 19.6%       | 18.7%       | 17.8%       | 19.2%       | 36.4%       | 19.4%       |
| 43240   | Sanitary Sewer          | 9.0%        | 13.2%       | 11.7%       | 10.2%       | 9.0%        | 10.8%       |
| 43293   | Street Ways/Mowing      | 0.8%        | 2.3%        | 0.8%        | 1.5%        | 1.2%        | 1.3%        |
| 43294   | Street Cleaning         | 0.6%        | 0.4%        | 0.3%        | 0.2%        | 0.2%        | 0.4%        |
| 44500   | Recycling               | 7.2%        | 10.9%       | 10.9%       | 8.5%        | 7.2%        | 7.4%        |
|   | Animal Calls            | 1.5%        | 1.5%        | 1.4%        | 1.8%        | 1.2%        | 1.3%        |
|   | Referrals               | 8.3%        | 8.1%        | 8.8%        | 8.1%        | 7.5%        | 7.6%        |
|   | Misc.                   | 4.5%        | 4.4%        | 3.6%        | 2.2%        | 2.0%        | 3.6%        |
| <b>TOTAL CALLS</b>                                  |                         | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> |

| Calls for Service Resolved        |              |              |              |              |              |              |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                   | FY 2007      | FY 2008      | FY 2009      | FY 2010      | FY 2011      | FY 2012      |
| <b>CALLS FOR SERVICE</b>          | <b>1,755</b> | <b>1,661</b> | <b>1,669</b> | <b>1,839</b> | <b>2,493</b> | <b>1,874</b> |
| <b>CALLS FOR SERVICE RESOLVED</b> | <b>1,735</b> | <b>1,643</b> | <b>1,648</b> | <b>1,823</b> | <b>2,449</b> | <b>1,808</b> |
| <b>% RESOLVED</b>                 | <b>98.9%</b> | <b>98.9%</b> | <b>98.7%</b> | <b>99.1%</b> | <b>98.2%</b> | <b>96.5%</b> |

**❑ Significant Accomplishments FY 2011-2012:**

- Continued to maintain yearly training requirements with the addition of Storm Water Training
- Complied with Work Zone Safety Requirements
- FY2011 answered 7683 phone calls producing 2493 calls for service of which 2449 were resolved
- Maintained daily work sheets on division activities
- Maintained statistical records for Solid Waste and Sewer Divisions
- Supported accounts payable and human resources through the management of personnel records, payroll and workers comp claims
- Participated in management for the reduction of both vehicular and non-vehicular accidents
- Continued to improve in providing services to the citizens of the area
- Separated uniform cost to each division
- Maintained Sanitation and Recycling Cart inventory

**❑ Goals for FY 2012 - 2013:**

- Complete annual training requirements and implement changes in training to reflect new requirements
- Support development of a safety review program in an effort to manage lost time accidents and property damage
- Participate in management for the reduction of both vehicular and non-vehicular accidents
- Seek continued improvement in providing customer service to the citizens the department serves
- Participate in initiatives to improve City Survey Action Chart
- Assist the Public Works Director in transitioning to Morristown Public Works

**❑ Comments on FY 2011 Actual and FY 2012 Projections:**

A new position of Public Works director was allocated among several departments reflecting the areas that will be overseen by this position, but the position has not yet been filled.

**❑ Significant Changes for FY 2013:**

There are no significant changes in this area.

**❑ Personnel Summary**

|                                 | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|---------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| PUBLIC WORKS SUPERVISION        |       |       |       |       |       |       |       |       |
| PUBLIC WORKS DIRECTOR           |       |       |       |       |       |       | 0.33  | 0.33  |
| SAFETY AND TRAINING COORDINATOR | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   |
| ADMINISTRATIVE SECRETARY        | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL PUBLIC WORKS SUPERVISION  | 1.5   | 1.5   | 1.5   | 1.5   | 1.5   | 1.5   | 1.83  | 1.83  |

*The personnel summary represents the shared costs of a Safety and Training Coordinator. This position is split between the General Fund and the Sewer Fund.*

## ☐ Budget Expense Detail

| Description                                | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <i>43110 - Public Works Admin</i>          |                |                |                 |                |
| 111 SALARIES & WAGES                       | 67,009         | 95,710         | 68,140          | 98,523         |
| 134 HOLIDAY BONUS                          | 1,550          | 3,700          | 3,700           | 1,720          |
| 210 FICA                                   | 5,183          | 7,457          | 5,334           | 6,215          |
| 212 MEDICARE                               | -              | -              | -               | 1,454          |
| 213 TCRS CONTRIBUTION                      | 10,069         | 14,092         | 10,097          | 14,716         |
| 214 EMPLOYEE HEALTH INS                    | 15,460         | 19,711         | 14,226          | 20,688         |
| 217 EMPLOYEE LIFE INS                      | -              | -              | -               | 383            |
| 219 WORKERS COMPENSATIONS INSURANCE        | 2,378          | 2,791          | 2,093           | 2,135          |
| 226 CLOTHING/UNIFORM/SHOES                 | 28,114         | 3,100          | 1,235           | 3,100          |
| 310 POSTAL SERVICE                         | -              | 25             | -               | 25             |
| 321 PRINTING SERVICES                      | -              | 100            | -               | 100            |
| 330 LEGAL NOTICES                          | 33             | -              | -               | 200            |
| 345 TELEPHONE SERVICES                     | -              | 400            | 373             | 400            |
| 351 MEDICAL SERVICES                       | -              | 50             | -               | -              |
| 363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT | -              | -              | 56              | 100            |
| 371 SUBSCRIPTIONS & BOOKS                  | -              | 50             | -               | 50             |
| 375 MEMBERSHIPS & DUES                     | -              | 100            | -               | 100            |
| 378 EDUCATION - SEMINARS & TRAINING        | 45             | 1,500          | 300             | 1,500          |
| 383 TRAVEL-BUSINESS EXPENSES               | 22             | 650            | 901             | 650            |
| 399 OTHER CONTRACTED SERVICES              | 79             | 350            | 162             | 350            |
| 411 OFFICE SUPPLIES & MATERIALS            | 1,146          | 1,900          | 543             | 1,900          |
| 413 OFFICE EQUIPMENT                       | -              | 200            | 210             | -              |
| 424 JANITORIAL SUPPLIES                    | -              | 100            | -               | 100            |
| 429 GENERAL OPERATING SUPPLIES             | 21             | 100            | -               | 100            |
| 431 GASOLINE & DIESEL FUEL                 | 1,435          | 3,500          | 921             | 3,500          |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 1,936          | 1,700          | 171             | 1,700          |
| 451 CONCRETE PRODUCTS                      | -              | 200            | -               | 200            |
| 510 INSURANCE - GENERAL LIABILITY          | 3,804          | 3,226          | 3,023           | 3,023          |
| 523 PROPERTY (CONTENTS) INSURANCE          | -              | -              | 591             | 591            |
| 533 EQUIPMENT- RENTAL/LEASE                | 2,116          | 2,750          | 2,697           | 2,750          |
| 689 OTHER MISCELLANEOUS EXPENSES           | -              | 100            | -               | -              |
| <i>43110 - Public Works Admin SUBTOTAL</i> | <i>140,399</i> | <i>163,512</i> | <i>114,773</i>  | <i>166,273</i> |

# Buildings & Grounds

The division employs two full time employees. During the growing season it is the funding source for two temporary employees. Expenses for contract custodial services, utilities, repairs, and grounds maintenance to the following City facilities are expensed through Buildings and Grounds. This division also expenses funds for purchase of related land and building projects.

## Buildings

City Center  
Public Works  
Fire Administration Main Office  
Fire Stations/Police Substations  
Parks and Recreation Main Office  
Talley Ward Recreation Center  
Airport

## Grounds

City Center  
Airport Terminal  
Public Works  
Downtown  
Parking Areas (5)  
Gateway Signs (4)  
ETPC Entrance  
FAME Beds  
Farmers Market  
Residential Lots Suburban Drive (Airport safety area)

### ❑ Significant Accomplishments FY 2011-2012:

- Continued satisfactory level custodial and ground service
- Manage temporary employee funding levels
- Maintained satisfactory level of equipment repair and maintenance within the funding level provided
- Completed work with “Crossroads” and other downtown volunteers in an effort to minimize the effect of funding levels on the appearance of the Downtown
- Seek completion of the Public Works Facility when funding becomes available
- Anticipate completion heating of north end of Widner facility to relieve heated vehicle storage needs at the equipment shop
- Began construction of wash bay at public works Dice Street location satisfying TDEC requirement of storm water permit
- Replacement of salt shed roof underway
- Replaced one of two commercial mowers
- Completed refurbishment of FAME beds
- Anticipate completion of Custodial Services RFP and evaluations

### ❑ Goals for FY 2012 - 2013:

- Continue satisfactory level custodial and ground service at funding level requested
- Manage temporary employee funding levels
- Maintain a satisfactory level of equipment repair and maintenance within the funding level
- Continue to work with “Crossroads” and other downtown volunteers in an effort to minimize the effect of reduced funding levels on the appearance of the Downtown
- Seek completion of the Public Works Facility when funding becomes available, complete heating of north end of the Widner facility to relieve heated vehicle storage needs at the equipment shop

#### ❑ Comments on FY 2011 Actual and FY 2012 Projections:

- Projected expenses for repair and maintenance equipment is over budget due to inaccurate budgeting of expenses to new object codes, should not affect total budget for this division
- Projected expenses for repair and maintenance building and grounds projected to be \$7,960 over budget, City center equipment is ageing, commercial gas hot water heater, HVAC water circulation pump, and potable hot water circulation pump have all required replacement during current fiscal year, multiple door and HVAC unit repairs have also been required
- Projected fuel expenses exceed budget due to unpredictable fuel price fluctuations
- Vehicle parts projection is under budget due to adjustments to new object codes
- Other capital outlay not expensed, ESG Contract with City attorney for resolution
- The public works facility was not constructed as planned, but the site has been purchased. The purchase and conceptual design and planning services by Fuller Architects were completed in 2010.

#### ❑ Significant Changes for FY 2013:

- Utilities expenses dispersed among object codes created for utility categories
- Repair and maintenance operations equipment budget is \$2,500 due to adjustment to new object codes
- The \$3,000 increase to repair and maintenance building and grounds due to increased expenses
- Budget increase of \$2,000 for janitorial supplies due to materials and rentals price increases
- Budget increase of \$1,500 for fuel due fluctuating fuel prices

Capital equipment included in this department as follows:

|   |            |
|---|------------|
| Energy efficiency project completion (from prior bond proceeds) | \$ 200,000 |
| Replace door in City Center                                     | \$ 10,000  |

These projects should reduce future operating expenses by improving energy efficiency and reducing maintenance requirements.

#### ❑ Personnel Summary

| PUBLIC WORKS BUILDINGS & GROUNDS       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|
| BUILDING & GROUNDS SUPERVISOR          | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| CUSTODIAN                              | 3     | 3     | 0     | 0     | 0     | 0     | 0     | 0     |
| CREW LEADER                            | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| GROUNDSKEEPER                          | 1     | 1     | 0     | 0     | 0     | 0     | 0     | 0     |
| TOTAL PUBLIC WORKS BUILDINGS & GROUNDS | 6     | 6     | 2     | 2     | 2     | 2     | 2     | 2     |

## Budget Expense Detail

| Description  | Actual 10-11     | Budgeted 11-12   | Estimated 11-12 | Budgeted 12-13   |
|--|------------------|------------------|-----------------|------------------|
| <i>43120 - Public Works Buildings &amp; Grounds</i>          |                  |                  |                 |                  |
| 111 SALARIES & WAGES   | 73,923           | 76,105           | 75,855          | 78,356           |
| 112 OVERTIME   | 3,642            | 6,000            | 6,000           | 6,000            |
| 114 WAGES & SALARIES TEMP EMP                                | 26,548           | -                | -               | 25,000           |
| 134 HOLIDAY BONUS  | 945              | 1,098            | 929             | 1,282            |
| 210 FICA   | 7,835            | 5,906            | 8,628           | 6,860            |
| 212 MEDICARE   | -                | -                | -               | 1,604            |
| 213 TCRS CONTRIBUTION  | 11,572           | 11,279           | 12,095          | 12,572           |
| 214 EMPLOYEE HEALTH INS                                      | 20,306           | 21,329           | 18,859          | 22,524           |
| 217 EMPLOYEE LIFE INS  | -                | -                | -               | 304              |
| 219 WORKERS COMPENSATIONS INSURANCE                          | 3,464            | 3,050            | 2,288           | 2,334            |
| 220 UNEMPLOYMENT INSURANCE                                   | 2,684            | -                | 980             | -                |
| 226 CLOTHING/UNIFORM/SHOES                                   | 364              | 1,500            | 1,592           | 2,500            |
| 310 POSTAL SERVICE   | -                | 25               | 10              | 25               |
| 330 LEGAL NOTICES  | 99               | 100              | -               | -                |
| 341 ELECTRICITY  | -                | -                | 358,116         | 365,000          |
| 342 WATER & SEWER  | 566,197          | 579,000          | 2,517           | 10,000           |
| 343 NATURAL GAS & PROPANE                                    | -                | -                | 61,383          | 65,000           |
| 345 TELEPHONE SERVICES                                       | -                | -                | 75,000          | 87,000           |
| 351 MEDICAL SERVICES   | -                | -                | 100             | -                |
| 359 OTHER PROFESSIONAL SRVCS                                 | 138,095          | 1,000            | 300             | 1,000            |
| 361 REPAIR & MAINTENANCE-VEHICLES                            | 150              | 1,000            | 300             | 1,000            |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT                      | -                | -                | 500             | 2,500            |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS                       | 26,344           | 35,000           | 42,960          | 38,000           |
| 375 MEMBERSHIPS & DUES                                       | 500              | 500              | -               | 500              |
| 378 EDUCATION - SEMINARS & TRAINING                          | -                | -                | 800             | 1,500            |
| 383 TRAVEL-BUSINESS EXPENSES                                 | -                | -                | 500             | 1,000            |
| 399 OTHER CONTRACTED SERVICES                                | 58,794           | 60,500           | 51,300          | 54,408           |
| 411 OFFICE SUPPLIES & MATERIALS                              | 60               | 100              | 25              | 200              |
| 413 OFFICE EQUIPMENT   | -                | -                | -               | 200              |
| 419 SMALL TOOLS & EQUIP                                      | 3,464            | 4,000            | 736             | 4,000            |
| 424 JANITORIAL SUPPLIES                                      | 9,615            | 10,500           | 14,802          | 12,000           |
| 429 GENERAL OPERATING SUPPLIES                               | 17,456           | 19,800           | 8,300           | 20,000           |
| 431 GASOLINE & DIESEL FUEL                                   | 3,595            | 3,500            | 4,576           | 5,000            |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC                   | 3,809            | 4,000            | 730             | 4,000            |
| 510 INSURANCE - GENERAL LIABILITY                            | 12,076           | 10,240           | 9,597           | 9,597            |
| 523 PROPERTY (CONTENTS) INSURANCE                            | -                | -                | 1,877           | 1,877            |
| 533 EQUIPMENT- RENTAL/LEASE                                  | 9,689            | 1,200            | -               | 1,200            |
| 689 OTHER MISCELLANEOUS EXPENSES                             | 1,465            | 1,000            | 100             | 1,000            |
| 960 MACHINERY & EQUIPMENT                                    | -                | 8,000            | 6,070           | -                |
| 999 OTHER CAPITAL OUTLAY                                     | 16,920           | 500,000          | 60,000          | 210,000          |
| <i>43120 - Public Works Buildings &amp; Grounds SUBTOTAL</i> | <i>1,019,610</i> | <i>1,365,732</i> | <i>827,825</i>  | <i>1,055,343</i> |

# Equipment Shop

The division maintains all City vehicles: cars, trucks, fire suppression equipment, mobile police equipment, heavy construction equipment, sanitation equipment, small equipment, and powered tools. Currently, six employees are funded in this division. During the current FY 2012 budget to meet sewer budget goals a mechanic position charged out to sewer was eliminated through attrition. This division supplies the labor and facilities for maintenance and repair. Divisions in which a particular vehicle or piece of equipment is charged fund the maintenance materials and repair parts.

## ❑ Performance and Workload Measures

| Equipment Maintained                            |         |         |         |         |         |         |
|---|---------|---------|---------|---------|---------|---------|
|   | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| Police Vehicles and Equipment                   |         |         | 105     | 105     | 105     | 110     |
| Undercover Vehicles                             |         |         | 9       | 9       | 9       | 9       |
| Fire Vehicles and Equipment                     |         |         | 26      | 26      | 26      | 26      |
| Public Works, Sewer, Storm Sewer Veh and Equip. |         |         | 168     | 171     | 171     | 171     |
| Parks and Rec.                                  |         |         | 49      | 49      | 49      | 50      |
| Admin. Staff                                    |         |         | 12      | 12      | 12      | 12      |
| Animal Control                                  |         |         | 4       | 4       | 4       | 4       |
| <b>Total</b>                                    |         |         | 373     | 376     | 376     | 382     |

| Equipment Shop Work Orders |         |         |         |         |         |         |
|----------------------------|---------|---------|---------|---------|---------|---------|
|                            | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| <b>Police</b>              |         |         | 720     | 760     | 802     | 674     |
| <b>Fire</b>                |         |         | 148     | 156     | 173     | 136     |
| <b>Public Works</b>        |         |         | 571     | 624     | 749     | 640     |
| <b>Parks and Rec.</b>      |         |         | 77      | 84      | 96      | 89      |
| <b>All Others</b>          |         |         | 49      | 42      | 51      | 33      |
| <b>Total</b>               |         |         | 1,565   | 1,666   | 1,871   | 1,572   |



**❑ Significant Accomplishments FY 2011-2012:**

- Though staffing and service level have declined, a satisfactory service level has been maintained contributing to the safe operation of City vehicles and equipment
- Replacement of fleet maintenance service truck completed
- Completed rebuild of right of way mower
- Replaced two deteriorating factory fleet side pickup beds on salt trucks with flat beds fabricated at the equipment shop from pressure treated lumber
- Repowered 1997 Case loader
- Rebuilt boom on City's only boom mower
- Purchased a used brake lathe to begin turning brake rotors and drums in house representing a savings of approximately \$20-\$30 per brake service and more important staff time previously required to deliver parts for turning
- Completed technician training on latest computer control systems

**❑ Goals for FY 2012 - 2013:**

- Continue to be innovative in the management of personnel and funding, support construction of new public works facility, current facility does not provide adequate space for efficient fleet maintenance
- Investigate the availability and quality of fleet management programs
- Continue technician training on new systems

**☐ Comments on FY 2011 Actual and FY 2012 Projections:**

- Overtime expenses are expected to exceed budget by \$5,000 due to work load, staffing turnover, and reduction in mechanic positions
- Equipment shop expects the expenses for small tools and equipment to exceed budget by \$1,500

**❑ Significant Changes for FY 2013:**

- Budget increase for small tools and equipment from \$6,000 to \$7,500

Capital Equipment budgeted for this department includes:

|                          |         |
|--------------------------|---------|
| DEF dispensing equipment | \$2,800 |
|--------------------------|---------|

Newer diesel trucks require Diesel Emission Fluid (DEF) to operate the new generation of emission control equipment.

## ❑ Personnel Summary

| PUBLIC WORKS EQUIPMENT SHOP       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| EQUIPMENT MECHANIC                | 4     | 4     | 4     | 4     | 4     | 4     | 4     | 4     |
| SHOP SUPERVISOR                   | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| SHOP SUPERINTENDENT               | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| MECHANIC HELPER                   | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL PUBLIC WORKS EQUIPMENT SHOP | 7     | 7     | 7     | 7     | 7     | 7     | 7     | 7     |

## Budget Expense Detail

| Description   | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|----------------|----------------|-----------------|----------------|
| <i>43130 - Public Works Equipment Shop</i>          |                |                |                 |                |
| 111 SALARIES & WAGES                                | 257,364        | 265,047        | 265,776         | 270,947        |
| 112 OVERTIME  | 7,360          | 10,000         | 8,000           | 10,000         |
| 134 HOLIDAY BONUS                                   | 2,915          | 3,372          | 2,860           | 3,583          |
| 210 FICA  | 19,747         | 20,534         | 21,316          | 17,641         |
| 212 MEDICARE  | -              | -              | -               | 4,126          |
| 213 TCRS CONTRIBUTION                               | 38,678         | 39,216         | 40,709          | 41,769         |
| 214 EMPLOYEE HEALTH INS                             | 70,629         | 74,632         | 66,002          | 78,816         |
| 217 EMPLOYEE LIFE INS                               | -              | -              | -               | 1,044          |
| 219 WORKERS COMPENSATIONS INSURANCE                 | 12,401         | 10,675         | 8,006           | 8,166          |
| 226 CLOTHING/UNIFORM/SHOES                          | 972            | 4,800          | 6,816           | 6,816          |
| 343 NATURAL GAS & PROPANE                           | -              | 600            | 600             | 600            |
| 359 OTHER PROFESSIONAL SRVCS                        | 268            | 500            | 500             | 500            |
| 361 REPAIR & MAINTENANCE-VEHICLES                   | -              | 500            | 500             | 500            |
| 378 EDUCATION - SEMINARS & TRAINING                 | 1,250          | 2,000          | 2,000           | 2,000          |
| 383 TRAVEL-BUSINESS EXPENSES                        | 156            | 300            | 300             | 300            |
| 399 OTHER CONTRACTED SERVICES                       | 210            | -              | 70              | -              |
| 411 OFFICE SUPPLIES & MATERIALS                     | 277            | 500            | 500             | 500            |
| 413 OFFICE EQUIPMENT                                | -              | 2,000          | 2,000           | 2,000          |
| 419 SMALL TOOLS & EQUIP                             | 6,522          | 6,000          | 7,500           | 7,500          |
| 424 JANITORIAL SUPPLIES                             | 2,829          | 2,000          | 3,908           | 2,000          |
| 429 GENERAL OPERATING SUPPLIES                      | 1,036          | 1,000          | 1,193           | 1,000          |
| 431 GASOLINE & DIESEL FUEL                          | 2,411          | 2,800          | 2,800           | 2,800          |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC          | 1,736          | 1,900          | 1,900           | 1,900          |
| 510 INSURANCE - GENERAL LIABILITY                   | 2,536          | 2,150          | 2,015           | 2,015          |
| 523 PROPERTY (CONTENTS) INSURANCE                   | -              | -              | 394             | 394            |
| 533 EQUIPMENT- RENTAL/LEASE                         | 711            | 1,200          | 1,200           | 1,200          |
| 689 OTHER MISCELLANEOUS EXPENSES                    | 105            | -              | -               | -              |
| 960 MACHINERY & EQUIPMENT                           | -              | -              | -               | 2,800          |
| 971 MOTOR EQUIPMENT                                 | -              | 29,500         | 26,500          | -              |
| <i>43130 - Public Works Equipment Shop SUBTOTAL</i> | <i>430,113</i> | <i>481,226</i> | <i>473,366</i>  | <i>470,917</i> |

## Street Repairs and Maintenance

This account is utilized for the expenses in constructing and repairing streets, sidewalks, curbs and gutters; making curb cuts; building and repairing storm lines; and working in items in the capital improvement program.

### ❑ Performance and Workload Measures

| Material Placed (Tons)   |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|
|                          | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| Hot Mix Asphalt          |         |         |         | 538     | 32      | 1,601   |
| Cold Mix Asphalt         |         |         |         | 121     | 12      | 11      |
| Crack Sealer             |         |         |         | 3       | -       | 0       |
| Work Orders<br>Generated |         |         |         |         |         | 77      |
| Work Orders<br>Completed |         |         |         |         |         | 44      |

### ❑ Significant Accomplishments FY 2011-2012:

- Started an aggressive pothole repair maintenance plan utilizing three to four crews saw cutting and repairing potholes. A total of 1,550 tons of asphalt was used for these repairs.
- Repaired large sinkhole on Commerce Blvd. in West Industrial Park
- Cut grade and developed site pad, and assisted with concrete pad construction for the new restroom Fred miller Park.
- Cut grade and developed site pad for new Amphitheater Fred miller Park.
- Repaired and or installed 1,900 ft. of asphalt curb using 68 ton of asphalt.
- Storm drain improvements at 307 Virginia Avenue reconstructed swale and installed new tile with headwalls at Virginia Av.
- Storm drain improvements to existing drain way 1362 Appalachian Trace, constructed new swale and erosion control improvements

### ❑ Goals for FY 2012 - 2013:

- Promote innovation in the use of both personnel and material resources
- Continue aggressive pothole repair maintenance
- Coordinate crack sealing efforts with the pavement assessment data collected by the Engineering Department
- Promote use of concrete grinder in the repair of sidewalk safety issues
- Continue to respond to sidewalk safety issues on a timely basis
- Work to improve the coordination of street repair work with the availability of asphalt
- Maintain support of Storm Water Fund by responding to immediate repair needs

**❑ Comments on FY 2011 Actual and FY 2012 Projections:**

- Budget projection for repair and maintenance operations equipment is \$16,500 there were no funds in this object code due to object code changes
- Projection for small tools and equipment is \$3,550 no funds in this object code due to object code changes
- Expenses for asphalt are expected to exceed this object code's budget by \$106,500, the additional expenditures will be moved to pavement management system and be funded by gas tax revenue
- Projected expenses for crushed stone are expected to exceed this object code's budget by \$39,500, the additional expenditures will be moved to pavement management system to be funded by gas tax revenue

**❑ Significant Changes for FY 2013:**

- Budget of \$17,150 to split vehicle parts and repair and maintenance operations equipment for new object code requirements
- Budget of \$4,000 for small tools and equipment for new object code
- Budget increase in general operating supplies of \$15,000 due to adjustment to new object codes
- Decrease vehicle parts by \$17,150 to split vehicle parts and repair and maintenance operations equipment for new object code requirements
- Increase asphalt from \$36,500 to \$100,000 for continued efforts on pot hole repair

Capital Equipment in this account includes:

|                           |           |
|---------------------------|-----------|
| Replace Tandem Dump Truck | \$ 94,000 |
| Replace Backhoe           | \$ 96,000 |

These vehicles are experiencing significant maintenance problems. Replacement will reduce future operating expenses and allow for increased productivity.

**❑ Personnel Summary**

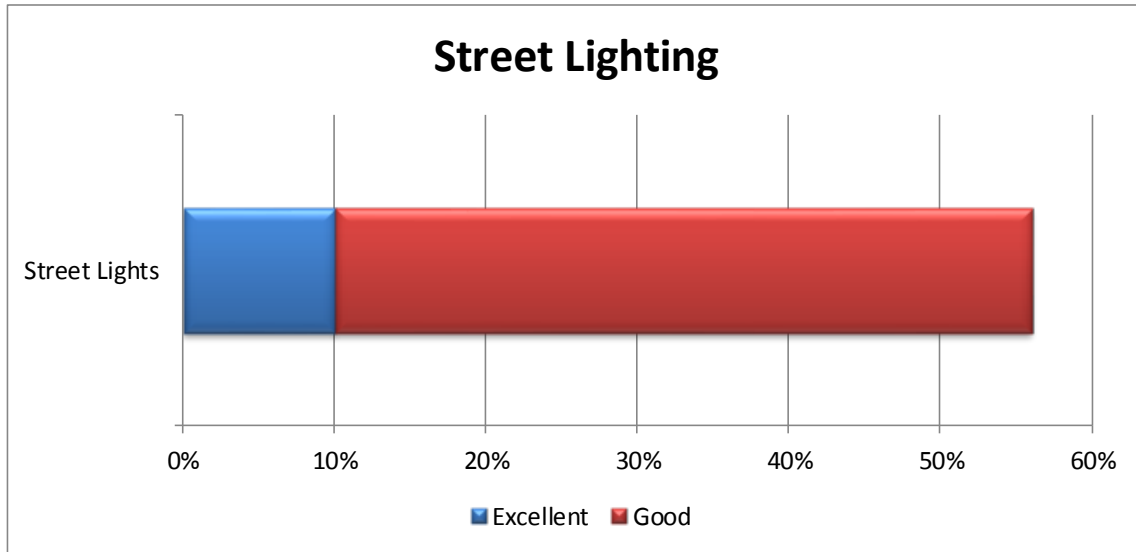
| PUBLIC WORKS REPAIRS & MAINTENANCE       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|
| CREW LEADER                              | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| GENERAL SUPERVISOR                       | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| HEAVY EQUIPMENT OPERATOR                 | 2     | 2     | 2     | 2     | 2     | 2     | 2     | 2     |
| MEDIUM EQUIPMENT OPERATOR                | 6     | 6     | 6     | 6     | 5     | 5     | 5     | 5     |
| TOTAL PUBLIC WORKS REPAIRS & MAINTENANCE | 10    | 10    | 10    | 10    | 9     | 9     | 9     | 9     |

## Budget Expense Detail

| Description  | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <i>43140 - Public Works Streets Repairs &amp; Maint.</i>         |                |                |                 |                |
| 111 SALARIES & WAGES   | 199,267        | 317,264        | 316,889         | 326,671        |
| 112 OVERTIME   | 8,105          | 8,500          | 7,322           | 8,500          |
| 134 HOLIDAY BONUS  | 5,092          | 5,220          | 5,016           | 5,816          |
| 210 FICA   | 15,789         | 25,320         | 25,008          | 21,141         |
| 212 MEDICARE   | -              | -              | -               | 4,944          |
| 213 TCRS CONTRIBUTION  | 30,860         | 47,115         | 47,761          | 50,057         |
| 214 EMPLOYEE HEALTH INS  | 87,612         | 95,795         | 84,678          | 101,279        |
| 217 EMPLOYEE LIFE INS  | -              | -              | -               | 1,268          |
| 219 WORKERS COMPENSATIONS INSURANCE                              | 16,454         | 13,725         | 10,294          | 10,500         |
| 226 CLOTHING/UNIFORM/SHOES                                       | 1,177          | 5,100          | 5,000           | 5,500          |
| 345 TELEPHONE SERVICES   | -              | -              | 800             | 800            |
| 351 MEDICAL SERVICES   | -              | -              | 274             | 252            |
| 359 OTHER PROFESSIONAL SRVCS                                     | 433            | 400            | -               | -              |
| 361 REPAIR & MAINTENANCE-VEHICLES                                | 528            | 1,000          | -               | 1,000          |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT                          | -              | -              | 16,500          | 17,150         |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS                           | -              | -              | 1,400           | -              |
| 378 EDUCATION - SEMINARS & TRAINING                              | 639            | 750            | 900             | 400            |
| 383 TRAVEL-BUSINESS EXPENSES                                     | 294            | 300            | -               | 400            |
| 399 OTHER CONTRACTED SERVICES                                    | 7,500          | -              | 1,500           | 1,500          |
| 411 OFFICE SUPPLIES & MATERIALS                                  | 37             | 100            | 176             | 300            |
| 413 OFFICE EQUIPMENT   | -              | -              | 198             | 1,200          |
| 419 SMALL TOOLS & EQUIP  | 5,459          | -              | 3,550           | 4,000          |
| 424 JANITORIAL SUPPLIES  | 229            | 170            | 75              | 250            |
| 429 GENERAL OPERATING SUPPLIES                                   | 525            | -              | 1,500           | 15,000         |
| 431 GASOLINE & DIESEL FUEL                                       | 48,606         | 50,000         | 40,000          | 50,000         |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC                       | 21,118         | 24,500         | 11,000          | 7,350          |
| 451 CONCRETE PRODUCTS  | -              | 8,000          | 6,000           | 8,000          |
| 455 CRUSHED STONE & SAND   | -              | 15,500         | 55,000          | 21,500         |
| 458 SALT/SODIUM CHLORIDE   | -              | 400            | -               | -              |
| 465 ASPHALT  | 151,207        | 36,500         | 143,000         | 100,000        |
| 510 INSURANCE - GENERAL LIABILITY                                | 12,679         | 10,752         | 10,076          | 10,076         |
| 523 PROPERTY (CONTENTS) INSURANCE                                | -              | -              | 1,971           | 1,971          |
| 533 EQUIPMENT- RENTAL/LEASE                                      | 4,597          | 500            | -               | 500            |
| 689 OTHER MISCELLANEOUS EXPENSES                                 | 600            | 800            | -               | 500            |
| 971 MOTOR EQUIPMENT  | -              | 20,000         | 11,000          | 190,000        |
| <i>43140 - Public Works Street Repairs &amp; Maint. SUBTOTAL</i> | <i>618,806</i> | <i>687,711</i> | <i>806,889</i>  | <i>967,825</i> |

## Street Lights & Signs

This division is the funding mechanism for the installation of new street lights, maintenance of existing street lights, and funds the energy charge and investment charge received from Morristown Utility Systems. A small number of lights are within the Appalachian Electric System. All pavement markings and traffic related signage is expensed through this division.



*Source: 2011 Citizen Survey*

### ❑ Performance and Workload Measures

| TRAFFIC SIGNAGE FY 2010       |         |         |         |         |         |         |
|-------------------------------|---------|---------|---------|---------|---------|---------|
|                               | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| Regulatory Signs Replaced     |         |         |         | 95      | 59      | 185     |
| Street Signs Replaced         |         |         |         | 95      | 46      | 80      |
| Misc. Signs Replaced          |         |         |         | 5       | 26      | -       |
| Warning Signs Replaced        |         |         |         | 17      | 9       | 30      |
| Parking Signs Replaced        |         |         |         | 9       | 8       | 11      |
| Guide Signs Replaced          |         |         |         | 7       | 2       | -       |
| School Signs Replaced         |         |         |         |         |         | 1       |
| Signs Repaired or Straghtened |         |         |         |         |         | 354     |
| Work Orders Generated         |         |         |         |         |         | 632     |
| Work Orders Completed         |         |         |         |         |         | 631     |

| PAVEMENT MARKINGS FY 2010       |         |         |         |         |         |         |
|---------------------------------|---------|---------|---------|---------|---------|---------|
|                                 | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| Yellow striping paint (gallons) |         |         |         | 770     | -       | 825     |
| White striping paint (Gallons)  |         |         |         | 110     | -       | 165     |
| Reflective Glass Beads (lbs)    |         |         |         | 8,600   | 300     | 9,500   |
| White Thermoplastic (lbs)       |         |         |         | 5,850   | 1,000   | 1,200   |
| Yellow Thermoplastic (lbs)      |         |         |         | 550     |         | -       |
| Work Orders Generated           |         |         |         |         |         | 19      |
| Work Orders Completed           |         |         |         |         |         | 19      |

**❑ Significant Accomplishments FY 2011-2012:**

- Stripped 107 miles of city streets.
- Applied thermo plastic street markings.
- Aggressively changed out 24” stop signs to MUTCD required size 30”
- Transitioning in the replacement of 6” street sign blanks with MUTCD required 9”
- Repaired necessary vehicle stripping on city vehicles

**❑ Goals for FY 2012 - 2013:**

- Work toward replacement of 6” street sign blanks with 9” blanks per MUTCD
- Work toward completion 24” stop signs replacement with MUTCD required 30” standard
- Initiate strategy to address new MUTCD requirement regarding reflectivity of traffic signage
- Continue to maintain an adequate level of sign and pavement marking maintenance given budget constraints
- Replace six plus year old computer and update Flexi Sign Software used to produce all signage, current computer and software are antiquated

**❑ Comments on FY 2011 Actual and FY 2012 Projections:**

- Projected expense for fuel is \$1,000 over budget

**❑ Significant Changes for FY 2013:**

- Budget in office equipment of \$3,000 for replacement of graphics capable computer with large hard drive, oversized monitor, and printer used to produce signs
- Increase budget for fuel by \$1,000 due to fluctuations in fuel pricing
- Budget request increase of \$3,300 in auto parts for replacement of paint, glass bead guns on pavement marking truck, and thermoplastic die

Capital equipment included in this department is:

|  |           |
|--|-----------|
| Replacement of a walk behind paint machine | \$ 9,000  |
| Purchase of a retroreflectometer           | \$ 10,400 |

The paint machine is so old that repair parts are no longer available to keep the equipment in operation. A retroreflectometer is used to measure the reflectivity of traffic control signs. New federal regulations require that all signs be assessed and be certified to meet minimum safety requirements. This will require the dedication of staff resources to begin this assessment. We should also expect an increased expense in the replacement of signs in the field as substandard locations are identified.

#### □ Personnel Summary

| PUBLIC WORKS STREET LIGHTS & SIGNS       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|
| GENERAL SUPERVISOR                       | 1     | 1     | 1     | 0     | 0     | 0     | 0     | 0     |
| UTILITY WORKER                           | 0     | 0     | 0     | 1     | 0     | 0     | 0     | 0     |
| TRAFFIC TECHNICIAN                       | 1     | 1     | 1     | 1     | 2     | 1     | 1     | 1     |
| TOTAL PUBLIC WORKS STREET LIGHTS & SIGNS | 2     | 2     | 2     | 2     | 2     | 1     | 1     | 1     |

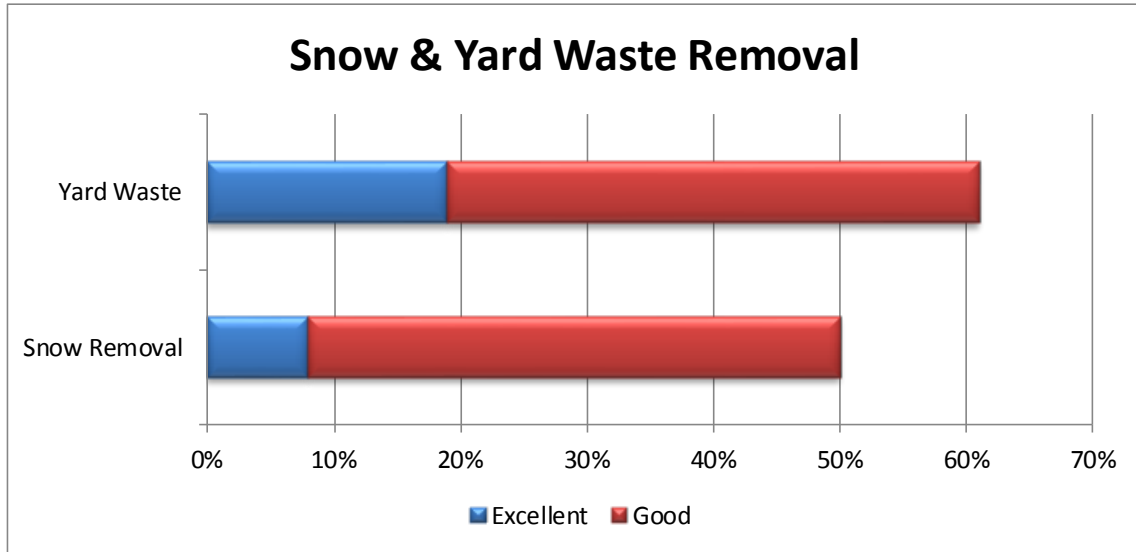


## Budget Expense Detail

| Description  | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <i>43150 - Public Works Street Lights &amp; Signs</i>          |                |                |                 |                |
| 111 SALARIES & WAGES   | 35,051         | 32,346         | 32,471          | 31,371         |
| 112 OVERTIME   | 788            | 2,000          | 1,500           | 2,000          |
| 134 HOLIDAY BONUS  | 464            | 462            | 457             | 283            |
| 210 FICA   | 2,651          | 2,510          | 2,710           | 2,087          |
| 212 MEDICARE   | -              | -              | -               | 488            |
| 213 TCRS CONTRIBUTION  | 5,341          | 4,793          | 5,176           | 4,940          |
| 214 EMPLOYEE HEALTH INS  | 9,753          | 10,622         | 9,386           | 11,237         |
| 217 EMPLOYEE LIFE INS  | -              | -              | -               | 120            |
| 219 WORKERS COMPENSATIONS INSURANCE                            | 1,585          | 1,525          | 1,144           | 1,167          |
| 226 CLOTHING/UNIFORM/SHOES                                     | 243            | 755            | 690             | 755            |
| 341 ELECTRICITY  | 570,040        | 600,000        | 576,300         | 600,000        |
| 351 MEDICAL SERVICES   | -              | -              | 56              | 28             |
| 359 OTHER PROFESSIONAL SRVCS                                   | 28             | -              | -               | -              |
| 361 REPAIR & MAINTENANCE-VEHICLES                              | 25             | 500            | 100             | 500            |
| 371 SUBSCRIPTIONS & BOOKS                                      | -              | 200            | -               | 350            |
| 378 EDUCATION - SEMINARS & TRAINING                            | 45             | 400            | 100             | 400            |
| 383 TRAVEL-BUSINESS EXPENSES                                   | -              | -              | -               | 400            |
| 399 OTHER CONTRACTED SERVICES                                  | -              | -              | 563             | -              |
| 411 OFFICE SUPPLIES & MATERIALS                                | 4              | 50             | 100             | 100            |
| 413 OFFICE EQUIPMENT   | -              | -              | -               | 3,000          |
| 419 SMALL TOOLS & EQUIP  | 464            | 1,000          | 600             | 4,300          |
| 421 COMPUTER SOFTWARE  | -              | -              | -               | 4,500          |
| 424 JANITORIAL SUPPLIES  | 105            | 200            | 100             | 200            |
| 429 GENERAL OPERATING SUPPLIES                                 | 21,577         | 35,000         | 35,000          | 37,000         |
| 431 GASOLINE & DIESEL FUEL                                     | 6,645          | 6,500          | 7,480           | 7,500          |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC                     | 3,748          | 5,700          | 2,500           | 5,700          |
| 510 INSURANCE - GENERAL LIABILITY                              | 483            | 410            | 384             | 384            |
| 523 PROPERTY (CONTENTS) INSURANCE                              | -              | -              | 75              | 75             |
| 533 EQUIPMENT- RENTAL/LEASE                                    | -              | 409            | -               | -              |
| 689 OTHER MISCELLANEOUS EXPENSES                               | 646            | 600            | 50              | -              |
| 960 MACHINERY & EQUIPMENT                                      | -              | 22,500         | 23,302          | 19,400         |
| <i>43150 - Public Works Street Lights &amp; Signs SUBTOTAL</i> | <i>659,686</i> | <i>728,482</i> | <i>700,244</i>  | <i>738,285</i> |

## Brush & Snow Removal

The division provides brush, bulk trash, grass, and leaf collection services. It is also responsible for the trimming of overhang, guardrail, curb lines, and sidewalk in the heaviest traveled areas of the City.



*Source: 2011 Citizen Survey*

### ❑ Performance and Workload Measures

| Brush and Bulk Waste Collection (tons) |         |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|---------|
|  | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | *FY2012 |
| <b>Brush</b>                           | 3,411   | 2,954   | 3,327   | 3,238   | 2,691   | 3,170   |
| <b>Bulk Waste</b>                      | 2,988   | 3,431   | 3,290   | 2,843   | 2,953   | 2,454   |
| <b>Leaf Collection</b>                 | unknown | unknown | unknown | unknown | 2,000   | 1,176   |
| <b>Total</b>                           | 6,399   | 6,385   | 6,617   | 6,081   | 7,644   | 6,800   |

\* FY 2012 tons are projected

### ❑ Significant Accomplishments FY 2011-2012:

- Completed successful leaf collection season partly attributed to reduction in tons of leaves collected resulting in fewer calls for service
- Replaced knuckle boom loader
- Complete yearly training requirements
- Due to appearance of the City and the results of the Brush Disposal RFP, collection of brush and bulk trash has been combined. Appearance of the City has improved though combining materials negatively impacts diverted waste benchmarking statistics. This change was implemented in July 2011 and has improved collection efficiency lessening the previous effects of staff reduction. Collection service intervals have been reduced to 7-9+days from 14-20 days. The employees of this division and the divisions of sanitation, recycling, and storm water street cleaning are subject to reassignment due to work load, absences, and priorities.

**❑ Goals for FY 2012 - 2013:**

- Appearance of the City remains a concern, a priority on brush and bulk trash collection and investigation of alternatives in the brush and bulk trash collection policy continues
- Monitor fuel expense, manage equipment operation to reduce engine run time
- Participate in initiatives to improve City Survey Action Graph, seek innovative service delivery equipment and techniques
- Monitor service intervals and calls for service, adjust priorities accordingly
- Complete yearly training requirements
- Recommend continuance of funding for salt used to treat streets in winter weather

**❑ Comments on FY 2011 Actual and FY 2012 Projections:**

- Repair and maintenance of operation equipment is projected to exceed budget \$10,636 due to changes in object codes
- Fuel expenses is projected to exceed budget by +/- \$17,000
- A mild winter has resulted in significant reduction of salt expense

**❑ Significant Changes for FY 2013:**

- Budget of \$11,000 for Repair and maintenance of operation equipment as a result of changes in object codes
- Budget of \$3,000 for small tools as a result of changes in object codes, no request for concrete materials
- \$1,500 is budgeted for general operating expenses as a result of changes to object codes
- Increase in fuel expense by \$20,000 due to fluctuating fuel prices

**❑ Personnel Summary**

| PUBLIC WORKS BRUSH & SNOW REMOVAL       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|---|-------|-------|-------|-------|-------|-------|-------|-------|
| MEDIUM EQUIPMENT OPERATORS              | 8     | 8     | 7     | 7     | 6     | 6     | 6     | 6.35  |
| HEAVY EQUIPMENT OPERATORS               |       |       |       |       |       |       | 0.7   | 0.35  |
| CREW LEADER                             | 0     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| UTILITY WORKER                          | 5     | 5     | 5     | 5     | 2     | 2     | 3     | 3     |
| TOTAL PUBLIC WORKS BRUSH & SNOW REMOVAL | 13    | 14    | 13    | 13    | 9     | 9     | 10.7  | 10.7  |

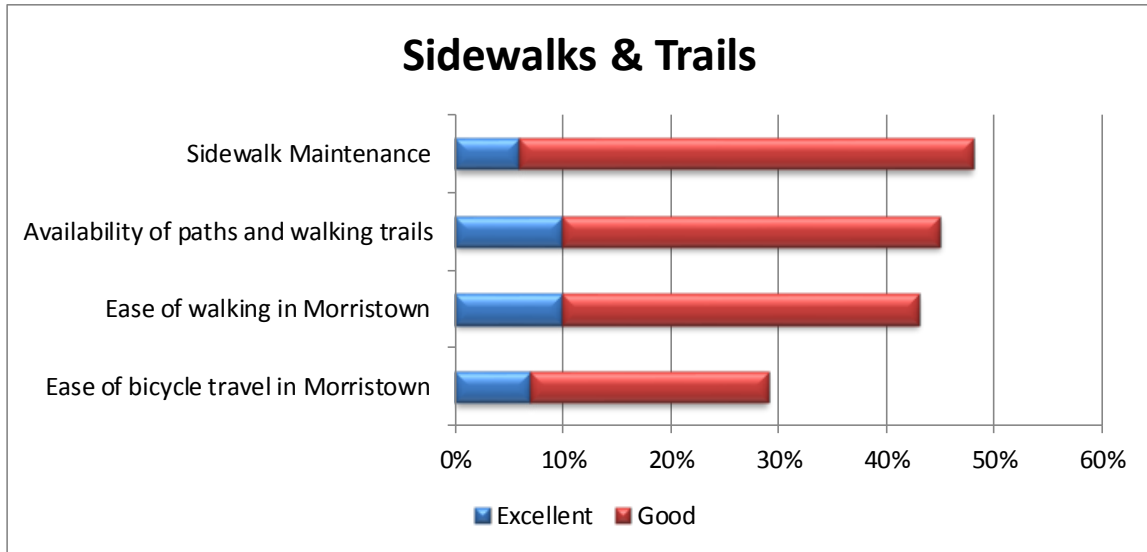
## Budget Expense Detail

| Description  | Actual 10-11   | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13   |
|--|----------------|------------------|------------------|------------------|
| <i>43160 - Public Works Brush Pick-Up &amp; Snow Removal</i>       |                |                  |                  |                  |
| 111 SALARIES & WAGES   | 305,306        | 334,475          | 314,063          | 343,407          |
| 112 OVERTIME   | 21,019         | 17,500           | 17,500           | 17,500           |
| 114 WAGES & SALARIES TEMP EMP                                      | 33,380         | -                | 41,600           | 40,000           |
| 134 HOLIDAY BONUS  | 3,453          | 4,080            | 3,280            | 4,689            |
| 210 FICA   | 26,419         | 25,900           | 25,615           | 25,147           |
| 212 MEDICARE   | -              | -                | -                | 5,881            |
| 213 TCRS CONTRIBUTION  | 47,962         | 49,346           | 48,921           | 53,669           |
| 214 EMPLOYEE HEALTH INS  | 98,294         | 113,557          | 93,799           | 131,489          |
| 217 EMPLOYEE LIFE INS  | -              | -                | -                | 1,420            |
| 219 WORKERS COMPENSATIONS INSURANCE                                | 19,772         | 16,318           | 11,095           | 11,317           |
| 226 CLOTHING/UNIFORM/SHOES   | 1,051          | 6,350            | 5,500            | 6,350            |
| 310 POSTAL SERVICE   | 10             | 50               | 48               | 50               |
| 330 LEGAL NOTICES  | 511            | 200              | 1,000            | 200              |
| 345 TELEPHONE SERVICES   | -              | -                | 850              | -                |
| 351 MEDICAL SERVICES   | -              | -                | 650              | -                |
| 359 OTHER PROFESSIONAL SRVCS                                       | 789            | 700              | -                | 700              |
| 362 REPAIR & MAINTENANCE-OPERATIONS EQUIPMENT                      | -              | -                | 8,500            | -                |
| 378 EDUCATION - SEMINARS & TRAINING                                | -              | 400              | 200              | 400              |
| 383 TRAVEL-BUSINESS EXPENSES                                       | 44             | 500              | 500              | 500              |
| 399 OTHER CONTRACTED SERVICES                                      | 193,710        | -                | -                | -                |
| 411 OFFICE SUPPLIES & MATERIALS                                    | 89             | 100              | 50               | 100              |
| 419 SMALL TOOLS & EQUIP  | -              | -                | 6,500            | 6,500            |
| 424 JANITORIAL SUPPLIES  | -              | 150              | 150              | 150              |
| 429 GENERAL OPERATING SUPPLIES                                     | 73,906         | -                | 1,000            | 1,500            |
| 431 GASOLINE & DIESEL FUEL   | 57,777         | 65,000           | 62,500           | 85,000           |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC                         | 63,830         | 66,100           | 50,000           | 66,100           |
| 451 CONCRETE PRODUCTS  | -              | 6,500            | 6,500            | -                |
| 458 SALT/SODIUM CHLORIDE   | -              | 60,000           | 15,000           | 60,000           |
| 510 INSURANCE - GENERAL LIABILITY                                  | 11,049         | 9,370            | 8,781            | 8,781            |
| 523 PROPERTY (CONTENTS) INSURANCE                                  | -              | -                | 1,718            | 1,718            |
| 533 EQUIPMENT- RENTAL/LEASE  | 1,342          | -                | -                | -                |
| 562 LANDFILL FEE/DISPOSITION CHARGES                               | -              | 250,000          | 245,000          | 245,000          |
| 689 OTHER MISCELLANEOUS EXPENSES                                   | 243            | 600              | -                | -                |
| 971 MOTOR EQUIPMENT  | -              | 120,000          | 120,000          | -                |
| <i>50 - Public Works Brush Pick-Up &amp; Snow Removal SUBTOTAL</i> | <i>959,956</i> | <i>1,147,196</i> | <i>1,090,320</i> | <i>1,117,568</i> |

# Sidewalks

This area is used for the construction and repair of sidewalks within the City.

## ❑ Performance and Workload Measures



| Sidewalks FY 2012                     |         |         |         |         |         |         |
|---------------------------------------|---------|---------|---------|---------|---------|---------|
|                                       | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| Sidewalk Repaired (Linear ft)         |         |         |         |         |         | 538     |
| Sidewalk New Installation (Linear ft) |         |         |         |         |         | 0       |
| Sidewalk Graffiti Removal             |         |         |         |         | -       | 9       |
| Work Orders Generated                 |         |         |         |         |         | 19      |
| Work Orders Completed                 |         |         |         |         |         | 19      |

## ❑ Significant Accomplishments FY 2011-2012:

- All available forces within the street repairs and maintenance division were utilized working on the aggressive repairs of potholes, the street repairs and maintenance crew responded to sidewalk repair needs when notification of defects causing safety concerns was received

#### **❑ Goals for FY 2012 - 2013:**

- Support the Department of Planning and Community Development in seeking grant opportunities for the improvement of sidewalks
- Implement the priority setting criteria for sidewalk maintenance and extension of new segments resulting from the sidewalk inventory project. Requested funding and “in lieu of sidewalk moneys” collected by the Department of Community Development and Planning is used to purchase materials or labor

#### **❑ Comments on FY 2011 Actual and FY 2012 Projections:**

- Funding used for safety related repairs only due to concentration on pot hole patching

#### **❑ Significant Changes for FY 2013:**

- There is no major change in this area.

#### **❑ Personnel Summary**

There are no personnel assigned to this account. Personnel used for sidewalk construction and repairs are generally Public Works employees.

#### **❑ Budget Expense Detail**

| Description                                    | Actual 10-11 | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|--------------|----------------|-----------------|----------------|
| <i>43180 - Public Works Sidewalks</i>          |              |                |                 |                |
| 419 SMALL TOOLS & EQUIP                        | -            | 250            | -               | -              |
| 431 GASOLINE & DIESEL FUEL                     | -            | 100            | 50              | 100            |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC     | -            | 100            | 100             | 100            |
| 451 CONCRETE PRODUCTS                          | 2,549        | 20,500         | 14,000          | 20,500         |
| 455 CRUSHED STONE & SAND                       | -            | 2,650          | 1,800           | 2,000          |
| <i>43180 - Public Works Sidewalks SUBTOTAL</i> | <i>2,549</i> | <i>23,600</i>  | <i>15,950</i>   | <i>22,700</i>  |

# Traffic Devices

This program is responsible for installing traffic control devices as authorized by the City Code which charges the City Administrator with placement of these items. The City Administrator has delegated this authority to the City Engineer and the Traffic Coordinating Committee or “Traffic Team.” The City Engineer is responsible for day to day operations and maintenance of Morristown’s traffic system and coordinating certain street traffic activities. The Traffic Team assists the City Administrator and City Engineer by making recommendations as requested as to ways and means to improve certain traffic conditions within the City. Items also may be referred by the City Council to the City Engineer or the Traffic Team for action or a recommended solution. The City Engineer and the Traffic Team meet with transportation system stakeholders that are concerned with traffic problems including safety and general planning efforts.

## ❑ Performance and Workload Measures

| Task                                  | 2009 | 2010 | 2011 | 2012 |
|---------------------------------------|------|------|------|------|
| Signal Inventory Management & Mapping |      | 30   | 4    | 21   |
| Emergency Signal Calls                |      |      |      | 28   |
| Non Emergency Calls for Service       |      |      |      | 490  |

## ❑ Significant Accomplishments FY 2011-2012:

- The Engineering Department continues to transition our traffic system operations into a hybrid maintenance program that combines the use of a private contractor to serve as the primary support for emergency maintenance and signal lamp replacement and uses City’s resources to provide more routine maintenance.

## ❑ Goals for FY 2012 - 2013:

- Overall emergency repair and operating expenses should begin to decrease as we perform the major upgrades to just over 40% of our signals.
- Equipment and Timing Plans for Morris Blvd and West A.J. Hwy will be modernized and fine-tuned for much improvement operation and less maintenance.
- We will install and begin to operate and implement a centrally controlled traffic management system that will help diagnose and prevent some system malfunctions related to the aged coordination system currently in operation.
- The City will have an unprecedented increase in new signals next year (7 new signals) with the addition of TDOT signals at the East Tennessee Progress Center (1 Signal), New interchange at WSCC (4 Signals), and Exit 2B on US25E (2 Signals) as part of that TDOT upgrades to that interchange.
- We will be training our traffic system personnel to become more involved in programming of the traffic system. Currently, we have 2 employees that are trained and certified to perform certain routine maintenance activities.

**☐ Comments on FY 2011 Actual and FY 2012 Projections:**

The transition to a private contractor to support the traffic signals rather than support from the Morristown Utility System, in combination with a large scale replacement of incandescent lamps with LED lamps will allow for savings in this area.

**☐ Significant Changes for FY 2013:**

There is no major change in this area.

**☐ Budget Expense Detail**

| Description  | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <b>43190 - Public Works Traffic Devices</b>          |                |                |                 |                |
| 341 ELECTRICITY                                      | 21,933         | 30,000         | 30,000          | 34,000         |
| 343 NATURAL GAS & PROPANE                            | -              | -              | -               | 500            |
| 359 OTHER PROFESSIONAL SRVCS                         | -              | -              | 1,500           | 1,500          |
| 360 REP & MAINT-COMMUNICATIONS                       | -              | -              | 5,000           | 5,000          |
| 361 REP & MAINT-VEHICLES                             | -              | -              | 1,000           | 1,000          |
| 365 REP & MAINT-TRAFFIC SIGNALS                      | 66,619         | 100,000        | 53,750          | 53,750         |
| 371 SUBSCRIPTIONS & BOOKS                            | -              | -              | 250             | 250            |
| 375 MEMBERSHIPS & DUES                               | -              | -              | 300             | 680            |
| 378 EDUCATION - SEMINARS & TRAINING                  | -              | -              | 1,000           | 2,400          |
| 383 TRAVEL-BUSINESS EXPENSES                         | -              | -              | 1,272           | -              |
| 399 OTHER CONTRACTED SERVICES                        | 138,080        | -              | 10              | -              |
| 411 OFFICE SUPPLIES & MATERIALS                      | 34             | -              | 200             | 200            |
| 413 OFFICE EQUIPMENT                                 | -              | -              | 4,200           | -              |
| 429 GENERAL OPERATING SUPPLIES                       | 358            | -              | 5,000           | 5,000          |
| 431 GASOLINE & DIESEL FUEL                           | 1,237          | -              | 2,500           | 2,500          |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC           | 24             | -              | 3,100           | 3,100          |
| 438 PARTS, TRAFFIC SIGNALS                           | -              | -              | 4,230           | 15,000         |
| 499 OTHER SUPPLIES AND MATERIALS                     | -              | -              | -               | 4,200          |
| 510 INSURANCE - GENERAL LIABILITY                    | 2,657          | -              | 2,111           | 2,111          |
| 523 PROPERTY (CONTENTS) INSURANCE                    | -              | -              | 413             | 413            |
| 533 EQUIPMENT- RENTAL/LEASE                          | 354            | -              | -               | -              |
| <b>43190 - Public Works Traffic Devices SUBTOTAL</b> | <b>231,295</b> | <b>130,000</b> | <b>115,836</b>  | <b>131,604</b> |



# Communication Shop

This division provides all maintenance and technical support for radio voice and data communications for City departments. With exception of the MDT terminals this division maintains and installs all other electronic equipment in public safety and public works division's equipment. The division has begun training to assist in the maintenance of the City's traffic signal system. The division maintains the CCTV sewer inspection system for the Sewer Division.

## **❑ Significant Accomplishments FY 2011-2012:**

- Successfully assumed most of the traffic signal repair responsibilities as projected resulting in a savings in time for outages and traffic disruption
- Brought the fire department preemption system up to 100% improving response time and safety
- Completed IMSA re-certification
- Completed TEMA exercises required for various grants the police department has received for communications equipment
- On schedule for completion of FCC mandated narrow-banding with installation of new equipment
- Completely upgraded the police and fire dispatch console systems with added features to improve services to those respective departments
- Continued with training in safety and service skills

## **❑ Goals for FY 2012 - 2013:**

- Within our capabilities contribute to the maintenance and operation of our traffic signal systems
- Work with City engineer to update traffic signal inventory and signal databases
- Further upgrade Opticom security and access for traffic signal control
- Complete FCC mandated narrow banding communications upgrade
- Participate in TEMA [Tennessee Emergency Management Association] Region 2 training and exercises, grant requirement
- Continue to maintain all communications and electronics that facilitate City operations for all departments
- Perform any services within our expertise for the City that will contribute to the economic and efficient operation of city resources
- Complete training for traffic signal systems at Temple
- Complete required IMSA renewal requirements

## **❑ Comments on FY 2011 Actual and FY 2012 Projections:**

- Fuel expenses are projected to be over budget by \$1,000 due to fuel price fluctuations and traffic signal preventative maintenance work load

## ❑ Significant Changes for FY 2013:

- Budget for repair and maintenance operations equipment is increased \$2,000 for recalibration and certification of testing equipment

## ❑ Personnel Summary

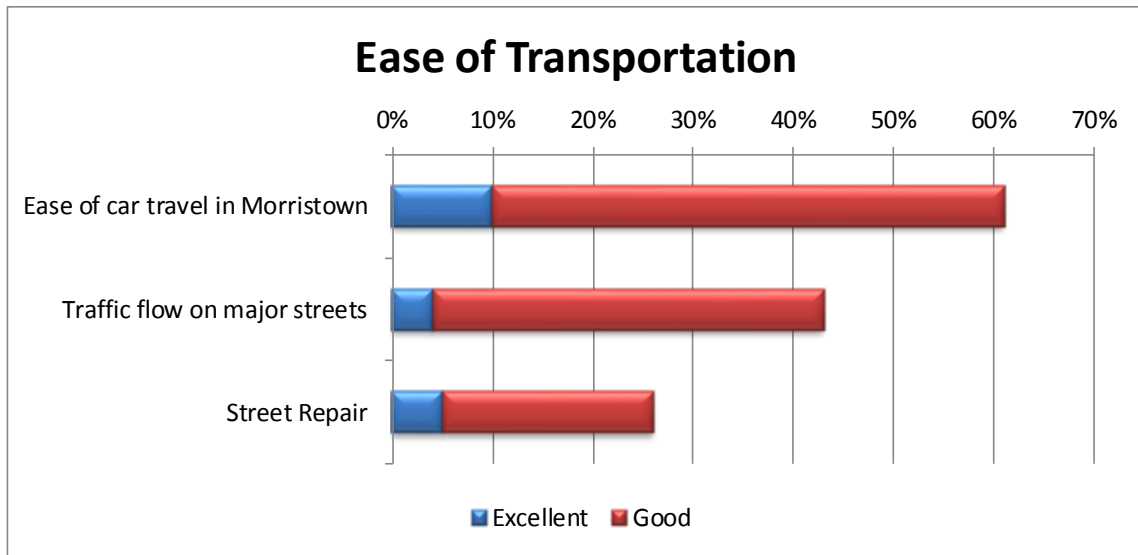
| PUBLIC WORKS COMMUNICATION SHOP       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|---------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| COMMUNICATIONS TECHNICIAN             | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ASSISTANT COMMUNICATIONS TECHNICIAN   | 0     | 1     | 1     | 1     | 1     | 1     | 0.65  | 0.65  |
| TOTAL PUBLIC WORKS COMMUNICATION SHOP | 1     | 2     | 2     | 2     | 2     | 2     | 1.65  | 1.65  |

## ❑ Budget Expense Detail

| Description   | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|----------------|----------------|-----------------|----------------|
| <b>43200 - Public Works Communication Shop</b>          |                |                |                 |                |
| 111 SALARIES & WAGES                                    | 74,478         | 76,502         | 76,127          | 67,460         |
| 112 OVERTIME  | 560            | 1,000          | 600             | 1,000          |
| 134 HOLIDAY BONUS                                       | 392            | 710            | 382             | 730            |
| 210 FICA  | 5,544          | 5,907          | 5,853           | 4,290          |
| 212 MEDICARE  | -              | -              | -               | 1,003          |
| 213 TCRS CONTRIBUTION                                   | 10,983         | 11,281         | 11,178          | 10,157         |
| 214 EMPLOYEE HEALTH INS                                 | 19,808         | 21,330         | 18,860          | 22,524         |
| 217 EMPLOYEE LIFE INS                                   | -              | -              | -               | 304            |
| 219 WORKERS COMPENSATIONS INSURANCE                     | 3,171          | 3,050          | 2,288           | 2,334          |
| 226 CLOTHING/UNIFORM/SHOES                              | 170            | 1,300          | 698             | 50             |
| 310 POSTAL SERVICE                                      | -              | 50             | 27              | -              |
| 345 TELEPHONE SERVICES                                  | -              | 400            | 281             | 400            |
| 359 OTHER PROFESSIONAL SRVCS                            | 56             | 200            | -               | 200            |
| 361 REPAIR & MAINTENANCE-VEHICLES                       | -              | 300            | -               | 300            |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT                 | -              | -              | -               | 2,000          |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS                  | -              | 500            | -               | 1,000          |
| 378 EDUCATION - SEMINARS & TRAINING                     | -              | 1,500          | -               | 1,500          |
| 383 TRAVEL-BUSINESS EXPENSES                            | -              | 500            | -               | 500            |
| 411 OFFICE SUPPLIES & MATERIALS                         | 34             | 200            | 66              | 200            |
| 429 GENERAL OPERATING SUPPLIES                          | 358            | 60             | -               | 60             |
| 431 GASOLINE & DIESEL FUEL                              | 1,237          | 1,300          | 1,622           | 2,000          |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC              | 24             | 2,000          | 68              | 2,000          |
| 510 INSURANCE - GENERAL LIABILITY                       | 2,657          | 2,253          | 2,111           | 2,111          |
| 523 PROPERTY (CONTENTS) INSURANCE                       | -              | -              | 413             | 413            |
| 533 EQUIPMENT- RENTAL/LEASE                             | 354            | -              | -               | -              |
| <b>43200 - Public Works Communication Shop SUBTOTAL</b> | <b>119,824</b> | <b>130,343</b> | <b>120,574</b>  | <b>122,536</b> |

# Pavement Management System

This program provides for the resurfacing, maintenance and improvements to existing streets, and construction of new streets within the City limits. Funding for these items is provided by gas tax money collected by the State of Tennessee and allocated to the City.



*Source: 2011 Citizen Survey*

## ❑ Significant Accomplishments FY 2011-2012:

- Issued bonds to finance the resurfacing of over 20 miles of streets. A portion of the state Gas Tax revenue will be dedicated to retirement of this debt.

## ❑ Goals for FY 2012 - 2013:

- Leverage Gas Tax revenue to match State and Federal Programs and accomplish nearly \$4,000,000 in street projects.

## ❑ Comments on FY 2011 Actual and FY 2012 Projections:

- Historically the amount received from the State Gas Tax has been used to do street projects.

### ❑ Significant Changes for FY 2013:

The following street projects are planned for construction in FY 13:

|   |                |
|---|----------------|
| West First North Street                                   | \$ 385,885     |
| East Second North Street Rehab                            | 358,554        |
| Signalization Improvements West 1st North St/Jackson      | 150,000        |
| Walters Drive Improvements - Signalization                | 150,000        |
| Walters Drive Improvements - Geometrics                   | 236,000        |
| Morristown Medical District (MMD)                         | 390,000        |
| Signalization Improvements High Street and West 1st North | 150,000        |
| Traffic System Improvements or ITS                        | 900,000        |
| Walters Drive Rehab form Cherokee Drive to Economy        | 120,000        |
| Bridge Replacement  | <u>326,000</u> |
| TOTAL   | \$ 3,166,439   |

### ❑ Personnel Summary

No personnel are assigned to this department.

### ❑ Budget Expense Detail

| Description  | Actual 10-11     | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13   |
|--|------------------|------------------|------------------|------------------|
| <i>43300 - Public Works Pavement Management</i>          |                  |                  |                  |                  |
| 390 OTHER CONTRACTED SERVICES                            | 122,818          | -                | -                | -                |
| 958 STREET INFRASTRUCTURE IMP                            | 1,265,324        | 3,950,000        | 3,950,000        | 3,166,439        |
| <i>43300 - Public Works Pavement Management SUBTOTAL</i> | <i>1,388,142</i> | <i>3,950,000</i> | <i>3,950,000</i> | <i>3,166,439</i> |

# Health Inspection & Welfare

Health inspection and welfare funds mosquito control and herbicide control. There are no employees funded by this division. The labor needs for fulfilling the responsibilities of this division are supplemented from other divisions primarily the brush and snow removal division and the sanitation division. This division also provides for the training and continued education requirements of mosquito and herbicide control.

## ❑ Significant Accomplishments FY 2011-2012:

- The division's new approach in dealing with calls for service complaints and known mosquito habitats continues to be successful. Less chemical use along with more precise application results in better production thus saving tax payer dollars

## ❑ Goals for FY 2012 - 2013:

- Maintain current level of service

## ❑ Comments on FY 2011 Actual and FY 2012 Projections:

- Fuel expense is projected to be over budget

## ❑ Significant Changes for FY 2013:

- Requested fuel expense increased \$4,250

## ❑ Personnel Summary

No Personnel are assigned to this function.

## ❑ Budget Expense Detail

| Description  | Actual 10-11  | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|---------------|----------------|-----------------|----------------|
| <b>43400 - Public Works Health Inspection &amp; Welfare</b>          |               |                |                 |                |
| 112 OVERTIME   | 1,680         | 200            | -               | 5,000          |
| 210 FICA   | 18,513        | 19,450         | 19,448          | 310            |
| 212 MEDICARE   | -             | -              | -               | 73             |
| 213 TCRS CONTRIBUTION  | 36,007        | 37,146         | 37,142          | 734            |
| 378 EDUCATION - SEMINARS & TRAINING                                  | -             | 200            | 200             | 500            |
| 383 TRAVEL-BUSINESS EXPENSES   | 77            | 250            | 250             | 250            |
| 419 SMALL TOOLS & EQUIP  | -             | 600            | 300             | 600            |
| 424 JANITORIAL SUPPLIES  | -             | 300            | 100             | 300            |
| 429 GENERAL OPERATING SUPPLIES                                       | 13,202        | 5,000          | 3,200           | 5,000          |
| 431 GASOLINE & DIESEL FUEL   | 3,772         | 3,750          | 4,200           | 8,000          |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC                           | 1,008         | 1,500          | 1,000           | 1,500          |
| <b>43400 - Public Works Health Inspection &amp; Welfare SUBTOTAL</b> | <b>74,258</b> | <b>11,600</b>  | <b>65,840</b>   | <b>22,267</b>  |

# Parks & Recreation Department





## MISSION STATEMENT

To promote positive recreation and leisure opportunities through facilities and programs by utilizing all existing resources

## VISION STATEMENT

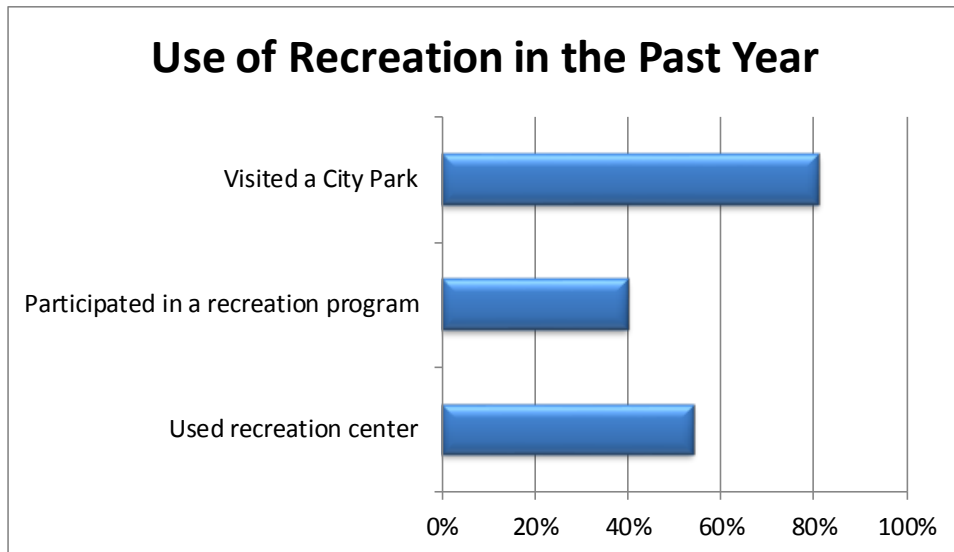
Morristown Parks and Recreation Department is the advocate in promoting citizens to live healthy and active lifestyles

## GOALS AND OBJECTIVES

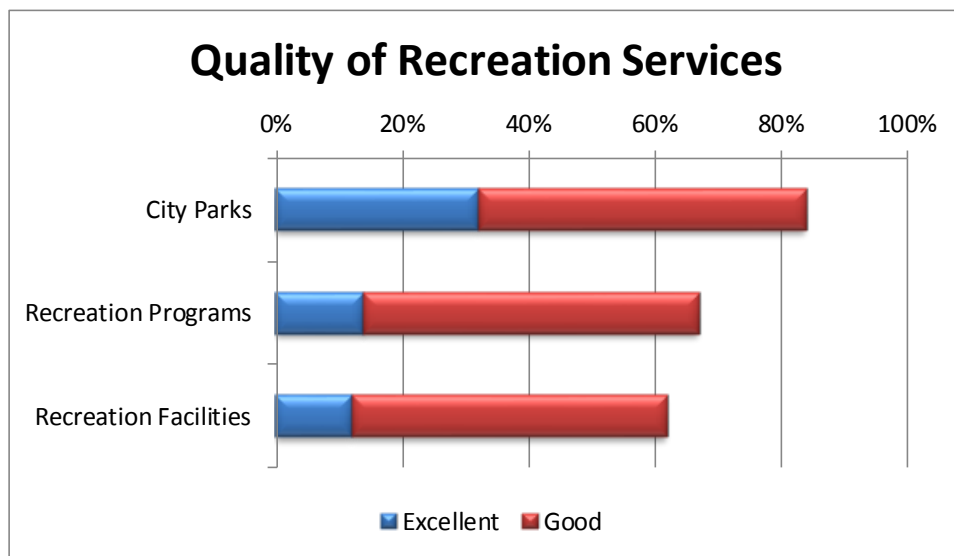
- To continue development of the recreation programs by providing those facilities identified by the citizens of Morristown and Hamblen County as needed
- To meet the national recreational standards for the service area
- To fulfill the obligations of the city government by meeting the individual and group needs of those participating in organized recreation programs
- To meet the physical and mental health of the citizens by providing recreation services and facilities accessible to all people on a year-round basis in a safe and attractive setting
- To promote and recognize that recreation represents a tremendous return on investment by the taxpayer
- To provide and operate all areas of the department in the most cost-effective manner
- To enhance the maximum use of park areas and facilities by the maximum number of people
- Strive to avoid unnecessary and costly duplication of areas, facilities, personnel programs, and services
- Strive to bring adults into the program through diversification

## Parks and Recreation Supervision

Supervision of Parks and Recreation has the responsibility of planning, coordinating and general administration of the entire Parks and Recreation Department. They oversee the day-to-day operations, and continuously review the needs of the department. An eleven member Parks and Recreation Board advises the department as to how best to serve the citizens of Morristown with the resources available to them.



*Source: 2011 Citizen Survey*



*Source: 2011 Citizen Survey*



## ❑ Significant Accomplishments FY 2011-2012:

### Park and Recreation Supervision Goals Review 2011-12:

- Morristown is active in history, arts and culture, and recreational pursuits. To further build on and strengthen these vital parts of our community, two benchmarks were determined:
  1. to increase annual funding for recreation opportunities; and Response: This was the third consecutive year of tough economic issues for us. Our programs overall maintained themselves but we did see some decline in both youth and adult sports participation. The public's personal income and team sponsorship funding has begun to hit home. So many people are now gearing recreation time toward individual recreation pursuits instead of team activities. One key factor is our special event program participation continued to be strong. It is great to know our parks are very much used and continue to play an integral part in our citizen's lives. A positive is that in our departmental budget process we gained some capital equipment for computer needs, commercial mower, and crew cab dump truck. It has been over three years since this has happened.
  2. to increase the number of organizations and facilities that encourage artistic, cultural, and recreational involvement. Response: The foundations to more partnerships were begun and we established more with the Morristown Arts Association, Master Gardner's, Girls Incorporated, Hamblen County School system, and the local medical community.
- To increase annual funding for Morristown Parks and Recreation we should promote awareness of available supplemental funding opportunities, identify and broaden private support, and realistically evaluate opportunities.
  - There should be regular promotion of recreation benefits and public mapping of recreation options and venues. Response: This has been expanded through Citizen Tribune Text Alerts program, Facebook, Twitter, and City of Morristown GIS mapping services and planning.
- A recreation programming summit involving the public and private sectors in the community should be held to expand and bolster coordination with the media. Community engagement should include involvement and education of all in the community and ensure awareness of arts, culture and recreational programming. Response: **Recreation Summit Review** – This first ever event was a great success in the fact that we met our goal of having all major recreation program providers in the same roof. We had 42 vendors participate and they did a wonderful job promoting and edifying programs. We had 350 people participate and other than the weather it was a tremendous learning environment for both recreation providers and participants. This event will be held again in the future and it would be great fit at the College Square Mall. It was great to see all the discussion and sharing of program information.

This service was also expanded through Citizen Tribune Text Alerts program, Facebook, Twitter, and mymorristown.com web site.

  - Seek and build partnerships and obtain additional resources through grant partnerships with high-end institutions that will enable events and activities to be expanded. Response: Is as follows;
    1. We utilized the Community Development Block Grant program to develop park facilities at Frank Lorino Park in the form of a new restroom and concession to serve Holt and Rogers Fields.
    2. We also continued our Rotary partnership of developing facilities as we now have a new Rotary Club Shelter at Fred Miller Park.
    3. We partnered with Lakeway Senior Circle for new pet stations at various parks and fencing needs at Fred Miller.
    4. We partnered with Barrette Outdoor Living Fence for the Rotary Park Splash Pad fence project. This was a gift of \$7,500.

5. We partnered with Community Development Block Grant funding for the new concession/restroom facility at Frank Lorino Park a 184,000 project.
  6. We partnered with Morristown Utilities for the new Musco Lighting at Dewald-McDaniel Field a 75,000 project.
3. Finalize decisions concerning Closed Parks and Sale of Parks/Conversions. Response: No decision or plans for Stetzer and Walters Parks were achieved over the past year. Jaycee Field is now the home of the Morristown Dog Park @ Jaycee Field. It is great to see this facility utilized again for recreation.
  4. Develop a plan to make Talley-Ward into a true community center for our City of Morristown, including renovations of new paint, equipment, and programs. Response: Staff has begun some new programming in preparation of East High moving out fully from usage at Talley-Ward.
  5. Seek community financial support for future lighting projects. Response: We were fortunate to be the recipient of Operation Roundup funds for the Dewald-McDaniel Little League Field at Wayne Hansard Park. Special thanks to the Board of Directors of Morristown Utilities for this great gift.
  6. Color coating of the eight tennis courts at Frank Lorino Park. Response: Did not get funded the past year. Will be our main priority in 2013 budget.
  7. Finalize TDEC Benchmarking for 2012. Response: Administrative staff is working on the re-application highlighting all changes in the past five years.
  8. Secure partnership or funds to complete our Dog Park at Walters Wiggly Field. Response: With economic situation staff determined that if a Dog Park was to become a reality that a new plan of action must be taken. After review we changed the site from Walters Park out to Jaycee Field. We were able to utilize the park facilities of ball field fencing, parking, restrooms, and tennis courts to make it a viable park facility for the local canines.

## **Administration Year In Review**

- 2011 was the third consecutive year of tough economic issues for us. Our programs overall maintained themselves but we did see some decline in both youth and adult sports participation. The public's personal income and lack of team sponsorship funds have started to hit home. One key factor is our special event program participation continued to be strong. It is great to know our parks are very much used and continue to play an integral part in our citizen's lives.
- A positive is that in our departmental budget process we gained some capital equipment for computer needs, commercial mower, and crew cab dump truck. It has been over three years since this has happened.
- Our department got connected with Facebook and Twitter during the year. This is new and evolving and we look forward to expanding it even more in 2012.
- Staff continued updates of information for recertification toward Tier II Tennessee Department Environment and Conservation for bench marking reports. Morristown Parks and Recreation will be up for review again in August of 2012.

- The local economy greatly affected fundraising efforts for our Dog Park at Walters Park. With that in mind recreation staff and Advisory Board began a plan to move the park to Jaycee Park. This smaller funded plan is helped that fencing is present; a larger park can be utilized along with old tennis court, restrooms, lighting, and plenty of parking. Morristown City Council also funded an additional \$5,000 toward park development. Current donations toward the former designated site Walters Park of \$2,771 will also be used at the new Jaycee location. The name of our Dog Park will be: Morristown Dog Park @ Jaycee Field.
- World Series Park at Popkin became a reality and we finally recognized our 2007 Girls Little League World Champions and the other six teams that participated in Little League World Series play. We had a formal dedication of World Series Park on April 11, 2011, to coincide with opening of the Little League season. Special thanks to Mr. Howard Long and Whites Monument Company for project assistance.
- Frank Lorino Park Tennis Courts – The maintenance need is apparent and the project is taken under advisement until the new budget year 2012-13 is identified. We have received letters of concern about court deteriorations from the Lakeway Tennis Association, East High School Tennis, West High School Tennis, staff, and general public.
- BIDS UPDATE
  - a. Athletic Equipment Bid – Various vendors for a total of \$22, 848.29
  - b. Tractor/Mower/loader – Low bid of \$18,080.00 from Tyler Brothers Farm Equipment
  - c. Crew-Cab Truck – Low bid of \$32,397.00 from McNelly-Whaley Motor Company
  - d. 2012 Concession Contract – No Bid- To negotiate with previous vendor
  - e. CDBG Frank Lorino Park Restrooms and Concession Bid – Successful bidder was Andrews Construction Company at \$184,534.30.
- Morristown Parks and Recreation staff began the process to host the first Recreation Summit. This visionary process came from the Arts, Culture and Recreation area of the Community Profile of the Chamber of Commerce and P-16 council. Our summit is centered toward gathering all Morristown and Hamblen County (public, private, profit, nonprofit, faith based) recreation, arts, cultural, and leisure providers for the purpose of input, benchmarking, and cooperation. These area program providers are present tonight to meet YOU!, discuss, and provide to you the following: roles and responsibility, organizational structure, partnerships, strategic planning, programs services and events, marketing and public relations, customer information, facility management, records compliance, recruitment and selection of personnel, human resources, fiscal policy, budgeting, risk management, safety and security, and evaluations and surveys. The Summit information gathered will be for staff/program purposes to evaluate public responses to alternatives and formulate action plans/changes. The Recreation Summit will be held January 26, 2012, at Rose Center.
- Part of the planning activities toward the goal of the Recreation Summit was to have a pre-summit meeting to educate all recreation providers and the public about the summit and give input of the planning process, benchmarking, brainstorming and other helpful planning tools. This was done at the November Parks and Recreation Board. We had 27 attend and participate in the pre-summit meeting.
- The first Armed Forces day was celebrated at Fred Miller Park on May 28; over 1,000 people enjoyed a day of activities honoring those who have served our nation. Community members Joe and Pat Giza coordinated this event.
- Staff continues developing or reviewing standard operating procedure policies for key areas and positions (administration, athletics programming, and maintenance).

- The Hamblen County Car Club partnered with us to purchase three new park benches for Fred Miller Park.
- Director Price had the great opportunity to speak at the Lions Clubs, Kiwanis Club, and Rotary Clubs at times throughout the year.
- Farm Day was held on April 27, 2011, at Frank Lorino Park for all kindergartener's in the Hamblen County School System. Mr. Rusty Rouse has led this wonderful program for years and it is always a great event.
- Parks and Recreation Board members Ed Sempkowski, J.C. Wilson, and Jerry T. Williams all rotated off the Board. Board member Dr. William Rooney was replaced as City Council representative by Chris Bivens. New members appointed by Morristown City Council to the Parks and Recreation Advisory Board are, Eddie Yount, Lonnie Adkins, and Dr. William Rooney.
- The Fraternal Order of Police First Annual Car Show was held May 21, 2011, at Fred Miller Park and it was a good success. All funds raised go to support FOP chapter and events in Morristown and Hamblen County.
- Morristown Parks and Recreation Department won various awards at the 60<sup>th</sup> Annual Tennessee Recreation and Parks Association Conference at Paris Landing State Park. They are as follows:

#### **Individual Awards**

**TRPA FELLOW AWARD - Director, Craig H. Price** – The Tennessee Recreation and Parks Associations highest honor. Director Price became the 40<sup>th</sup> recipient of this award that is given to one recreator each year.

#### **TRPA Four Star Benefactor Awards -**

**Barrette Outdoor Living:** For partnership and development of the Splash Pad Fence project donation at Fred Miller Park over \$7,500 of funds from Barrette Outdoor were allocated for this project

**Special Recognitions - Morristown Rotary Club – Shelter and Splash Pad Fence  
Don and Sue Baldus - Doyle Carter**

#### **TRPA Presidents Cup Winner**

**City of Morristown - Population Category III 25,000 - 62,999**

Special recognition award for excellence in promotion and involvement of TRPA programs, services, activities, and events for the past year

- Morristown Parks and Recreation played a significant role in the Local P-16 Community Profile on Arts, Culture and Recreation. The ACR committee focused on benchmarks for the area and community.
- The Department budget for 2011-12 was highlighted with the following: No capital project funds, No equipment funds, No step or cost of living adjustment.
- City budget was more stable and positive than in the past few years. A positive is all full time staff gained a \$500 bonus for the first pay increase in some time.
- Parks and Recreation staff and Parks Advisory Board updated and signed ethics policy guidelines.

- Recreation administration leadership (programming, athletics, maintenance) consistently and as needed held meetings for communication, review, and planning.
- Director Price, Maintenance Supervisor Joe Lakins, and Recreation Programmer Jennifer Gentry attended the Tennessee Recreation and Parks Association Conference that was held in Paris Landing State Park. Director Price attained 1.0 CEU's toward his accreditation as a CPRP (Certified Parks and Recreation Professional).
- We lost Morristown Parks and Recreation Hall of Fame member Bern Collins during the year. Bern was our Hall of Fame Banquet Master of Ceremonies for many years.

## Facilities Year in Review

- The Morristown Rotary Club partnered with us on a new shelter project at Fred Miller Park. The new 20x24shelter seats 50 people and has all new amenities (picnic tables, benches, and grills) located adjacent to the Splash Pad. It is easily accessible from the Mill Street side of the park. Cost for the project was \$12,500 dollars with the Rotary Club donating \$7,500.
- A neat improvement at Wayne Hansard was the installation of a small parking lot project compliments of the City Storm Water System – SEP program. A 17 space combination of pervious concrete and asphalt was used on the current gravel lot. The project was coordinated by the City Engineering staff.
- Butterfly Garden – Staff has project plan in place to make it more hardscape in appearances and more maintenance friendly. We have received a commitment from Morristown Utilities for lighting for the project. We will still have the wildflowers, but add knockout roses, crape myrtles, along with a permanent border and hard surface walking area. The action would require some financial help from the private sector and park maintenance budget to secure the project. We also hope to get assistance from Public Works on the concrete installation over the winter and spring months to make this a reality.
- The Rotary Splash Pad at Fred Miller Park got a huge gift from Barrette Outdoor Living Fence and the Morristown Rotary Club in the form of a decorative perimeter fence that will better the pad with control and safety during operation and maintenance times. The fence value was over \$7,000.
- The Lakeway Hospital Senior Circle also supported our department with the gift of \$2,900 for 12 pet stations, and helped pay for the donated Splash Pad Fencing installation.
- We installed pet stations at the following parks: Frank Lorino, Dr. Martin Luther King Jr., Fred Miller, Wayne Hansard, and Popkin Field. Bag dispenser, trash can, signage and post make up the pet stations.
- The Fred Millar Park Rotary Splash Pad retrofit was finally completed and the new recyclable water system ran wonderfully throughout the operating season. The system now in uses filtered water that is chemically treated. Rich Construction Company of Knoxville was contractor through ESG.
- A wonderful gift and project was started late in the year for the Hughes Amphitheater to be constructed at Fred Miller Park. The half hexagon amphitheater is made possible through the generosity of Mrs. Becky Hughes Stuart in memorial of her mother Peggy Joan Hughes, and in honor of her father Richard Hughes. This new facility will have electricity and will be used for our special events programming. The 24'x 12' amphitheater, with concrete floor and landscaping will become the home area for various holiday activities/events, car shows, movies in the park, Pickin in the Park, and many more community events and partnerships. It will be called the Hughes Amphitheater. The location for the Hughes

Amphitheater will be on the East side of the park. Park maintenance staff will undertake the construction of the Hughes Amphitheater over the winter and have it completed for next year's usage.

- We installed new stickers (to reinforce present safety signage) at our Frank Lorino Park skate park recommending usage of helmets and other safety equipment. This is after tragic falls at other skate parks.
- CDBG funds were used for a new restroom/concession facility at Frank Lorino. The project was completed late December with the new restrooms and concession serving the Holt and Rogers fields at Frank Lorino. Beginning with our 2012, T-Ball season and all future youth football seasons users will be happy about the new facility. The new restrooms/concession are on the north side of the Holt football field.
- The Morristown Parks and Recreation Board voted unanimously not to pursue the sale or conversion on the Long- Reel Track and athletic field. The Board supports the need for public recreation and park facilities for all ages. The Board supports a united effort to update the facility with the cooperation of the City, Hamblen County, and Board of Education. School and park partnerships are very prevalent in many cities and counties and it is a viable option in today's economic situation.
- Morristown Utilities Board agreed to add the Dewald-McDaniel (200-foot Little League Field) lighting project to the Operation Roundup Program. This is great news and it will greatly help our American Little League program by playing on that field again. Thanks to the M.U.S. staff, board members, and most of all the general public that voluntarily supports the Operation Roundup funds.
- Not so good was the fact that we had heat and air units go down at our administrative offices and Talley-Ward. These repairs cost us \$2,975 as we had to replace heat exchangers, gas valves, pilot tubes, and various other small parts.
- Another not so good was the heavy and continual rains from February through June that brought significant flooding to our parks. Popkin Fields, Frank Lorino, Wildwood, and Wayne Hansard saw standing water and extensive flooding. Popkin was the hardest hit as huge amounts of debris was left of the fields.
- Sink holes became more prevalent this year with all the rains and they were dealt with at Long- Reel Track and Walters Park. Maintenance spent considerable time and resources repairing these holes.

## **❑ Goals for FY 2012 - 2013:**

### **Administration**

- Become more cognizant of the Nation Citizen Survey overall core service quality of City Parks and Services to all ages of citizens. We ranked similar to the survey benchmark in recreation and wellness. This is mid-range and staff will concentrate on key drivers necessarily to improve the next rating. We will strive to be more aware of asking residents and participants to identify where weaknesses are and what can be done to meet latent demands when survey is taken again.
- Staff needs to understand the value of The National Citizen Survey of ratings of Parks and Recreation Services that determined that our citizens identified.
  - Recreation opportunities in our City were rated somewhat positively as were services related to parks and recreation. City Parks were rated similar to the benchmark while programs/classes and recreation centers and facilities were lower.
  - The overall ratings of Community Recreation Opportunities were much below comparison to benchmark. 10% rated excellent, 47% as good, 27% as fair, and 15% poor.

- Continue discussions and see possible partnerships for a second disc golf course in Morristown. The site would be at Frank Lorino Park
- Obtain funding for hardscaping the Dr. Martin Luther King Jr. Butter Fly Garden.
- Obtain funds/donations for more Morristown Dog Park @ Jaycee Field amenities.
- Set permanent goals (hours per year) for staff training possibilities by utilizing both local and state resources. These established hours would be for administration, programming, athletics and maintenance.
- Seek and build partnerships and obtain additional resources through grant partnerships with high-end institutions that will enable events and activities to be expanded.
- Continue to bring closure concerning Closed Parks (Stetzer and Walters Parks) and Sale of Parks/Conversions with HCBOE.
- Gather various recreation providers to join together for brainstorming of community events and activities that aren't being done at this time. Targeting of joint larger events would be focus of this brainstorming session.
- Continue to develop program plan and improvement plan to make Talley-Ward into a viable community center for our City of Morristown, including renovations of new paint, equipment, and programs.
- Reseal and color coat the eight tennis courts at Frank Lorino Park.
- Ask administration to modernize Parks & Recreation office for financial transactions.
- Restroom project for Civic Park – possible CDBG funding.
- Begin working to build a plan for security cameras in key parks for control and safety.
- Develop prioritized plan for future restroom needs.
- Develop prioritized plan for playground needs and replacement program.
- Finalize TDEC Benchmarking Application for August 2012 deadline.

#### **☐ Comments on FY 2011 Actual and FY 2012 Projections:**

There are no significant variations.

#### **☐ Significant Changes for FY 2013:**

There are no major changes in this department.

#### **☐ Personnel Summary**

| PARKS & REC SUPERVISION                         | FY 06    | FY 07    | FY 08    | FY 09    | FY 10    | FY 11    | FY 12    | FY 13    |
|---|----------|----------|----------|----------|----------|----------|----------|----------|
| PARKS & REC DIRECTOR                            | 1        | 1        | 1        | 1        | 1        | 1        | 1        | 1        |
| PARKS & REC ASSISTANT DIRECTOR                  | 1        | 1        | 0        | 0        | 0        | 0        | 0        | 0        |
| ATHLETIC COORDINATOR                            | 1        | 1        | 1        | 1        | 1        | 1        | 1        | 1        |
| ATHLETIC SUPERVISOR                             | 1        | 1        | 1        | 1        | 1        | 1        | 1        | 1        |
| ATHLETIC ASSISTANT                              | 0        | 0        | 1        | 1        | 1        | 1        | 1        | 1        |
| ADMINISTRATIVE ASSISTANT                        | 0        | 0        | 1        | 1        | 1        | 1        | 1        | 1        |
| RECEPTIONIST                                    | 1        | 1        | 0        | 0        | 0        | 0        | 0        | 0        |
| <b>TOTAL PARKS &amp; RECREATION SUPERVISION</b> | <b>5</b> | <b>5</b> | <b>5</b> | <b>5</b> | <b>5</b> | <b>5</b> | <b>5</b> | <b>5</b> |

## Budget Expense Detail

| Description  | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <i>44410 - Parks &amp; Rec Administration</i>          |                |                |                 |                |
| 111 SALARIES & WAGES                                   | 244,498        | 251,777        | 251,777         | 259,137        |
| 112 OVERTIME   | 420            | 150            | 375             | 150            |
| 134 HOLIDAY BONUS                                      | 2,485          | 2,473          | 2,448           | 2,694          |
| 210 FICA   | 18,513         | 19,450         | 19,448          | 16,243         |
| 212 MEDICARE   | -              | -              | -               | 3,799          |
| 213 TCRS CONTRIBUTION                                  | 36,007         | 37,146         | 37,142          | 38,459         |
| 214 EMPLOYEE HEALTH INS                                | 51,877         | 53,696         | 47,520          | 56,458         |
| 217 EMPLOYEE LIFE INS                                  | -              | -              | -               | 960            |
| 219 WORKERS COMPENSATIONS INSURANCE                    | 8,927          | 7,625          | 5,719           | 5,833          |
| 310 POSTAL SERVICE                                     | 3,607          | 3,600          | 3,600           | 3,600          |
| 321 PRINTING SERVICES                                  | 156            | 300            | 300             | 300            |
| 330 LEGAL NOTICES                                      | 1,777          | -              | 200             | -              |
| 341 ELECTRICITY  | -              | -              | 50              | -              |
| 351 MEDICAL SERVICES                                   | -              | -              | 56              | -              |
| 359 OTHER PROFESSIONAL SRVCS                           | 56             | -              | -               | -              |
| 361 REPAIR & MAINTENANCE-VEHICLES                      | 160            | -              | -               | -              |
| 371 SUBSCRIPTIONS & BOOKS                              | -              | -              | 242             | -              |
| 375 MEMBERSHIPS & DUES                                 | 12,986         | 1,300          | 1,300           | 1,300          |
| 378 EDUCATION - SEMINARS & TRAINING                    | -              | 1,000          | 1,000           | 1,000          |
| 383 TRAVEL-BUSINESS EXPENSES                           | 1,779          | 2,000          | 2,000           | 2,000          |
| 399 OTHER CONTRACTED SERVICES                          | -              | 450            | 450             | 450            |
| 411 OFFICE SUPPLIES & MATERIALS                        | 2,619          | 4,200          | 4,000           | 4,200          |
| 413 OFFICE EQUIPMENT                                   | -              | -              | -               | 1,000          |
| 429 GENERAL OPERATING SUPPLIES                         | -              | 300            | 200             | 300            |
| 510 INSURANCE - GENERAL LIABILITY                      | 1,328          | 1,126          | 1,056           | 1,056          |
| 523 PROPERTY (CONTENTS) INSURANCE                      | -              | -              | 207             | 207            |
| 533 EQUIPMENT- RENTAL/LEASE                            | 2,785          | 5,364          | 5,364           | 7,450          |
| 689 OTHER MISCELLANEOUS EXPENSES                       | 2,010          | -              | -               | -              |
| <i>44410 - Parks &amp; Rec Administration SUBTOTAL</i> | <i>391,990</i> | <i>391,957</i> | <i>384,453</i>  | <i>406,596</i> |



# Playgrounds and Programs

This activity provides all the various recreational activity needs of the community on a year round basis with emphasis on the spring and summer programming. Activities include athletics and special events. Arts and crafts, tennis and gym activities to meet the needs of young people's leisure time during non-school hours. The objective of programs is to develop skills, sportsmanship and good citizenship. Programs are held at Talley-Ward Center, various gyms in the area as well as key parks within our system.

## ❑ Performance and Workload Measures

| Morristown Parks and Recreation Events Programming     |                                       |                          |                       |              |
|--|---------------------------------------|--------------------------|-----------------------|--------------|
| Event  | 2009                                  | 2010                     | 2011                  | 2012 Goal    |
| Easter Eggsellent Adventure @ Fred Miller Park         | Approximately 1800 in attendance      | 1,500                    | 3,336                 | 3,500        |
| Pickin In the Park @ Fred Miller Park                  | Approximately 250 participants weekly | 220                      | 250                   | 300          |
| Starlite Cinema Series @ Fred Miller Park              | 275 participants per movie            | 300 average for 3 movies | Ave. 300 for 3 movies | 400          |
| Kids Fun Fair @ Fred Miller Park                       | 700 participants                      | 800                      | 800                   | 800          |
| Olympic Day @ Fred Miller Park                         | 200 participants                      | 300                      | 25                    | Dropping     |
| Wet N Wild Wednesday @ Fred Miller Park                | 200 participants                      | 300                      | 250                   | 300          |
| Arts in the Park @ Dr. Martin Luther King Jr. Park     | 700 participants                      | 1,000                    | 800                   | 1,000        |
| Celebration of Cultures @ Fred Miller Park             | 1500 participants                     | 2,000                    | 800                   | Dropped      |
| Touch a Truck @ Frank Lorino Park                      | 150+ participants                     | 250                      | 500                   | 500          |
| Children's Health Fair @ Talley Ward Recreation Center | 150+ participants                     | 250                      | 200                   | 250          |
| BOO Fest @ Fred Miller Park                            | 3000 participants                     | 10,000                   | 11,000                | 11,000       |
| Official Tree Lighting Ceremony @ City Center          | 150 participants                      | 200                      | 200                   | 200          |
| Scarecrows in the Park                                 |                                       | 5 Organizations          | 6 - Vendors           | 10 - Vendors |

| Talley Ward Center Programming   |                                |                                |                    |                    |
|--|--------------------------------|--------------------------------|--------------------|--------------------|
| Event  | 2009                           | 2010                           | 2011               | 2012 Goal          |
| Stuffed Animal Pageant: A children's event where their personal stuffed animals are judged.  | 15 participants                | 25                             | 25                 | 30                 |
| White Elephant Bingo: A bingo program where contestants donated items from home to the prize table, along with a canned food item for charity.                                     | 12 participants                | 25                             | No Sponsor         | Pending on Sponsor |
| TVTC: antiques and collectibles auctions once a month as well as an annual "Bottle Show" .   | 700 participants               | 800                            | 760                | 800                |
| Lakeway Twirlers: a user group that specializes in square dancing.   | N/A                            | 24                             | 40                 | 40                 |
| March Madness: a basketball contest.   | 57 participants                | 13<br>(Conflict/Spring Break ) | 7 - Huge conflicts | 60                 |
| Art Attack Camp 1: a two week format day camp for children 5 to 8.   | 111 participants               | 100                            | 75                 | 100                |
| Art Attack Camp 2: a two week format camp for children 9 to 12.  | 134 participants               | 121                            | 75                 | 100                |
| Canned Food Castle: a charity event where participating groups construct a castle out of non-perishable food items. All non-perishable food items are donated to "The Daily Bread" | 1,000 items                    | 815                            | 1,400              | 1,500              |
| Halloween Coloring Contest: A children's coloring contest divided into 3 age groupings.  | 58 participants                | 75                             | 45                 | 50                 |
| Lil' Locker Room: An activity room for the children with parents participating in adult league volleyball.   | 24 participants / night        | 12                             | None               | Dropping           |
| Scrappy Thanksgiving: a charity event where the public can drop off items for the animal shelter.  | 250 items                      | 550                            | 900                | 1,000              |
| Thanksgiving Coloring Contest  | 40 participants                | 30                             | 40                 | 50                 |
| Christmas Coloring Contest   | 14 participants                | 8                              | 11                 | 15                 |
| New Year's Early Eve Party: a children's event   | 22 participants                | Weather Conflict               | 0                  | Pending            |
| Free Play: Open court free usage   | 25-60 participants per session | 40 -75 per day                 | 40-75 per day      | 60                 |
| Zumba Exercise Program   |                                |                                | 40-55 Per Day      | 50-60 Per Day      |

| Adult League Participation |       |         |       |         |       |         |
|----------------------------|-------|---------|-------|---------|-------|---------|
|                            | 2010  |         | 2011  |         | 2012  |         |
| Sport                      | Teams | Leagues | Teams | Leagues | Teams | Leagues |
| Fall Softball              | 18    | 3       | 24    | 4       | 18    | 3       |
| Men Volleyball             | 21    | 5       | 20    | 5       | 18    | 4       |
| Women Volleyball           | 55    | 9       | 56    | 9       | 51    | 9       |
| Coed Volleyball            | 16    | 3       | 8     | 2       | 6     | 1       |
| Men Basketball             | 62    | 11      | 58    | 10      | 58    | 10      |
| Women Basketball           | 10    | 2       | 12    | 4       | 8     | 2       |
| Men Spring Softball        | 32    | 6       | 32    | 8       | 20    | 3       |
| Women Spring Softball      | 17    | 4       | 13    | 3       | 10    | 2       |
| Total Teams                | 231   | 43      | 223   | 45      | 189   | 34      |

| Youth Sports Participation      |       |         |        |       |         |        |       |         |        |
|---------------------------------|-------|---------|--------|-------|---------|--------|-------|---------|--------|
|                                 | 2010  |         |        | 2011  |         |        | 2012  |         |        |
| Sport                           | Teams | Players | League | Teams | Players | League | Teams | Players | League |
| Little League Baseball/Softball | 92    | 1,167   | 15     | 87    | 1,132   | 15     | 87    | 1,132   | 15     |
| Basketball                      | 61    | 586     | 8      | 60    | 572     | 8      | 61    | 576     | 8      |

| Scheduled Adult Athletics games/matches played      |       |       |
|---|-------|-------|
|   | 2010  | 2011  |
| Fall Softball Games                                 | 123   | 91    |
| Men Volleyball Matches -146 matches of 3 games each | 438   | 411   |
| Women Volleyball Matches- 417 matches/3 games each  | 1,251 | 1,167 |
| Coed Volleyball Matches 56 matches/3 games each     | 168   | 135   |
| Men Basketball Games                                | 427   | 390   |
| Women Basketball Games                              | 90    | 56    |
| Men Spring Softball Games                           | 227   | 249   |
| Women Spring Softball Games                         | 97    | 93    |
| Total Adult Games/Matches                           | 2,821 | 2,606 |

#### ❑ Significant Accomplishments FY 2011-2012:

#### Playgrounds and Programs Goals Review for 2011 - 2012:

- Increase established programs such as BOO Fest, Easter Eggsellent Adventure, Kids Fun Fair, Wet N Wild Wednesday and the Starlite Cinemas by 10% this would be an estimated growth of 50 – 150 people depending on event. Target more community involvement with more local businesses and churches participating in our events. Increase by 3 vendors for each event. Response: All grew in attendance and in vendors participating. Kid Fun Fair, Wet N Wild Wednesday, Touch a Truck and the Starlite Cinemas had an increase in attendance. We had more volunteers from churches and different school organizations.
- With East High usage ending at Talley-Ward we are studying new program development for 2012 was to increase the awareness of Talley Ward and host other events other than athletics. We have

accomplished this already with an introduction to a Hoop Dance and Zumba® class. Introduction to Hoop Dance is Tuesday and Wednesday nights from 6-8pm. Zumba® is Monday, Thursday, and Friday night 6pm and Saturdays at 11am. Response: The usage between East High School and the Talley Ward building is still in progress, they use the facility for classes from 8:30-2:45. This has not let us begin any daily activities however, Zumba® has taken off in full blast, she has a class every day of the week, with a partnership with Lakeway Women's' Group on the 1st Saturday of the month. We hosted hoop classes for approximately 6-months but the instructor moved and there was no other certified instructor to continue.

- Negotiate a new sponsorship contract with Lakeway Regional Hospital or HealthStar Physicians for P.A.T.H. and increase the positive reinforcement for the current members with extra goodies, last year we offered them pedometers. This year we would like to encourage a healthier diet to their new lifestyle. Response: We signed a new P.A.T.H contract for one year with Morristown Hamblen Healthcare System- Covenant Health. Will host a kick off day on April 14, 2012. They are very excited about this opportunity to reach out to the community and encourage healthier lifestyle.
- Encourage more skin cancer awareness with the partnership of Sunny Skincare, Wal-greens has and will donate again single packs of sun block for special events to be handed out to children. We also encourage this inner office also with our maintenance crew. We also gave away hats to the children for extra protection. Response: With skin cancer rising in the community, we are working with Walgreens to get samples of sunscreen for large events. We keep sunscreen at the maintenance building so our staff is protected.
- Working with Keep America Beautiful of Morristown and Hamblen County to make our special events litter free, they assist with extra trash containers and signage during our larger events.
- Response: Continuing our partnership with Keep Morristown Hamblen Beautiful to help keep our events litter free. This is a positive influence in and around the parks.
- Continue Work on web site development and increase awareness using Facebook.
- Response: We have worked with City IT staff to increase our exposure and information on the mymorristown.com web page. We have supplied pictures and written information for usage. We now use Facebook and Twitter.
- Increase the use of Citizens Tribune Text Alerts. Response: We got use to this great tool as the year progressed and found it to be a great tool to get our information to those who desire advanced notice and communication means.
- Increase local media's involvement to help educate our community on the many different programs and recreational opportunities Response: Have worked with Cookie Larkin and Channel 7 for more coverage on all events we have.
- Increase involvement with the local Chamber of Commerce to increase recreation tourism opportunities. Response: Join the Morristown Chamber of Commerce at a convention sports and program convention in North Carolina this summer. Working with the local "Tourism Talk Group" who are programmers and event specialist on developing more opportunities in the area.
- Utilize the list serve search engine thru TRPA for benchmarking of other departments and cities. Response: TRPA's list serve is a great contact opportunity. At East District Workshop I will be highlighting our P.A.T.H. and I have saved information for futures references from the list serve's that have already gone around.

## **Playgrounds and Programs Year In Review**

- The Third annual Touch-A-Truck event allowed for viewing of wonderful equipment used in transportation, construction, utilities, and emergency services. We had over 500 kids and parents show up to participate (see, touch, feel) at this event.

- We added a drum circle to the Pickin in the Park programming. The circle has been well received and brings another unique feature to this weekly program.
- Wow! Boo Fest continued to grow and this year's event had right at 11,000 participants. We will plan even bigger and better in 2012. It truly is turning into an area event as we get so many participants from surrounding counties.
- Our TXT alerts program to keep the public informed of events and cancellations has 775 members. The TXT alerts are through the Citizen Tribune.
- Staff began studying all future possibilities for future usage at Talley-Ward with East High usage ceasing at the end of the school building program and construction. Staff desires new activities, programs, and events. The new options would include daytime and night time programming.
- The official Tree Lighting Ceremony was November 29th at City Center at 6pm. The night was filled with music, Joy and the Spirit of the season. Encore opened the night with carols while folks gathered. The tree was dedicated by Tootie and Scott O'Quinn in honor of her sister Cathy Dillmon and mother Joan Christian.
- Our 2nd annual special event "Scare Crows in the Park" at Fred Miller was enjoyed by the public as it provided wonderful fall decorations to the park for all to view. The Chamber of Commerce was the winner of the contest. The decorations were up for over three weeks and concluded with Boo Fest.
- Tennessee Collectibles and Bottle Show had another huge crowd at the annual event at Talley-Ward on March 18-19. A wide assortment of collectibles and neat items for sale are always part of this unique event. If you like old things then put this event on your calendar
- Our March Madness Shoot Out was held March 5 and we had 59 individuals show off their athletic skills in basketball.
- Zumba hit our department with a bang in May. This exciting fitness program found a home in the downstairs room at Talley-Ward. Large classes of 40-60 individuals are exercising 4 nights a week.
- Continued partnership with Morristown Arts Association for the fifth Arts in the Park event. It was a great event for the arts and it simply gets better each year. We had over
- 1,200 people attend and we had new artist join and perform this year. Dr. Martin Luther King Jr. Park continues to be a great venue for this event.
- Easter Eggsellent Adventure saw a great crowd as we had 1,112 children participate with total attendance of 3,336. We had 26 booths and games for all to enjoy.
- The third season of Pickin' in the Park continued a great success at Fred Miller Park. Each Thursday was Pickin' in the Park with a wide variety of instruments. Pickin' in the Park begins the first Thursday in May and ended the last Thursday in September. We averaged 35 musicians/pickers and over 210 onlookers/music lovers each Thursday. We truly continue to make plenty of people happy with this event.
- Art Attack Camp had another wonderful two weeks at Talley-Ward. Twenty-one local art enthusiasts participated.
- Children's Health Fair was moved to Fred Miller and it gains more partnerships and involvement. We had cosponsors in Hamblen Pediatrics and Hamblen County Health Department. We had 24 vendors that handed out health information and great ideas on how to keep children healthy and safe. We had 200 kids along with their parents and relatives enjoy visiting the vendors.
- Scrappy Thanks Giving @ Talley-Ward - In preparation for winter we collected items for our Morristown Animal Shelter. We collected all the following items for the Morristown Animal Shelter: puppy training pads, dog cargo pad, liters of Bleach, free sample size of Tide detergent, trash bags,

pet shampoo, rolls of paper towels, cloth towels, dish/hand towels, wash cloths, dry dog food, cans of dog food, dry cat food, cans of cat food, blankets, stacks of newspaper, and kitty litter.

- The Third Annual Task Force on Diversity hosted Celebration of Cultures as and we had 800+ people participate and enjoy great food, awesome entertainment, and proud cultural themes. The rain and threat of rain influenced this year's event but many talented individuals and groups participated. We are blessed with such a diverse community.
- The Third Annual Olympic Day was held June 21, 2011, at Civic Park. We geared this year's event with Girls Incorporate activities. We could secure an Olympian and it greatly affected planning and administration. We did combine demonstrations and dance and power walks with the participants.
- Canned Food Castle was held on May 7, and we had 1,400 miscellaneous cans/boxes of food that were donated. Teams build a castle out of the food cans. Noe's Chapel United Methodist, Bethel Baptist, Mt. Olive Baptist participated. We had 30 church members take part in the event. The Daily Bread was the recipient of the food donation.
- Stuffed Animal Contest, our 6th annual was held January 25 and we had 25 participants and lots of onlookers.
- P.A.T.H. – Parks Add To Health completed its third year. We had 72 members with 8 members attaining gift status for their involvement during the year. Our sponsorship has run out and we are seeking another sponsor. We have contracted with Morristown Hamblen Healthcare System as our new sponsor beginning 2012.
- **TRPA YOUNG PROFESSIONAL AWARD – Jennifer Rich Gentry**  
Staff employee Jennifer Rich Gentry – Recreation Programmer won the distinguished Tennessee Recreation and Park Association Young Professional Award.

#### **Tennessee Recreation and Parks Association - Volunteer Service Awards**

- **Morristown Public Work** – Building and Grounds – Wanda Watkins, Gary Blizzard Foundation support for supplies and materials for landscaping of park signs
- **Vivian Marshall** – Volunteer Service at Special Events
- **Cindy Trobaugh** – Volunteer Service at Special Events
- **Dr. Michael Heskett** – Special Event Sponsorship at Starlight Cinema
- **Food City – Buffalo Trail – Kids Fun Fair donation of Ice Cream and Watermelons**
- **Lakeway Senior Circle** – Monetary gifts (\$2,900) for Pet Stations, and Splash Pad Fencing installation
- **Pizza Inn Of Morristown** – Support and Volunteer donation of pizza at Starlight movies, Coloring Contest,
- Our Starlite Cinema Series remained solid and only one of the nights was affected by weather. We had approximately 250 people to join us for “Harry Potter and the Scorers Stone, 450 for “Toy Story 3”, and 150 for the Princess and the Frog.
- The Parks and Recreation staff continues to promote an open work environment through communication, flexibility, and a positive attitude toward our customers (citizens) and fellow employees.
- Hosted 35th Citizen Tribune Hall of Fame Banquet with former University of Tennessee football star Inky Johnson as speaker. The banquet saw the induction of Bunny Plummer, Lonnie Atkins, James Crockett, and Eric Heidel into the Hall of Fame. Special thanks go to the Citizen Tribune and Lakeway Publishers for the continued support of this banquet. Parks and Recreation is so thankful!
- Continued and sustained program partnerships and affiliations with the following: Amateur Softball Association, American Youth Soccer Association, Pop Warner Flag Football, Innova Disc Golf,

Jefferson/Hamblen County Hispanic Soccer League, Lakeway Regional Hospital, Lakeway Club Soccer Program, Lakeway Tennis Association, Lakeway Twirlers Square Dance Club, Little League Incorporated, Morristown BMX, Morristown Youth Sports Associations, and East Tennessee Collectible and Traders Club.

- Talley-Ward Tonight continued the evening of partnerships and activities open to the general public. Different partnership groups adopted certain nights per month to offer a night of activities and events to the public.

- Continued great special event cooperation with the following:

Advance America, Ameri Choice, B.P.O. Elks Lodge #1667, Cash Express, Check Into Cash, Chick-Fil-A, Citizen Tribune, Community National Bank, Colgate- Palmolive, Coordinated School Health, Cupp Family Chiropractic, Discovery Toys Inc., Empire Rent A Car, First United Methodist Church, Gateway Church, Girls Incorporated, G. W. Wyatt, HCSAC, HealthStar Physicians, Helen Ross McNabb Center, Hamblen County Car Club, Hamblen County Health Department, Hamblen Pediatrics, Howard's Pharmacy, HMBLHRTS Clowns, Keep Morristown Hamblen Beautiful, Kohl's, Knoxville TVA Credit Union, Lakeway Regional Hospital, Morristown Arts Association, Morristown East High School Civic Clubs, Morristown Fire Department, Morristown Hamblen Healthcare, Morristown Hamblen Library, Morristown Humane Society, Morristown Kiwanis Club, Morristown Lions Clubs, Morristown Rotary Club, Morristown Police Department, Morristown Public Works Department, Morristown Utilities, O'Charley's, Our Savior Lutheran Church, Pizza Inn, Pizza Hut, Rick Potter Family, Rose Center, Senior Center Home Assistance, Shoney's, Super Cuts, St. Paul Church, Tennessee Army National Guard, Tennessee Career Center, The Fret Store, Thirty One Gifts, TJ Maxx, Trent Excavating, Trinity United Methodist Church, University of Tae Kwon Do, Volunteer State Health Plan, and WBGQ/WJDT.

## **Athletic Goals Review of 2011 - 2012:**

Expand and diversify athletic programs for youth and adults

- Seek new and improve existing programs such as skill competitions, etc, youth and Investigate ways to offer adults some different league Continue to encourage and develop partnerships with community and youth groups
- Continue to work with youth football and soccer organizations
- Maintain our working relationship with local school system as well as individual schools and local FCA program options
  - Response: We did not offer any new skill competitions for youth. We did discuss new age groups and league possibilities. Uncertain economic conditions and facility restrictions were common problems in our deliberations.

Promote our department through better communication

- Continue to work with newspapers, radio, web pages, etc. to get our information to the public
- Establish new and make more use of existing websites and specifically target development of a little league website
- Use texting capabilities to improve communication with coaches, players, and officials Response: We did a good job on both above and will continue to maintain these. Both radio and Citizen Tribune were used to the fullest. The City web page is one area we need to better ourselves.

Maintain the quality and consistency of current youth and adult leagues

- Surveys for adult coaches mailed and returned - Encourage more youth coaches to offer suggestions
- Response: We conducted surveys again and reviewed them. Coaches are always given the opportunity to make suggestions but we do not have a great many given to us. We are always reviewing programs/leagues after each season and we make notes as to any suggestions or comments. Most of these are staff driven.

Maintain to increase current number of participants in both youth and adult leagues

- With economy as it is, this could be challenging to find ways to encourage participation and maintain league levels
- Response: As long as the economy is the way it is, this goal will be challenging to meet. In comparison to other cities programs we have been pleased with our numbers as to participants in all leagues. The main issue is people still desire to play it is finding funds to play and that special person who will coordinate, manage, coach a team in today's times of what/who will make a commitment.

Work to make officiating better in all leagues through clinics, materials, etc.

- Use more video training materials such as TSSAA/National Federation materials
- Use speakers from outside department to offer different perspectives
- Work on evaluation form for all officials in all sports including umpires, volleyball, and basketball officials, scorers, timers, gym supervisors
- Response: We used several different means in training officials. We had outside people conduct clinics and it was successful. We have looked at several evaluation forms for officials but have not actually decided on one we will use. In today's times you need bodies and to really be critical in evaluations is tough. Reaching that fine line to help/mentor officials in all leagues is so much different as 10 years ago.

Provide adults with coaching techniques through meetings, clinics etc.

- Schedule more clinics not just a managers meeting
- Evaluation form for coaches/players/parents in all sports
- Investigate all complaints in a consistent manner that gives better closure and input
  - Response: We held normal managers meeting and tried to do some different things at those meetings. The evaluation form for coaches and such was done through surveys we used. Staff investigates all complaints. Each complaint is taken under advisement each on its own accord. We try to be consistent and we do a fair job but each case/problem/complaint is a little different.

## **Athletics Year In Review**

### **Athletics Report for 2011**

#### **Game Management Personnel Used for 2011**

Basketball Referees, Scorers, Timers –106 game officials

Volleyball Officials - 25 total

Baseball/Softball Umpires and Scorers—132 game officials



## **Total 2011 game officials and personnel - 263**

### **Managers and Coaches Totals for 2011**

203 Adult Team Managers

144 Youth Team Managers

347 Volunteer Coaches for 2011

### **2011 Tournaments**

Coordinated Youth/Adult Tournaments – 24 public/private contracts and reports

Athletics Maintained School-Park User Agreements:

Morristown East, Morristown West, Lincoln Elementary, Hillcrest Elementary, John Hay Elementary, West Elementary, Russellville Elementary, Whitesburg Elementary and Union Heights Elementary. These contracts allow us to use school facilities for various youth and adult athletic programs.

- The Third annual Home Run Derby was added to our City Championship night. Morristown Athletic Supply again cosponsored the event. Each of the 10 Little League Teams had a contestant participate in the competition. The participants provided great excitement as they mimicked the major leaguers in power and excitement. Elijah Brown won the event. Each contestant was given 10 swings.
- Our Little League program had two state winners, Girls 11-year olds and Senior Girls (9-10) as we had a total of 11 teams participate in state tournament and we had 10 teams win Tennessee District 4 Little League titles for the year.
- Our youth and adult basketball officials were trained again by Butch Patterson, of Greeneville Parks and Recreation who is a veteran high school and college official.
- The Annual Cease Disc Golf Tournament at Wayne Hansard saw 85 people participate. This tournament remains a key fund raiser for the Cease Shelter that serves not only Morristown but the Lakeway area.
- Lakeway Soccer Club conducted two tournament/play day dates in 2011: The March tournament play day had 40 teams. The August tournament had 50 teams, and the October tournament had 42.
- AYSO's Autumn Classic Soccer Tournament had 42 teams participate in the annual November classic.
- Hosted four District 4 Little League tournaments in, Boys 9-10 year olds, Senior League Boys (15-16), Girls Little League (11-12) and Girls Junior League (13-14) year olds.
- Our local Disc Golf Club membership remains around 30 members after the fourth year. This is down from the past year by about half. The Kiwanis Disc Golf Course at Wayne Hansard is as popular as ever as we get steady play from locals and others from the southeastern part of the region.
- Hosted 14 independent weekend tournaments for the year in softball/baseball/soccer. A total of 225 teams participated in these tournaments

## **❑ Goals for FY 2012 - 2013:**

### **Programming and Special Events**

- Understand the value of The National Citizen Survey of ratings of Parks and Recreation Services that determined that our citizens identified.
  - City Parks has 32% of responders rating them excellent. 81% of responders had visited a park or City park. Similar comparison of benchmark was determined.

- Recreation programs or classes were 14% excellent and 53% good. Only 40% of responders participated in a recreation program or activity. Below comparison of benchmark was determined.
- Recreation centers or facilities were 12% excellent and 50% good. Only 54% identified that they used Talley-Ward and West Elementary. Below comparison of benchmark.
- Work to program new hours at Talley-Ward with the East High usage concluding in August 2012. It will be empty from 8:00 a.m. till 3:00 p.m. Monday-Friday/
- Help department Director on TDEC Benchmarking program information.
- Get Talley-Ward facility upgrades of painting, window tenting, and stage repair underway.
- Review and develop additional standard operating procedures for all established programs BOO Fest, Easter Eggsellent Adventure, Kids Fun Fair, Wet N Wild Wednesday and the Starlite Cinemas for program needs, pros, and cons. And as always seek program growth.
- Seek additional sponsorships with local businesses, vendors, and churches to participate in the events programming. We would like to grow each event with significant new vendors.
- With our new P.A.T.H program/sponsorship (contract) with Morristown Hamblen Healthcare System – Covenant health we are focused to expand and grow this program to new heights. We seek a 50% increase in participation of this event.
- Encourage and educate skin cancer awareness with the partnership of Sunny Skincare. We also encourage this inner office also with our maintenance crew. We also gave away hats to the children for extra protection.
- Continue usage and monitor the TRPA List Serve service to obtain benchmarking information with from departments and cities across the state.
- Continue to expand web site development and increase awareness using Facebook, Text Alerts, Twitter and developing a link on mymorristown.com for P.A.T.H.
- New Program Development for 2011 was to increase the awareness of Talley Ward and host other events.
- Increase involvement with the local Morristown Chamber of Commerce to plan and increase awareness of recreation in Morristown Area. Take advantage of the Tourism Talks a new marketing opportunity of the chamber. Utilize Tourism Director Lila Wilson and the chambers own list serve that reaches about 500 plus tourism groups. We will include/attach all press release info.
- P.A.T.H to Produce – A new hands on learning garden, to help educate youth of the importance of gardening, and crop sales. Looking to partnership with Boys and Girls Club and Girls Inc. as well as gardeners to assist the youth. The youth and volunteers will plant, weed and pick all produce.

### **Athletics Division**

- Work to secure partnership in a second disc golf course in Morristown and Hamblen County
- Expand gym and game supervisors duties with a stronger Standard Operating Procedures to correct issues and gain more control of games (before-during-after)
- Seek new programming opportunities for individual sports
- Consider a stronger sports constitution to help eliminate all the complaining by parents and participants

- Implement a ruling in 9-10 little league to restrict teams to only batting one time through the line up to help games move and not get completely lop sided
- Consider/study direct deposit for game officials checks
- Consider adult kickball program
- Re-evaluate current tournament policy
- Help department Director on TDEC Benchmarking program information.

#### ❑ Comments on FY 2011 Actual and FY 2012 Projections:

There are no major variations from the budget.

#### ❑ Significant Changes for FY 2013:

Capital equipment purchases in this account are:

|                                       |         |
|---------------------------------------|---------|
| 8' x 20' trailer for park maintenance | \$5,000 |
| Truck bed liner                       | \$4,000 |

#### ❑ Personnel Summary

| PARKS & REC PLAYGROUNDS & PROGRAMS       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|
| RECREATION CENTER SUPERVISOR             | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| RECREATION PROGRAM COORDINATOR           | 0     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| PARK RANGER                              | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL PARKS & REC PLAYGROUNDS & PROGRAMS | 2     | 3     | 3     | 3     | 3     | 3     | 3     | 3     |

| PARKS & REC MHA PROGRAMMING       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| RECREATION PROGRAM COORDINATOR    | 1     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |
| TOTAL PARKS & REC MHA PROGRAMMING | 1     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |

## Budget Expense Detail

| Description  | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <b>44420 - Parks &amp; Rec Playgrounds &amp; Programs</b>          |                |                |                 |                |
| 111 SALARIES & WAGES   | 93,287         | 97,770         | 97,770          | 100,665        |
| 112 OVERTIME   | 21             | 200            | 100             | 200            |
| 114 WAGES & SALARIES TEMP EMP                                      | 70,211         | 72,600         | 72,600          | 72,600         |
| 134 HOLIDAY BONUS  | 663            | 793            | 460             | 821            |
| 210 FICA   | 12,345         | 13,094         | 13,069          | 10,806         |
| 212 MEDICARE   | -              | -              | -               | 2,527          |
| 213 TCRS CONTRIBUTION  | 13,750         | 14,400         | 14,352          | 14,807         |
| 214 EMPLOYEE HEALTH INS  | 30,688         | 31,854         | 28,148          | 33,728         |
| 217 EMPLOYEE LIFE INS  | -              | -              | -               | 381            |
| 219 WORKERS COMPENSATIONS INSURANCE                                | 5,739          | 4,575          | 3,431           | 3,500          |
| 220 UNEMPLOYMENT INSURANCE   | 1,696          | -              | -               | -              |
| 345 TELEPHONE SERVICES   | -              | 800            | 800             | 800            |
| 359 OTHER PROFESSIONAL SRVCS                                       | 168            | 500            | 300             | 500            |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS                             | 1,388          | 1,500          | 1,500           | 1,500          |
| 375 MEMBERSHIPS & DUES   | -              | 7,700          | 11,532          | 11,000         |
| 378 EDUCATION - SEMINARS & TRAINING                                | -              | 250            | 250             | 250            |
| 399 OTHER CONTRACTED SERVICES                                      | 91,777         | 98,551         | 98,551          | 98,551         |
| 429 GENERAL OPERATING SUPPLIES                                     | 59,844         | 58,200         | 58,200          | 58,200         |
| 510 INSURANCE - GENERAL LIABILITY                                  | 16,470         | 14,268         | 11,516          | 11,516         |
| 523 PROPERTY (CONTENTS) INSURANCE                                  | -              | -              | 2,253           | 2,253          |
| 533 EQUIPMENT- RENTAL/LEASE  | 310            | 4,000          | 4,500           | 5,000          |
| 689 OTHER MISCELLANEOUS EXPENSES                                   | 32             | -              | -               | -              |
| 971 MOTOR EQUIPMENT  | -              | 29,500         | 32,397          | 9,000          |
| <b>44420 - Parks &amp; Rec Playgrounds &amp; Programs SUBTOTAL</b> | <b>398,389</b> | <b>450,555</b> | <b>451,729</b>  | <b>438,605</b> |

## Parks & Maintenance

The Parks and Recreation Maintenance Division is responsible for maintenance of all City Parks. There are 16 parks (3 are closed) consisting of 265 acres that the division is responsible for maintaining. Maintenance operations are out of three sites. General Maintenance (Pauline Street) Frank Lorino Park Maintenance and Wayne Hansard Park Maintenance

### ❑ Performance and Workload Measures

| Parks & Recreation Facilities          |                        |                        |
|--|------------------------|------------------------|
|  | FY 2012                | FY 2013                |
| <b>Service Population</b>              |                        |                        |
| City Of Morristown                     | 27,020                 | 29,137                 |
| Hamblen County                         | 61,026                 | 62,544                 |
| <b>Parks</b>                           |                        |                        |
| No. Parks                              | 16 (3 Of These Closed) | 16 (2 Of These Closed) |
| Park Acreage                           | 265.4 Acres            | 265.4 Acres            |
| Greenways/Trails                       | 2.9 Miles              | 2.9 Miles              |
| Playgrounds                            | 9                      | 9                      |
| Shelters – 1,200 Square Feet Or Larger | 5                      | 5                      |
| Shelters - 900 Square Feet Or Smaller  | 10                     | 11                     |
| Gazebo                                 | 1                      | 1                      |
| Amphitheater/Stage                     | 1                      | 1                      |
| <b>Athletic Fields</b>                 |                        |                        |
| Football Fields                        | 3                      | 3                      |
| Soccer Fields                          | 8                      | 8                      |
| Softball Fields 275'                   | 5                      | 5                      |
| Softball Fields 250'                   | 2 (2 Of These Closed)  | 2 (1 Of These Closed)  |
| Softball Fields 200'                   | 4                      | 4                      |
| Baseball Fields 300'                   | 2                      | 2                      |
| Baseball Fields 200'                   | 6                      | 6                      |
| Outdoor Batting Cages                  | 5                      | 5                      |
| Tennis Courts                          | 10 (1 Of These Closed) | 8                      |
| Outdoor Basketball Courts              | 5                      | 5                      |
| <b>Special Facilities</b>              |                        |                        |
| Centers                                | 2                      | 2                      |
| Bmx Track                              | 1                      | 1                      |
| Skate Park                             | 1                      | 1                      |
| Disc Golf Course (18-Holes)            | 1                      | 1                      |
| Splash Pad                             | 1                      | 1                      |
| <b>Amenities</b>                       |                        |                        |
| Restrooms (Sets-Men/Women)             | 18 (2 Of These Closed) | 22 (1 Of These Closed) |
| Concessions                            | 11 (2 Of These Closed) | 11 (1 Of These Closed) |

## ❑ Significant Accomplishments FY 2011-2012:

### Parks and Maintenance Goals Review 2011 - 2012:

- Maintain all park sites, facilities, and athletic areas at an acceptable level so the public can have a safe and enjoyable leisure experience. Target litter pickup, turf and mowing programs, restroom and shelter cleanliness.
  - Response: The National Citizens Survey found 84% of City Park as good to excellent, 15 % fair and 2% poor. 98% said our parks were in very good shape!
- To communicate with other divisions to ensure all scheduled programs, and activity facilities are maintained for the user; In administration coordinate school usage, special use agreements, shelter reservations, and Morristown BMX, soccer, and football programs
  - Response: Staff worked hard to serve the other program providers who utilize our facilities. We have most favorable comments and recommendations from program leadership
- In athletics coordinate tournaments, team practices, league games
  - Response: Staff worked hard to serve the other program providers who utilize our facilities. We have most favorable comments and recommendations from program leadership
- In programming- special events, holiday decorations, and programming
  - Response: Staff continued to assist at over 20 events and programs to assist other areas of our department and other city departments
- Insure safety is the most important factor to consider in maintenance. This is in regard to work crews and park participants.
  - Work closely with City Safety Officer.
  - Continue safety checks on playground equipment.
  - Train employees on the use of personal safety equipment.
  - Response: Park maintenance Supervisor Joe Lakins worked tirelessly to make training and communication an ongoing process for our maintenance staff. Monthly meetings were held and various meetings highlighted specific safety needs. Safety and Training Coordinator Reese Conway was used to strengthen employee training and awareness.
- Continue projects for aesthetic value in all parks. Targeted are shelters, restrooms, score stands, press boxes, gates, and signs.
  - Response: This was a priority but not so much as the past few years. This was an off year since most of these facilities are on a scheduled aesthetic plan. More attention to sprucing up key amenities will be undertaken in 12-13 budget.
- Work to solve drainage, and erosion issues on the banks at Frank Lorino Park.
  - Response: This was a great success between Barron Soccer Complex fields 1 & 2. Staff will target another area this budget session and it may be the Challenger Park bank in right field at Whitney Auton Field.
- Resurface the eight tennis courts at Frank Lorino Park if funds are found.
  - Response: Funding did not occur and it will be submitted again in FY 2013 budgets.
- Install new metal roof on Maintenance building at Wayne Hansard Park.

- Response: Staff ran out of time and money and it will be targeted in FY 2012-13 budget.
- Assist in new restrooms and concession stand project for the football and tee ball programs at Frank Lorino Park.
  - Response: Staff assisted with project and took care of site vegetation and perimeter fencing.
- Continue development of a year round time table, updating it monthly throughout the year.
  - Response: This continues to be a work in progress. Desired plans and goals were not achieved due to work demands, special occurrences, and change in priorities.
- Work with staff to finalize standard operating procedures for all parks and areas.
  - Response: This continues to be a work in progress. Desired plans and goals are being slowed due to work load and changes in priorities.

### **Parks and Maintenance Year in Review**

- Park maintenance staff installed a gate at the entrance to the Mill Street parking lot at Fred Miller Park to help with after hours and winter control of unwanted activities
- Lakeway Tree Services were used to remove troubled trees at Fred Miller and Popkin Fields to eliminate exposure on adjacent properties and the general public.
- Park maintenance supervisor Joe Lakins and assistant maintenance supervisor Mike Winstead along with crew leaders Joe Payne, Mark Love, and Shawn Asbury attended TRPA meeting and training in Knoxville on February 23, 2011.
- The Parks maintenance staff addressed erosion problems on the bank between Barron one and two soccer fields at Frank Lorino. They laid down over 45 pallets of sod and it looks great. This will go a long way in approving turf issues at the Barron Soccer Complex and make it ecstatically sound.
- Erin Tharp, a University of Tennessee-Knoxville student in Landscape Architecture did her summer internship with our department. She concentrated her time on erosion issues at Frank Lorino, Wayne Hansard, and Dr. Martin Luther King, Jr., Park. She targeted large banks and sign areas.
- Park maintenance staff in an effort to clean up and clean out storage areas recycled old lights, fencing, benches and scrape metal and returned \$1,985.20 to the city general fund.
- The Morristown Tree Boards Legacy Tree program added more trees to parks in memorials and honor of various individuals.
- We partnered with Mayes Family Services for a Living Memorial Tree Program at several of our key parks for planting of ornamental Cherry Trees.
- This year saw a change in vendors for field weed and feed program. TLC Lawn Care is now in charge of our athletic fields with bermuda turf. The contract is for three years.
- Park maintenance installed pedestrian control fencing at the Frank Lorino Park BMX facility. This fencing limits areas for those inside the track area.
- Park maintenance improved playing areas with sod on all soccer fields, and Long-Reel football field. We put considerable time and effort into Long-Reel to provide the best turf under the extreme year round usage by school teams and activities.
- Park maintenance staff and rangers did a great job learning all the particulars about the Splash Pad recirculation system.
- Park maintenance installed permanent underground power to the soccer fields and restroom at Wayne Hansard. For the past few years we had been using above ground temporary power to serve the irrigation pump house.
- Park maintenance also completed safety check list of items recommended by Tennessee Municipal League Loss Casualty Division. These recommendations were from inspection process and all items were given closure.
- Park maintenance continued monthly safety meetings and sharing time with Supervisor Lakins and Director Price.

## ❑ Goals for FY 2012 - 2013:

### Maintenance Division

- Continue upgrades of metal roofing replacement on various park shelters, restrooms and pavilions
- Continue bank stabilization plan at Frank Lorino Park with targeted area being Challenger Field
- Work with staff on ways to cut fuel cost
- Assist and gain funding for hardscape of Dr. Martin Luther King, Jr. Park Butterfly Garden
- Target and begin restroom and concession painting program
- Target asphalt issues/deterioration at Wayne Hansard Park parking lot for repairs
- Develop strategy on repairs to purloin deterioration at M.E. Shuck Shelter at Frank Lorino Park
- Continue to correct drainage issues at all parks
- Upgrade playground inspection materials for liability purposes
- Gain funding for Tennis Court resurfacing program
- Bring closure to clogged Talley-Ward restroom issues -occur during large usage times
- Assist with CDBG grant request for restroom facility at Wayne Hansard
- Stress safety and liability in all phases of maintenance operations
- Help department Director on TDEC Benchmarking program information

## ❑ Comments on FY 2011 Actual and FY 2012 Projections:

Fuel expenses will be higher than the budget

## ❑ Significant Changes for FY 2013:

Capital equipment purchases in this account are:

|  |          |
|--|----------|
| Utility Vehicle  | \$ 9,000 |
| Frank Lorino park tennis courts color coating and sealing (8 crts) | \$35,000 |
| Butterfly garden hardscape project at MLK park                     | \$25,000 |

The utility vehicle will allow workers to access fields with a smaller unit than a pick up truck and will increase productivity and reduce operating expenses. Sealing the tennis courts is a regular maintenance requirement to maintain the playing surface. The School system has pledged to pay for 1/3 of this expense. The hardscape at the butterfly garden will allow for reduced maintenance and better functionality at the site.

## ❑ Personnel Summary

| PARKS & REC MAINTENANCE       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|-------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| RECREATION AIDE               | 1     | 1     | 1     | 1     | 0     | 0     | 0     | 0     |
| CREW LEADER                   | 4     | 5     | 5     | 4     | 3     | 2     | 2     | 3     |
| SUPERINTENDENT                | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ASSISTANT SUPERINTENDENT      | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| MAINTENANCE WORKER I          | 3     | 5     | 4     | 4     | 4     | 4     | 4     | 4     |
| MAINTENANCE WORKER II         | 2     | 0     | 0     | 1     | 1     | 1     | 1     | 0     |
| TOTAL PARKS & REC MAINTENANCE | 12    | 13    | 12    | 12    | 10    | 9     | 9     | 9     |



## Budget Expense Detail

| Description                                   | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|----------------|----------------|-----------------|----------------|
| <b>44430 - Parks &amp; Rec Parks</b>          |                |                |                 |                |
| 111 SALARIES & WAGES                          | 295,546        | 317,642        | 307,063         | 316,810        |
| 112 OVERTIME                                  | 2,208          | 2,000          | 1,000           | 2,000          |
| 114 WAGES & SALARIES TEMP EMP                 | 131,178        | 145,000        | 145,000         | 145,000        |
| 134 HOLIDAY BONUS                             | 3,609          | 3,594          | 3,360           | 3,618          |
| 210 FICA                                      | 32,209         | 36,540         | 34,626          | 28,981         |
| 212 MEDICARE                                  | -              | -              | -               | 6,778          |
| 213 TCRS CONTRIBUTION                         | 44,075         | 46,933         | 46,083          | 47,332         |
| 214 EMPLOYEE HEALTH INS                       | 86,910         | 53,696         | 52,097          | 101,255        |
| 217 EMPLOYEE LIFE INS                         | -              | -              | -               | 1,236          |
| 219 WORKERS COMPENSATIONS INSURANCE           | 14,353         | 13,725         | 10,294          | 10,500         |
| 220 UNEMPLOYMENT INSURANCE                    | 27,448         | 14,000         | 14,000          | 14,000         |
| 310 POSTAL SERVICE                            | -              | -              | 15              | -              |
| 330 LEGAL NOTICES                             | -              | -              | 136             | -              |
| 345 TELEPHONE SERVICES                        | -              | 1,500          | 1,500           | 1,500          |
| 351 MEDICAL SERVICES                          | -              | -              | 165             | -              |
| 359 OTHER PROFESSIONAL SRVCS                  | 607            | 1,000          | 1,000           | 1,000          |
| 361 REPAIR & MAINTENANCE-VEHICLES             | 500            | 2,000          | -               | -              |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT       | -              | -              | 9,000           | 9,000          |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS        | 26,143         | 32,800         | 32,800          | 32,500         |
| 378 EDUCATION - SEMINARS & TRAINING           | -              | 100            | 100             | 100            |
| 399 OTHER CONTRACTED SERVICES                 | 32,500         | 36,520         | 37,520          | 38,240         |
| 419 SMALL TOOLS & EQUIP                       | 6,786          | 8,000          | 8,000           | 8,000          |
| 424 JANITORIAL SUPPLIES                       | 11,221         | 11,800         | 11,800          | 11,800         |
| 429 GENERAL OPERATING SUPPLIES                | 22,948         | 33,500         | 30,500          | 33,500         |
| 431 GASOLINE & DIESEL FUEL                    | 19,688         | 28,000         | 36,400          | 28,000         |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC    | 18,575         | 13,000         | 4,000           | 5,000          |
| 446 SPLASH PAD SUPPLIES                       | 45             | 2,000          | 2,000           | 2,000          |
| 451 CONCRETE PRODUCTS                         | -              | 4,000          | 4,000           | 4,000          |
| 455 CRUSHED STONE & SAND                      | -              | 6,000          | 6,000           | 6,000          |
| 510 INSURANCE - GENERAL LIABILITY             | 19,079         | 16,179         | 15,163          | 15,163         |
| 523 PROPERTY (CONTENTS) INSURANCE             | -              | -              | 2,966           | 3,026          |
| 533 EQUIPMENT- RENTAL/LEASE                   | 2,835          | 2,000          | 2,000           | 2,000          |
| 689 OTHER MISCELLANEOUS EXPENSES              | 1,620          | -              | -               | -              |
| 922 BUILDING STRUCTURES                       | -              | 11,400         | 11,400          | -              |
| 971 MOTOR EQUIPMENT                           | -              | 20,000         | 18,080          | 9,000          |
| 999 OTHER CAPITAL OUTLAY                      | -              | 5,000          | 9,950           | 60,000         |
| <b>44430 - Parks &amp; Rec Parks SUBTOTAL</b> | <b>800,084</b> | <b>851,529</b> | <b>858,018</b>  | <b>947,339</b> |

# Other Departments, Agencies & Budget Accounts



*Morristown-Hamblen Library*

# Social Services

This account is utilized by the City to assist expenditures for social service agencies.

## □ Comments on FY 2011 Actual and FY 2012 Projections:

Council voted to add the Boys and Girls club swim team to the list of funded agencies in FY 2011.

The request from Central Services was cut; funding is provide as a part of the CDBG program.

Tennessee Achieves was added to the list of agencies in support of mentoring and scholarship programs for youth to attend community college.

## □ Significant Changes for FY 2013:

The Diversity Task Force has been moved from the City Council Budget.

## □ Personnel Summary

No personnel are assigned to this area.

## □ Budget Expense Detail

| Description                             | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|----------------|----------------|-----------------|----------------|
| <b>44600 - Non-Profit Agencies</b>      |                |                |                 |                |
| 641 ALPS                                | 263,075        | 9,500          | 9,500           | 9,500          |
| 642 ARC                                 | 215,130        | -              | -               | -              |
| 643 BOYS & GIRLS CLUB, INC              | -              | 15,675         | 15,675          | 15,675         |
| 644 CEASE                               | -              | 16,625         | 16,625          | 16,625         |
| 645 CENTRAL SERVICES CDBG (5,000)       | -              | 5,000          | 5,000           | -              |
| 646 CHILD ADVOCACY                      | -              | 950            | 950             | 950            |
| 647 DAILY BREAD                         | -              | 4,750          | 4,750           | 4,750          |
| 648 GIRLS, INC.                         | -              | 11,400         | 11,400          | 11,400         |
| 649 HELPING HANDS                       | -              | 7,125          | 7,125           | 7,125          |
| 650 KAB                                 | -              | 19,950         | 19,950          | 19,950         |
| 651 MATS                                | -              | 16,625         | 16,625          | 16,625         |
| 652 M-H CHILD CARE CENTERS              | -              | 22,800         | 22,800          | 22,800         |
| 653 NEW HOPE RECOVERY                   | -              | 4,750          | 4,750           | 4,750          |
| 655 ROSE CENTER                         | -              | 11,875         | 11,875          | 11,875         |
| 656 SENIOR CITIZENS CENTER              | -              | 47,500         | 47,500          | 47,500         |
| 657 SENIOR CITIZENS HOME ASSISTANCE     | -              | 4,750          | 4,750           | 4,750          |
| 658 STEPPING OUT                        | -              | 1,425          | 1,425           | 1,425          |
| 659 YOUTH EMERGENCY SHELTER             | -              | 30,875         | 30,875          | 30,875         |
| 660 BOYS & GIRLS CLUB SWIM TEAM         | -              | 10,000         | 10,000          | 10,000         |
| 661 TENNESSEE ACHIEVES                  | -              | 9,000          | 9,000           | 5,000          |
| 662 CROCKETT TAVERN                     | -              | -              | 8,125           | 8,125          |
| 663 DIVERSITY TASK FORCE                | -              | -              | -               | 7,000          |
| <b>44600 - Social Services SUBTOTAL</b> | <b>478,205</b> | <b>250,575</b> | <b>258,700</b>  | <b>256,700</b> |

## Other Agencies

This account is used to allocate funds to the Industrial Development Board, the Chamber of Commerce and the City Council's Scholarship Program.

### ❑ Comments on FY 2011 Actual and FY 2012 Projections:

Although the City increased the rate for hotel / motel tax from 5% to 7% in FY 11, the contribution to the Chamber was budgeted at 30% of the proceeds from the first 5%. The Chamber did not receive an increase due to the change in the rate.

In FY 12, Industrial Parks included the purchase of a parcel in the East Tennessee Progress Center industrial park. This purchase was included in the bond issue

### ❑ Significant Changes for FY 2013:

Economic Development support increases with improved lodging tax receipts and with an increased effort in industrial development. An allocation of \$5,000 is included to assist Hamblen County in a pilot project to promote events at Cherokee Park.

### ❑ Personnel Summary

No personnel are assigned to this area.

### ❑ Budget Expense Detail

| Description                                    | Actual 10-11     | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13 |
|--|------------------|------------------|------------------|----------------|
| <b>81000 - Special Appropriations</b>          |                  |                  |                  |                |
| 611 ANIMAL CONTROL                             | 133,532          | 133,532          | 133,532          | 137,890        |
| 612 E-911 DISTRICT                             | 197,335          | 187,250          | 187,250          | 187,278        |
| 613 SUMMER FEEDING PROGRAM                     | 116,262          | 90,000           | 90,000           | 90,000         |
| 614 PUBLIC LIBRARY                             | 250,000          | 243,600          | 243,600          | 257,000        |
| 615 ECONOMIC DEVELOPMENT                       | 962,714          | 185,500          | 185,500          | 200,000        |
| 616 INDUSTRIAL PARKS                           | -                | 350,000          | 350,000          | -              |
| <b>81000 - Special Appropriations SUBTOTAL</b> | <b>1,659,844</b> | <b>1,189,882</b> | <b>1,189,882</b> | <b>872,168</b> |

# Airport

Morristown Regional Airport is a vital recruiting and sustainability tool for business and industry in the Lake Way Region. It also supports local general aviation enthusiasts. There are no regular full time employees funded in this division although, the division does fund the contract employment of the airport manager. A general fixed base operator and a special fixed base operator are located on the airfield through lease agreements with the City. Both Avgas and Jet –A fuel services, hanger rental, aircraft freight and passenger charter services, flight training, aviation maintenance training, and aviation maintenance for piston and turbine aircraft, are available at Morristown Regional Airport.

## **❑ Significant Accomplishments FY 2011-2012:**

- RNAV / GPS approaches for both runways were published by FAA
- Complete yearly SPCC training
- Promote expansion through ground lease opportunities
- Began apron and fuel farm project
- Selected Airport Engineer

## **❑ Goals for FY 2012 - 2013:**

- Complete apron and fuel farm project
- Update SPCC and complete yearly training requirement
- Seek grants for asphalt and crack sealing project
- Seek grant and begin update to the Airport Layout Plan
- Promote expansion through ground lease opportunities
- Take advantage of property acquisition opportunities when funded

## **❑ Comments on FY 2011 Actual and FY 2012 Projections:**

- Significant funding areas of the budget are for the apron and fuel farm project

## **❑ Significant Changes for FY 2013:**

- Funding not expensed for apron and fuel farm project in FY 2012 is moved forward to FY 2013
- Additional funding requested for asphalt/crack sealing and for update of the Airport Layout Plan

## ☐ Personnel Summary

There are no City personnel assigned to this department.

## ☐ Budget Expense Detail

| Description                                | Actual 10-11   | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13 |
|--|----------------|------------------|------------------|----------------|
| <i>48100 - Airport</i>                     |                |                  |                  |                |
| 226 CLOTHING/UNIFORM/SHOES                 | 4,414          | 2,500            | 1,750            | 2,500          |
| 310 POSTAL SERVICE                         | -              | 100              | 95               | 100            |
| 330 LEGAL NOTICES                          | -              | 400              | 600              | 1,000          |
| 359 OTHER PROFESSIONAL SRVCS               | 627,657        | 90,000           | 50,000           | 50,000         |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS     | 7,492          | 34,500           | 15,500           | 30,000         |
| 375 MEMBERSHIPS & DUES                     | 40             | 40               | 100              | 100            |
| 378 EDUCATION - SEMINARS & TRAINING        | -              | -                | 150              | 150            |
| 399 OTHER CONTRACTED SERVICES              | 39,245         | -                | 25,000           | 18,490         |
| 411 OFFICE SUPPLIES & MATERIALS            | 333            | -                | -                | -              |
| 413 OFFICE EQUIPMENT                       | -              | -                | -                | -              |
| 429 GENERAL OPERATING SUPPLIES             | 10,111         | 8,000            | 1,500            | 6,000          |
| 431 GASOLINE & DIESEL FUEL                 | 23             | 25               |                  | 100            |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 1,166          | 1,500            | 500              | 1,500          |
| 801 GRANTS & SUBSIDIES                     | -              | -                | 2,500            | -              |
| 971 MOTOR EQUIPMENT                        | -              | 72,000           | 58,357           | -              |
| 999 OTHER CAPITAL OUTLAY                   | -              | 885,000          | 885,000          | 885,000        |
| <i>48100 - Airport SUBTOTAL</i>            | <i>690,480</i> | <i>1,094,065</i> | <i>1,041,052</i> | <i>994,940</i> |

# Other Expenses



East Tennessee Progress Center – a 1,000 acre industrial park on I-81

# General Fund Debt Service

This account is used to budget and pay out the City's bond payments.

## □ Budget Expense Detail

| Description                         | Actual 10-11     | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13   |
|-------------------------------------|------------------|------------------|------------------|------------------|
| <b>49100 - Debt Service General</b> |                  |                  |                  |                  |
| 711 DEBT PRINCIPAL                  | 1,277,732        | 1,440,317        | 1,440,317        | 1,651,003        |
| 731 DEBT INTEREST                   | 214,815          | 934,391          | 934,391          | 956,705          |
| 798 PAYING AGENT FEES               | 45,929           | 40,000           | 40,000           | 40,000           |
| <b>49100 - Bonds SUBTOTAL</b>       | <b>1,538,476</b> | <b>2,414,708</b> | <b>2,414,708</b> | <b>2,647,708</b> |

## Debt Detail – General Fund

| City of Morristown<br>TOTAL GENERAL FUND DEBT |             |           |             |                   |
|---|-------------|-----------|-------------|-------------------|
| Year  | Principal   | Interest  | Total       | Remaining Balance |
| FY 2012                                       | \$1,440,317 | \$934,391 | \$2,374,708 | \$18,895,930      |
| FY 2013                                       | \$1,651,003 | \$956,705 | \$2,607,708 | \$17,559,828      |
| FY 2014                                       | \$1,111,000 | \$890,340 | \$2,001,340 | \$16,763,728      |
| FY 2015                                       | \$1,148,378 | \$846,702 | \$1,995,080 | \$15,930,250      |
| FY 2016                                       | \$1,186,216 | \$801,262 | \$1,987,479 | \$15,058,933      |
| FY 2017                                       | \$1,200,136 | \$753,971 | \$1,954,106 | \$14,173,697      |
| FY 2018                                       | \$1,245,025 | \$704,731 | \$1,949,756 | \$13,243,572      |
| FY 2019                                       | \$1,288,514 | \$653,306 | \$1,941,820 | \$12,269,958      |
| FY 2020                                       | \$1,336,675 | \$599,766 | \$1,936,441 | \$11,248,183      |
| FY 2021                                       | \$1,378,765 | \$543,929 | \$1,922,695 | \$10,179,618      |
| FY 2022                                       | \$1,430,156 | \$485,864 | \$1,916,020 | \$9,059,662       |
| FY 2023                                       | \$1,484,498 | \$425,281 | \$1,909,779 | \$7,885,363       |
| FY 2024                                       | \$1,531,150 | \$362,051 | \$1,893,201 | \$6,654,413       |
| FY 2025                                       | \$1,289,484 | \$299,460 | \$1,588,943 | \$5,364,930       |
| FY 2026                                       | \$1,350,398 | \$237,412 | \$1,587,810 | \$4,014,532       |
| FY 2027                                       | \$1,416,372 | \$172,390 | \$1,588,762 | \$2,598,160       |
| FY 2028                                       | \$1,485,188 | \$104,141 | \$1,589,329 | \$1,112,972       |
| FY 2029                                       | \$231,193   | \$32,514  | \$263,707   | \$881,781         |
| FY 2030                                       | \$136,710   | \$23,671  | \$160,381   | \$745,071         |
| FY 2031                                       | \$140,698   | \$19,634  | \$160,332   | \$604,373         |
| FY 2032                                       | \$144,685   | \$15,482  | \$160,167   | \$459,688         |
| FY 2033                                       | \$148,672   | \$11,214  | \$159,886   | \$311,016         |
| FY 2034                                       | \$153,229   | \$6,821   | \$160,051   | \$157,786         |
| FY 2035                                       | \$157,786   | \$2,296   | \$160,082   | \$0               |



**General Fund - Outstanding Debt by Issue**

| <b>Issue</b>                   | <b>Amount</b> | <b>Rate</b> | <b>Type</b> | <b>Retirement</b> |
|--------------------------------|---------------|-------------|-------------|-------------------|
| Industrial Park Bonds          | \$ 5,750,000  | 5.00%       | Variable    | 2013              |
| Library Energy Improvement     | \$ 183,604    | 0.00%       | Fixed       | 2016              |
| Capital Outlay Note 2012       | \$ 3,750,000  | 2.06%       | Fixed       | 2024              |
| TML Refunding                  |               |             |             |                   |
| D-1-D Portion                  | \$ 1,795,310  | 5.00%       | Variable    | 2028              |
| IV-F-3 Portion                 | \$ 2,361,658  | 5.00%       | Variable    | 2028              |
| D-8-B Portion                  | \$ 5,047,897  | 5.00%       | Variable    | 2028              |
| D-10-C Portion                 | \$ 3,272,750  | 5.00%       | Variable    | 2028              |
| TML 2008 Issue                 | \$ 4,000,000  | 5.00%       | Variable    | 2028              |
| TML Energy Bonds               | \$ 1,290,000  | 5.00%       | Variable    | 2029              |
| TML 2009 Public Works Facility | \$ 753,636    | 2.91%       | Fixed       | 2035              |
| TML Refunding 2009             | \$ 2,094,495  | 2.91%       | Fixed       | 2035              |

The table above reflects the current outstanding debt issues impacting the General Fund. The industrial park bonds will be retired in FY 13. Variable rate bonds are budgeted at 5% interest, but actual interest rates have been significantly below that amount in recent years.

## Transfers to Other Funds

These are transfers made between the General Fund and all other funds.

### ❑ Comments on FY 2011 Actual and FY 2012 Projections:

The transfer to the Sanitation Fund was significantly reduced in FY 12 with the implementation of the new fees for garbage pickup.

With the implementation of increased rates in the Stormwater Fund in FY 12, no transfer from the General Fund was required to finance this operation.

### ❑ Significant Changes for FY 2013:

No transfer is required in FY 13 for operation of the Solid Waste Fund.

Transfers to the CDBG and LAMTPO funds represent the local match required to operate these programs.

### ❑ Personnel Summary

There are no personnel assigned to this function.

### ❑ Budget Expense Detail

| Description                                      | Actual 10-11     | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|------------------|----------------|-----------------|----------------|
| <i>92000 - Transfers to Other Funds</i>          |                  |                |                 |                |
| 632 NARCOTICS                                    | 293,912          | 278,096        | 278,096         | 391,626        |
| 634 STORM WATER                                  | 105,417          | -              | -               | -              |
| 635 SOLID WASTE 435                              | 560,529          | 219,835        | 219,835         | -              |
| 636 CDBG   | 445,000          | 47,645         | 47,645          | -              |
| 637 LAMPTO                                       | 133,530          | 117,501        | 117,501         | 82,122         |
| <i>92000 - Transfers to Other Funds SUBTOTAL</i> | <i>1,538,388</i> | <i>663,077</i> | <i>663,077</i>  | <i>473,748</i> |

## CDBG FUND



Roof repairs on the Rose Center

## Revenue Analysis

The Community Development Block Grant program was accounted for in the General Fund until Fiscal Year 2010. The program is entirely funded from federal grants from the Department of Housing and Urban Development with the exception of a portion of the program's administrative costs. Administrative costs are capped at a percentage of the total grant; expenses beyond this cap are paid by a transfer from the General Fund.

### Revenue Detail

| Description               | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---------------------------|----------------|----------------|-----------------|----------------|
| <b>124- CDBG Revenue</b>  |                |                |                 |                |
| OTHER STATE REVENUE       | 11,714         | 357,221        | 230,127         | 145,895        |
| CDBG REIMBURSEMENTS       | 280,799        | 266,552        | 295,356         | 303,311        |
| TRANSFERS GENERAL FUND    | 175,000        | 47,645         | 8,235           | -              |
| <b>TOTAL CDBG REVENUE</b> | <b>467,513</b> | <b>671,418</b> | <b>533,718</b>  | <b>449,206</b> |

## CDBG Administration

This account is used to track the City's Community Development Block Grant funds received from the Federal Government. (NSP, ESG, and ARRA programs are also included in this section). Morristown has been recognized as an entitlement community by the CDBG program and receives funding that can be used for qualifying expenditures.

The Consolidated Plan for Housing and Community Development is a requirement of the 1990 National Affordable Housing Act and the Community Development Plan, for the U.S. Department of Housing and Urban Development (HUD). A local Consolidated Plan is required of Entitlement Communities receiving Community Development Block Grant (CDBG) Funds under HUD's housing and service programs related to the needs of low to moderate income persons. The City of Morristown's second five year Consolidated Plan was developed in 2009.

Each year Entitlement Communities, as designated by HUD, must submit an Annual Action Plan to HUD at least 45 days prior to the beginning of the new fiscal year. The Citizen's Participation Plan assures that local citizens have adequate time to review and comment upon funding proposals within the Action Plan. Any information received during the comment periods or the public hearings will be attached to the Action plan prior to submittal to HUD.

### **❑ Performance and Workload Measures**

| <b>Task</b> | <b>2007</b> | <b>2008</b> | <b>2009</b> | <b>2010</b> | <b>2011</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| Projects    | 3           | 3           | 3           | 2           | 4           |
| Programs    | 7           | 7           | 7           | 7           | 14          |
| Reports     | 56          | 56          | 58          | 56          | 57          |

### **❑ Significant Accomplishments FY 2011-2012:**

Successfully administered all 4 programs and 14 projects (see Projects section)

### **❑ Goals for FY 2012 - 2013:**

- Continue to Monitor the Community Development *program* which includes, but is not limited to, the following: Five year consolidated plan completion, annual action plan completion, citizen participation plan compliance, consolidated annual performance review, federal expenditure timeliness compliance, quarterly federal cash transaction reports, semi-annual labor department standards report, annual minority business enterprise reports, annual section 3 compliance reports, monthly fair housing compliance, federal Integrated Disbursement and Information System compliance, title VI compliance, CDBG certification, IT security, and daily project review.
- Continue to Monitor Community Development *projects* which require, but is not limited to, the following: Environmental Review, financial reporting, Davis-Bacon Wage rate compliance, federal and local regulatory compliance, equal opportunity/fair housing regulations compliance, HUD national objective compliance, HUD performance measurement framework, contractor review/compliance, sub-grantee monitoring, eligibility requirement monitoring, LMI and federal regulations compliance, lead paint review, and energy star/green building review.

- Continue the programming and utilization of the EnerGov system to assist in affordable housing in the region as well as establishing a streamlined permitting and project tracking system for the City staff.
- Complete reports and studies as required to remain in compliance with all federal funding programs.

#### ❑ Comments on FY 2011 Actual and FY 2012 Projections:

There should be no major variances in this area.

#### ❑ Significant Changes for FY 2013:

There are no major changes in this area.

#### ❑ Personnel Summary

| CDBG             | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| CDBG COORDINATOR | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL CDBG       | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |

#### ❑ Budget Expense Detail

| Description                                 | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|----------------|----------------|-----------------|----------------|
| <b>46110 - CDBG Administration</b>          |                |                |                 |                |
| 111 SALARIES & WAGES                        | 58,874         | 45,444         | 45,444          | 52,577         |
| 134 HOLIDAY BONUS                           | 267            | 268            | 263             | 277            |
| 210 FICA                                    | 4,351          | 3,497          | 3,497           | 3,277          |
| 212 MEDICARE                                | -              | -              | -               | 766            |
| 213 TCRS CONTRIBUTION                       | 8,625          | 6,679          | 6,678           | 7,759          |
| 214 EMPLOYEE HEALTH INS                     | 9,883          | 10,722         | 9,478           | 11,301         |
| 217 EMPLOYEE LIFE INS                       | -              | -              | -               | 205            |
| 219 WORKERS COMPENSATIONS INSURANCE         | -              | 1,525          | 1,525           | 1,556          |
| 310 POSTAL SERVICE                          | 250            | 550            | 350             | 500            |
| 321 PRINTING SERVICES                       | -              | 220            | 220             | 220            |
| 330 LEGAL NOTICES                           | 1,154          | 1,650          | 1,200           | 1,650          |
| 359 OTHER PROFESSIONAL SRVCS                | -              | 5,500          | 2,000           | 5,500          |
| 375 MEMBERSHIPS & DUES                      | 905            | 1,500          | 1,200           | 1,500          |
| 378 EDUCATION - SEMINARS & TRAINING         | 3,588          | 6,600          | 6,600           | 6,600          |
| 383 TRAVEL-BUSINESS EXPENSES                | 6,595          | 8,800          | 8,000           | 9,800          |
| 399 OTHER CONTRACTED SERVICES               | 999            | 10,000         | -               | -              |
| 411 OFFICE SUPPLIES & MATERIALS             | 102            | -              | 500             | 2,000          |
| 413 OFFICE EQUIPMENT                        | -              | 5,000          | 1,500           | -              |
| 510 INSURANCE - GENERAL LIABILITY           | 512            | -              | 94              | 94             |
| 533 EQUIPMENT- RENTAL/LEASE                 | 913            | 10,000         | 1,800           | 2,000          |
| 689 OTHER MISCELLANEOUS EXPENSES            | 4,683          | -              | -               | 5,000          |
| 960 MACHINERY & EQUIPMENT                   | 2,276          | -              | -               | -              |
| <b>46110 - CDBG Administration SUBTOTAL</b> | <b>103,976</b> | <b>117,955</b> | <b>90,349</b>   | <b>112,582</b> |

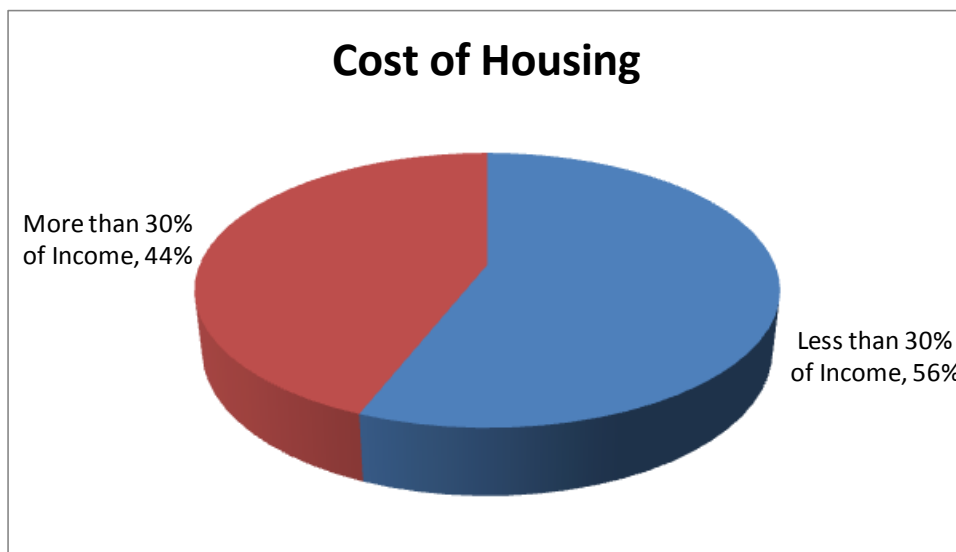
# CDBG Programs

The Community Development Block Grant (CDBG) program is a flexible program that provides communities with resources to address a wide range of unique community development needs. Beginning in 1974, the CDBG program is one of the longest continuously run programs at Housing and Urban Development. Morristown is an entitlement community under this program, meaning that the program allocates annual grants to develop viable communities by providing decent housing, a suitable living environment, and opportunities to expand economic opportunities, principally for low- and moderate-income persons. Smaller and more rural communities may participate in CDBG the program through a State administered pool and a competitive proposal process.

Morristown's programs and projects associated with the Community Development Block Grant program are reflected in this account. (NSP, ESG, and ARRA programs are also included in this section).



Source: 2011 Citizen Survey



Source: 2011 Citizen Survey

## ❑ Significant Accomplishments FY 2011-2012:

**1. Central Services homeless prevention program-** (\$20,000 funded through the 2011 Action Plan- \$20,000 drawn to date) Funding is being utilized for direct client services including rent and mortgage payment assistance to help prevent eviction, as well as emergency utility assistance. Lack of utilities is becoming more of a reason for eviction especially in subsidized and public housing arenas.

**2. Citizens Public Services Survey-** (\$8,000.00 funded through the 2011 Action Plan and \$6,475.00 from the City's general fund for a total of \$14,475.00) The survey was developed to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results are being used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement, policy making and tracking changes in residents' opinions about government performance.

**3. ADA repair/renovation at Talley-Ward Rec. Center-** (\$3,000.00 funded through the 2011 Action Plan- \$0 drawn to date) The building has a capacity of 600 people and both floors are accessible to handicapped individuals, however, the boxing facilities do not allow for easy access for handicapped individuals and do not meet ADA regulations. The \$3,000 in CDBG funds will be used to help replace/repair the access doors to this area on the gym floor level in order to make it more usable and handicapped accessible. (Parks and Rec are attempting to negotiate with contractors at this time)

**4. Rose Center Maintenance and Repairs.** (\$20,000.00 Funded through 2011 Action Plan- \$0 drawn to date) Annual funding allows the community center to perform priority/emergency repairs to the building relating to energy conservation, historical preservation, and safety. (Contract will be executed in March 2012 as a new Director has finally been hired.)

**5. Homeowner rehab & emergency repair/demolition program.** (\$230,343.67 Funded through 3 PY Action Plans- \$22,909.64 drawn to date) The program has been advertised and applications processed. Environmental reviews have been submitted and approved and lead based paint inspections have been completed. Bid opening was Jan 20, 2012 and contracts have been awarded. Rehabilitation on 6 homes will begin in March 2012.

**6. Façade grant program.** (Funded through 5 PY Action Plans- \$187,564.80 total funding- \$108,960.86 drawn to date leaving \$78,603.94 available) Eligible applicants are awarded funds to help rehab their businesses downtown with a 50% match from them required. Over 20 businesses have completed their requirements and received funds. Applications for the next round of façade grants have been received, evaluated, and approved. 14 second round projects are currently in process. All Environmental Reviews are complete.

**7. HMIS-Homeless Management Information System.** (10,000.00 Funded through 2011 Action Plan- \$10,000 drawn to date) HMIS is a HUD supported program that helps area service providers to prevent homelessness, assist those who are homeless, and minimize abuse of services. Funds are awarded to TVCEH (TN Valley Coalition to End Homelessness) as they operate and maintain the system.

**8. Analysis of Impediments to fair housing.** (Funded through the 2009 Action Plan) Total Funded= \$25,000; Total spent to date= \$0) PROJECT CANCELED-FUNDS REALLOCATED AND UTILIZED. HUD had allowed the City to operate under the County's AI until a letter was received in November 2011. This project will have to be renewed and added to the 2012 Action Plan. The Analysis of Impediments to Fair Housing is a HUD requirement. An AI is a comprehensive review of a state or entitlement jurisdiction's laws; regulations; and administrative policies, procedures and practices. The AI involves an assessment of how these laws, regulations, policies, and procedures affect the location, availability, and accessibility of housing. It also assesses how conditions, both private and public, affect fair housing choice. HUD defines Affirmatively Furthering Fair Housing as requiring a grantee to: (1) Conduct an analysis to identify impediments to fair housing choice (the AI) within the jurisdiction; (2) Take appropriate actions to overcome the effects of any impediments identified through the analysis; and (3) Maintain records reflecting the analysis and actions taken in this regard. (This project will be re-funded in the 2012 Action Plan per HUD's direction)

**9. Habitat for Humanity Faith Village program.** (Funded through the NSP-1 (Neighborhood Stabilization Program - 1<sup>st</sup> round- THDA) Total project funded= \$357,221.00; \$202,437.94 remaining. [\$18,801 admin funded- \$0 drawn] The City is in the process of funding Habitat to purchase the housing materials needed to build housing on lots located



in the Faith Village development. WSCC Youthbuild and Habitat are providing volunteer labor. (TVCEH and Clinch –Powell are purchasing foreclosed properties to rehabilitate and rent or resell as part of our overall plan to stimulate housing in the area.) THDA approved the project to utilize 7 lots already owned by HABITAT. Habitat has developed the necessary infrastructure at a cost of \$262,734.96 and they have completed construction on the five originally proposed houses. With the remaining funds Habitat hopes to complete two additional homes this summer.

**10. Frank Lorino Park Restrooms/Concessions Project** ( An amendment was approved to reallocate H.O. Rehab funds in the amount of \$190,000 from our 2009 and 2010 AP's to install restrooms/concessions at Frank Lorino park with supporting infrastructure. ) \$178,081.79 has been drawn to date leaving \$11,918.21 available. The project will be completed in April 2012.

**11. ESG- Emergency Shelter Grant Program.** (\$47,183 funded through THDA for 2011)- 1<sup>st</sup> and 2<sup>nd</sup> quarter draws completed in the amount of \$23,591.50 leaving \$23,591.50 for the remaining 2 quarters. This funding is divided evenly between the five homeless provider agencies funded (Y.E.S., M.A.T.S., CEASE, Helping Hands, and Central services-\$2359.15 each per quarter). The ESG amount must be matched by the agencies.

#### **□ Goals for FY 2012 - 2013:**

- Construct two more homes within the Faith Village Habitat for Humanity Subdivision for a total of 7.
- Continue the Homeowner rehabilitation program which will include the renovation of six homes.
- Improvement of 11 façades in the downtown area through the façade grant program
- Complete an Analysis of Impediments to Fair Housing as required by HUD.
- Assist LAMPTO/Engineering road projects as feasible.
- Assist the Parks and Recreation Dept. with additional restroom installation.
- Assist our public services dept. with repairs to Henry St across from the post office.
- Provide for continued function of the HMIS and EnerGov programs.
- Assist area Non-Profits as appropriate.
- Conduct an Analysis of Impediments to Fair Housing as required by HUD.
- Continue to assist the Rose Community Center as feasible.
- Continue to assist agencies that provide services to the homeless and those at risk of homelessness.
- Successfully pass an upcoming program monitoring visit scheduled with the HUD regional office in Knoxville. (programmatic and financial).

#### **□ Comments on FY 2011 Actual and FY 2012 Projections:**

There are no major differences in CDBG programs for FY 12.

### ❑ Significant Changes for FY 2013:

Funding for CDBG was cut nationwide. Our 11% decrease resulted in a 7-1-12 to 6-30-13 budget of \$238,411. (last year's funding was \$265,789).

Projects planned for FY 13 include the following:

|                                    |           |
|------------------------------------|-----------|
| Analysis of Impediments to housing | \$ 20,000 |
| HMIS software                      | \$ 5,000  |
| Citizen Survey                     | \$ 8,000  |
| Restroom – Civic Park              | \$ 50,000 |
| Central Services                   | \$ 10,000 |
| Downtown Façade Program            | \$ 25,000 |
| Home rehab                         | \$ 73,000 |

### ❑ Personnel Summary

No personnel are assigned to this area. This account is for project and programs exclusively.

### ❑ Budget Expense Detail

| Description  | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <b>46111 - CDBG Programs &amp; Activities</b>          |                |                |                 |                |
| 581 ADMIN CHARGES/GENERAL GOV                          | 45,000         | -              | -               | -              |
| 801 GRANTS & SUBSIDIES                                 | 225,679        | 213,242        | 213,242         | 190,729        |
| 803 THDA NEIGHBORHOOD STABILIZATION PROG.              | -              | 340,221        | 230,127         | 145,895        |
| <b>46111 - CDBG Programs &amp; Activities SUBTOTAL</b> | <b>270,679</b> | <b>553,463</b> | <b>443,369</b>  | <b>336,624</b> |

# LAMTPO FUND



One of the new buses put into service in 2011.

# Revenue Analysis

The Lakeway Area Metropolitan Transportation Planning Organization (LAMTPO) is financed mostly through State and Federal transportation funds. There is a small matching requirement for administration and projects, which varies by the type of project and funding source. The matching requirements are paid by a transfer from the General Fund and from other members of the organization who participate in the project.

## Revenue Detail

| Description                                 | Actual 10-11     | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|------------------|----------------|-----------------|----------------|
| <i>172- LAMPTO Revenue</i>                  |                  |                |                 |                |
| 33640 ETHRA REIMB                           | 135,379          | 125,265        | 125,265         | 125,265        |
| 33641 GENERAL FUND TRANSFER                 | 383,530          | 117,501        | 128,928         | 82,122         |
| 33645 TRANSPORTATION PLANNING REIMB         | 647,491          | -              | -               | -              |
| 33646 SECTION 5307                          | 258,813          | 326,615        | 272,000         | 326,615        |
| 33647 SECTION 5303                          | -                | 20,565         | 12,500          | 20,565         |
| 33800 OTHER COUNTY REVENUE                  | 2,735            | 25,000         | -               | 25,000         |
| <i>Total LAMPTO Revenue &amp; Transfers</i> | <i>1,427,948</i> | <i>614,946</i> | <i>538,693</i>  | <i>579,567</i> |

# Transportation Planning Administration

The U.S. Census Bureau officially designates the Morristown area as the Lakeway Metropolitan Area, which has resulted in the formation of the Lakeway Area Metropolitan Transportation Planning Organization. The area consists of Morristown, Hamblen County and portions of Jefferson County and Cocke County. This account is used to account for the expenditures of the LAMTPO.

The Lakeway Area Metropolitan Transportation Planning Organization is responsible for transportation planning, implementation and budget management for the City of Morristown, as well as Jefferson City, Dandridge, and portions of Hamblen and Jefferson Counties. The City GIS department is currently housed within this program as well

Most expenditures are covered by Federal revenue, but matching amounts may be required from participating members for some projects.

## ☐ Performance and Workload Measures

| Task                 | 2007 | 2008 | 2009 | 2010 | 2011 |
|----------------------|------|------|------|------|------|
| Projects             | 0    | 0    | 0    | 2    | 0    |
| Plans                | 3    | 3    | 4    | 4    | 1    |
| Studies/Reports      | 10   | 6    | 5    | 4    | 4    |
| GIS Map Updates      | 3    | 3    | 6    | 6    | 3    |
| GIS New Data Created | 4    | 3    | 3    | 2    | 2    |

## ☐ Significant Accomplishments FY 2011-2012:

- Certified Title VI program with TDOT
- Completed Title VI documents for FHWA and FTA
- Completed DBE programs with Small Business Element for FHWA and FTA
- Completed FY2011-2014 TIP
- TIP amendments as needed
- Updated zoning maps, parcel data, point addresses for 911

## ☐ Goals for FY 2012 - 2013:

- Award a contract on the Millennium Square Project and begin construction.
- Complete required plans and reports to keep the Lakeway Area Metropolitan Planning Organization in compliance with federal and state program requirements.
- Apply for Transportation grants as they become available.
- Continue to partner with City departments, Hamblen County departments, Jefferson County officials, White Pine and Jefferson City officials to provide information services and a regional transportation planning program.

- Continue to update the Street Centerline file, addresses, city boundary, and other GIS layers to maintain a viable geographic information system.
- Amend the Transportation Improvement Plan, as needed
- Update the 2010 Census Information
- Update the Human Services Coordination Plan
- Update the Bylaws and Perspectives
- Update the Public Participation plan
- Update the LRTP to 2036, with Air Quality analysis report

**☐ Comments on FY 2011 Actual and FY 2012 Projections:**

In FY 12, a region wide school safety audit was conducted; the cost of this study is reflected in the Other Contracted Services account.

**☐ Significant Changes for FY 2013:**

There are no major changes in this program.

**☐ Personnel Summary**

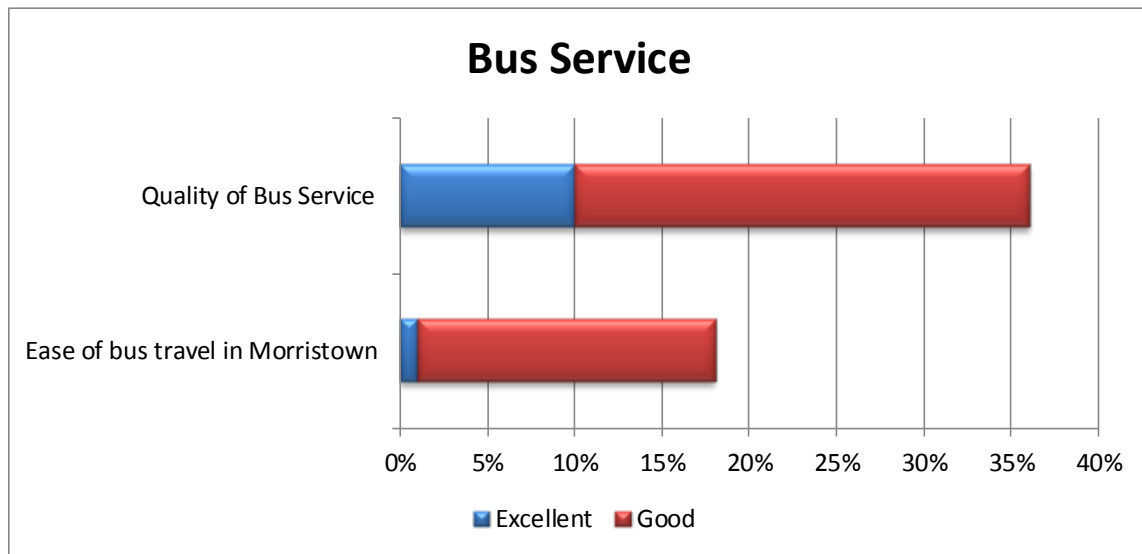
| LAMTPO             | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| LAMTPO COORDINATOR | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TRANSIT PLANNER    | 0     | 0     | 0     | 0     | 1     | 1     | 1     | 1     |
| TOTAL LAMTPO       | 1     | 1     | 1     | 1     | 2     | 2     | 2     | 2     |

## Budget Expense Detail

| Description   | Actual 10-11  | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|---------------|----------------|-----------------|----------------|
| <b>41761 - Transportation Planning Admin</b>          |               |                |                 |                |
| 111 SALARIES & WAGES                                  | 53,475        | 54,848         | 68,503          | 56,432         |
| 134 HOLIDAY BONUS                                     | 453           | 452            | 438             | 463            |
| 210 FICA  | 3,990         | 4,230          | 4,274           | 3,527          |
| 212 MEDICARE  | -             | -              | 1,000           | 825            |
| 213 TCRS CONTRIBUTION                                 | 7,859         | 8,079          | 9,859           | 8,352          |
| 214 EMPLOYEE HEALTH INS                               | 9,806         | 10,792         | 5,973           | 11,312         |
| 217 EMPLOYEE LIFE INS                                 | -             | -              | 243             | 220            |
| 219 WORKERS COMPENSATIONS INSURANCE                   | -             | 1,525          | 1,525           | 1,556          |
| 310 POSTAL SERVICE                                    | 774           | 1,500          | 1,500           | 1,500          |
| 321 PRINTING SERVICES                                 | -             | 2,000          | 2,000           | 1,900          |
| 330 LEGAL NOTICES                                     | 4,110         | 2,000          | 2,000           | 2,000          |
| 375 MEMBERSHIPS & DUES                                | 350           | 1,395          | 1,395           | 1,395          |
| 378 EDUCATION - SEMINARS & TRAINING                   | -             | -              | 500             | -              |
| 383 TRAVEL-BUSINESS EXPENSES                          | 3,666         | 4,000          | 6,000           | 4,000          |
| 399 OTHER CONTRACTED SERVICES                         | 2,079         | 56,000         | 52,000          | 9,423          |
| 411 OFFICE SUPPLIES & MATERIALS                       | 729           | 2,000          | 2,000           | 2,000          |
| 499 OTHER SUPPLIES & MATERIALS                        | 681           | -              | 325             | -              |
| 533 EQUIPMENT - RENTAL/LEASE                          | -             | 9,000          | -               | 9,000          |
| <b>41761 - Transportation Planning Admin SUBTOTAL</b> | <b>87,972</b> | <b>157,821</b> | <b>159,535</b>  | <b>113,905</b> |
| Description   | Actual 10-11  | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
| <b>41765 - 5303 Admin</b>                             |               |                |                 |                |
| 111 SALARIES & WAGES                                  | -             | 6,945          | 6,945           | 6,945          |
| 210 FICA  | -             | 532            | 531             | 431            |
| 212 MEDICARE  | -             | -              | -               | 2,855          |
| 355 COMPUTER/DATA PROCESSING EQUIPMENT                | -             | 6,945          | 10,000          | 6,945          |
| 375 MEMBERSHIPS & DUES                                | 2,000         | -              | 2,000           | 2,000          |
| 378 EDUCATION - SEMINARS & TRAINING                   | -             | 4,786          | 7,000           | 7,258          |
| 383 TRAVEL-BUSINESS EXPENSES                          | 1,230         | 1,191          | -               | -              |
| 399 OTHER CONTRACTED SERVICES                         | 8,440         | -              | -               | -              |
| 411 OFFICE SUPPLIES AND MATERIALS                     | 380           | -              | -               | -              |
| <b>41765 - 5303 Admin SUBTOTAL</b>                    | <b>12,050</b> | <b>20,399</b>  | <b>26,477</b>   | <b>26,434</b>  |

## Mass Transportation Programs

The LAMPTO region supports mass transit through contract with the East Tennessee Human Resource Agency (ETHRA). As a public, non-profit agency, ETHRA has operated transportation programs since the mid 1970s. The cost of that contract and administration of the project is provided in this account.



*Source: 2011 Citizen Survey*

### ☐ Significant Accomplishments FY 2011-2012:

None

### ☐ Goals for FY 2011 – 2012

- Continue to work with ETHRA to provide a public transportation service to the Lakeway area.
- Complete required plans and reports to keep the Lakeway Area Metropolitan Planning Organization in compliance with federal and state program requirements.
- Continue to invoice LAMTPO entities for monthly ETHRA reimbursement
- Complete a Long Range Transportation Plan (LRTP) in conjunction with Knoxville's LRTP
- Continue to import grants for reimbursement of ETHRA and LAMTPO salaries into the federal grant reporting system

### ☐ Comments on FY 2011 Actual and FY 2012 Projections:

The purchase of new buses through a federal grant is reflected in the increase in this account in FY 11.



## ❑ Significant Changes for FY 2013:

Contracted services of \$360,000 reflect the cost of ETHRA's (East Tennessee Human Resource Agency) operation of the regional bus service.

## ❑ Personnel Summary

No personnel are assigned to this area.

## ❑ Budget Expense Detail

| Description                         | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|-------------------------------------|----------------|----------------|-----------------|----------------|
| <i>41763 - 5307 Admin</i>           |                |                |                 |                |
| 111 SALARIES & WAGES                | 39,779         | 47,623         | 68,503          | 48,999         |
| 134 HOLIDAY BONUS                   | 92             | 94             | 438             | 102            |
| 210 FICA                            | 2,928          | 3,650          | 4,274           | 3,044          |
| 212 MEDICARE                        | -              | -              | 1,000           | 712            |
| 213 TCRS CONTRIBUTION               | 5,812          | 6,971          | 9,859           | 7,208          |
| 214 EMPLOYEE HEALTH INS             | 9,915          | 10,738         | 5,973           | 11,291         |
| 217 EMPLOYEE LIFE INS               | -              | -              | 243             | 191            |
| 219 WORKERS COMPENSATIONS INSURANCE | 12             | 1,525          | 1,525           | 1,556          |
| 310 POSTAL SERVICE                  | -              | 200            | 200             | 200            |
| 321 PRINTING SERVICES               | -              | 400            | 200             | 400            |
| 330 LEGAL NOTICES                   | 338            | 500            | 200             | 500            |
| 375 MEMBERSHIPS & DUES              | 540            | 825            | 825             | 825            |
| 383 TRAVEL-BUSINESS EXPENSES        | 215            | 3,000          | 3,000           | 3,000          |
| 399 OTHER CONTRACTED SERVICES       | 838,551        | 360,000        | 360,000         | 360,000        |
| 411 OFFICE SUPPLIES & MATERIALS     | 409            | 200            | 200             | 200            |
| 413 OFFICE EQUIPMENT                | -              | 1,000          | -               | 1,000          |
| 499 OTHER SUPPLIES & MATERIALS      | 596            | -              | -               | -              |
| <i>41763 - 5307 Admin SUBTOTAL</i>  | <i>899,188</i> | <i>436,726</i> | <i>456,440</i>  | <i>439,228</i> |

# Narcotics Fund



## REVENUE ANALYSIS

The Narcotics Fund is financed by a combination of program income and transfers from the General Fund. Program income is generated by drug enforcement activity and confiscation of assets by the courts as the results of convictions. In FY13, the program income is expected to be less than what was budgeted for FY 12. The transfer from the General Fund will increase in order to provide for sufficient resources for the operation of this activity.

### Revenue Detail

| Description                                    | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 | % Ch |
|--|----------------|----------------|-----------------|----------------|------|
| <i>126-000- Narcotics Fund Revenue</i>         |                |                |                 |                |      |
| 33291 FEDERAL REIMB & REFUNDS                  | 7,208          | -              | -               | -              |      |
| 33647 STATE REIMB & REFUNDS                    | 6,734          | -              | -               | -              |      |
| 33840 OTHER REIMB AND REFUNDS                  | 810            | -              | -               | -              |      |
| 34900 PROGRAM INCOME                           | 96,331         | 200,609        | 125,000         | 125,099        |      |
| 37810 TRANSFERS GENERAL FUND                   | 313,912        | 278,096        | 344,431         | 391,626        |      |
| <i>Total Narcotics Revenue &amp; Transfers</i> | <i>424,995</i> | <i>478,705</i> | <i>469,431</i>  | <i>516,725</i> |      |

# NARCOTICS

The Narcotics Department is responsible for the suppression of illegal drug transactions through investigation, arrest and prosecution of persons involved in illegal drug trade. This is accomplished by active investigation, undercover operations and the use of persons providing information concerning narcotics violations.

The Narcotics Department also coordinates joint efforts with local, state and federal agencies of persons who illegally operate outside the Morristown city jurisdictional boundaries.

## **❑ Significant Accomplishments FY 2011-2012:**

- Conducted drug roundup “Operation Deadly Dose” which resulted in the arrest of 46 individuals for sale and delivery of narcotics
- Made 204 felony arrests
- Three individuals were charged with more than 35 counts of drug fraud
- Conducted 97 undercover narcotics buys for felony amounts of illicit drugs and prescription medications
- The Narcotics Division participated in 28 community events
- Deposited over \$63,000 in seizure and settlements
- Sixteen vehicles were auctioned for a total of \$40,785
- Machine gun

## **❑ Goals for FY 2012 - 2013:**

- Goal: Increase information provided to citizens and organization in our community regarding illegal narcotics, current drug trends and narcotics enforcement.
  - Objective: To educate citizens about illegal drugs and foster a positive relationship and partnership in combating drug related crimes.
  - Performance Indicator: Number of presentations conducted
- Goal: Continue to conduct joint investigations with state and federal agencies.
  - Objective: To enable investigation and prosecution of drug dealers and organizations which operate inside the city limits of Morristown
  - Performance Indicator: The number of state and federal prosecution of individuals and organized groups of criminals.

## **❑ Comments on FY 2011 Actual and FY 2012 Projections:**

“Gasoline & Diesel Fuel” (line item 431) is projected to be over budget for FY 2012 by approximately \$2,000. This cost overrun is due to the increase in fuel prices over the past year.

**❑ Significant Changes for FY 2013:**

“Gasoline & Diesel Fuel” (line item 431) request was increased by \$3,200 as gasoline prices are forecasted to increase throughout 2012. Fuel consumption for normal investigative activities has not increased in this division.

**❑ Personnel Summary**

| POLICE NARCOTICS       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| DETECTIVE              | 3     | 3     | 2     | 2     | 2     | 2     | 2     | 2     |
| DETECTIVE CORPORAL     | 0     | 0     | 0     | 1     | 1     | 1     | 1     | 1     |
| DETECTIVE SERGEANT     | 0     | 0     | 1     | 0     | 0     | 0     | 0     | 0     |
| DETECTIVE LIEUTENANT   | 0     | 0     | 0     | 1     | 1     | 1     | 1     | 1     |
| POLICE RECORDS CLERK   | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL POLICE NARCOTICS | 4     | 4     | 4     | 5     | 5     | 5     | 5     | 5     |

## Budget Expense Detail

| Description                                | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <i>FUND 126- Narcotics Fund</i>            |                |                |                 |                |
| 111 SALARIES & WAGES                       | 221,020        | 228,783        | 229,283         | 232,688        |
| 112 OVERTIME                               | 15,422         | 10,000         | 12,000          | 10,000         |
| 134 HOLIDAY BONUS                          | 2,316          | 2,304          | 2,279           | 2,508          |
| 210 FICA                                   | 17,884         | 17,678         | 18,632          | 15,202         |
| 213 TCRS CONTRIBUTION                      | 34,894         | 33,411         | 35,234          | 35,995         |
| 214 EMPLOYEE HEALTH INS                    | 49,973         | 53,560         | 47,384          | 56,395         |
| 217 EMPLOYEE LIFE INS                      | -              | -              | -               | 877            |
| 219 WORKERS COMPENSATIONS INSURANCE        | 7,955          | 7,625          | 5,719           | 33,341         |
| 226 CLOTHING/UNIFORM/SHOES                 | 2,600          | 2,800          | 2,800           | 2,800          |
| 310 POSTAL SERVICE                         | 10             | 200            | 50              | 100            |
| 321 PRINTING SERVICES                      | -              | 100            | 100             | 100            |
| 330 LEGAL NOTICES                          | 709            | 700            | 500             | 700            |
| 345 TELEPHONE SERVICES                     | -              | 3,550          | 3,550           | 3,550          |
| 359 OTHER PROFESSIONAL SRVCS               | 28             | 250            | 150             | 250            |
| 361 REPAIR & MAINTENANCE-VEHICLES          | 495            | 500            | 250             | 500            |
| 363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT | -              | 100            | 50              | 100            |
| 371 SUBSCRIPTIONS & BOOKS                  | -              | 200            | 100             | 200            |
| 375 MEMBERSHIPS & DUES                     | 205            | 265            | 265             | 265            |
| 378 EDUCATION - SEMINARS & TRAINING        | 903            | 1,100          | 1,100           | 1,100          |
| 383 TRAVEL-BUSINESS EXPENSES               | 2,504          | 2,000          | 2,500           | 2,000          |
| 399 OTHER CONTRACTED SERVICES              | 14,528         | 8,400          | 6,500           | 8,400          |
| 411 OFFICE SUPPLIES & MATERIALS            | 1,512          | 1,800          | 1,800           | 1,800          |
| 413 OFFICE EQUIPMENT                       | 2,359          | 3,000          | 3,000           | -              |
| 429 GENERAL OPERATING SUPPLIES             | 1,895          | 3,046          | 3,000           | 3,046          |
| 431 GASOLINE & DIESEL FUEL                 | 7,292          | 10,000         | 12,000          | 13,200         |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 3,691          | 3,618          | 3,000           | 3,618          |
| 510 INSURANCE - GENERAL LIABILITY          | 11,472         | 9,728          | 9,116           | 9,116          |
| 523 PROPERTY (CONTENTS) INSURANCE          | -              | -              | 1,784           | 1,819          |
| 533 EQUIPMENT- RENTAL/LEASE                | 3,843          | 1,987          | -               | 1,500          |
| 694 UNDERCOVER EXPENSES                    | 37,987         | 72,000         | 72,000          | 72,000         |
| 971 MOTOR EQUIPMENT                        | 4,257          | -              | -               | -              |
| <i>42170 - Narcotics TOTAL</i>             | <i>445,753</i> | <i>478,705</i> | <i>474,146</i>  | <i>516,725</i> |



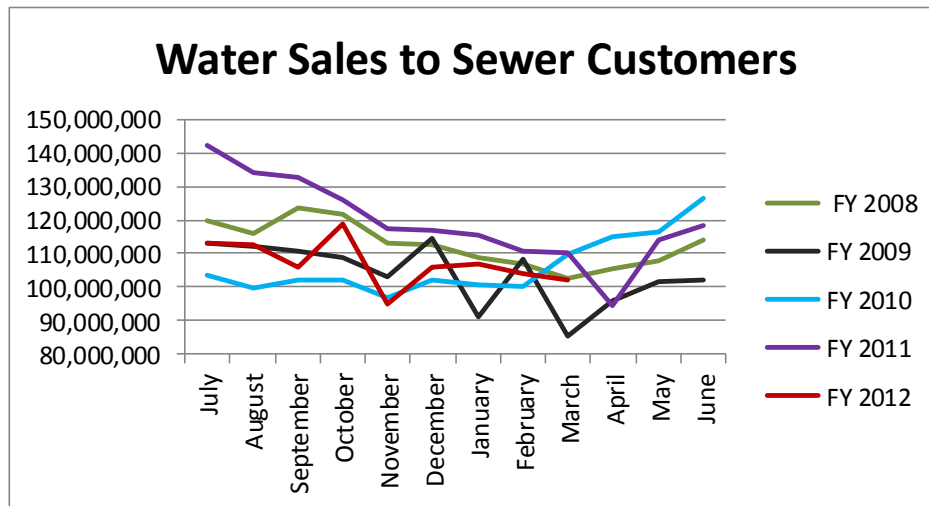
# Sewer Fund



Construction Project at the Witt 3 Pump Station

# Revenue Analysis

The City's sewer revenue is tied directly to water sales. When water sales decline, the City's sewer revenue follows in direct proportion. As can be seen from the graph below, during FY 2009 and the first half of FY 2010, water sales saw a significant decline with the downturn in local manufacturing, resulting in falling sewer revenue. Beginning in March 2010, increased production began to show a marked improvement and water sales began to exceed historic levels. During FY 11, this return to higher use continued. In FY 13, sales have lagged behind the pace set in the past year, but are near the historic levels established in 2008 before the recession.



The City has been working for the past two years to address an order from the TDEC commissioner to make improvements to the sewer collection system. Late in FY 12, Council approved a \$26 million bond issue to begin rehabilitating the system. In order to support this additional debt, Council approved a significant rate adjustment which went into effect in April 2012. This rate increase will allow the fund to bring in more than \$11 million in revenue for FY 13 to support operations as well as a very extensive set of capital projects.



# Revenue Detail

| Description                                    | Actual 10-11     | Budgeted 11-12    | Estimated 11-12   | Budgeted 12-13    |
|--|------------------|-------------------|-------------------|-------------------|
| <i>420- Sewer Fund Revenue</i>                 |                  |                   |                   |                   |
| 36120 INTEREST                                 | 4,071            | -                 | 17,500            | -                 |
| 36300 NON_REV- SALE- FIXED ASSETS              | 12,610           | -                 | -                 | -                 |
| 36700 MISCELLANEOUS REVENUE                    | 65,200           | -                 | -                 | -                 |
| 36850 BOND PROCEEDS                            | -                | 6,100,000         | 26,000,000        | -                 |
| 36870 DEBT SERVICE REIMB.                      | -                | -                 | 125,000           | 125,000           |
| 37210 SEWER SERVICES CHARGES                   | 8,881,822        | 9,400,000         | 9,550,000         | 11,000,000        |
| 37230 SEWER CONNECTION CHARGES                 | 100,569          | 75,000            | 125,000           | 125,000           |
| 37240 SEPTIC HAULERS                           | 34,650           | 20,000            | 35,000            | 25,000            |
| 37250 PRE-TREATMENT PROGRAM                    | 313,810          | 300,000           | 320,000           | 350,000           |
| 38100 RESERVE - ESG DEBT PROCEEDS & BOND ISSUE | -                | 1,500,000         | -                 | 27,250,000        |
| <i>Total Sewer Revenue</i>                     | <i>9,412,731</i> | <i>17,395,000</i> | <i>36,172,500</i> | <i>38,875,000</i> |

# Sewer Administration

The Sewer Administration Division was created in FY 10. Previously the expenses budgeted in Sewer Administration were paid for out of the construction division. This new division was created in order to allow the department to better manage the administrative costs of the sewer system.

## ❑ Goals for FY 2012 - 2013:

The Mission of the Morristown Wastewater System is to collect and transmit wastewater from the customers to the treatment facility without overflows or spillage on a consistent basis with an economical user rate system.

The City has developed a Management Operation and Maintenance (MOM) to address deficiencies in the system and to comply with an Order issued by the Tennessee Department of Environment and Conservation. The goals of the MOM Program are to:

- Adopt an adequate rate structure to fund the necessary program improvements by July 1 of each budget year.
- Evaluate the future needs of the system using five (5) year planning period increments through a twenty year planning window to provide adequate treatment and collection system capacity.
- Develop a public information program to communicate the capital and environmental needs of the wastewater system to promote awareness of clean water importance in the Lakeway area.
- Evaluate the wastewater system's organizational structure to ensure adequate staff for an efficient operation, including appropriate training and standard operational procedures.
- Eliminate all preventable wet weather overflows from storm events with a recurrence interval of two (2) years or less by February 2017.
- Eliminate preventable dry weather overflows due to grease and root blockage by December 2012.
- Comply with each requirement of the Order issued by the Tennessee Department of Environment and Conservation.

## ❑ Comments on FY 2011 Actual and FY 2012 Projections:

The planned work order software (Other Capital Outlay) was not purchased. Other alternatives are being explored to meet this need.

## ❑ Significant Changes for FY 2013:

Other Contracted services includes billing services from the Morristown Utility System, program management by Lamar Dunn and Associates and underground line locations.

## **Personnel Summary**

| SEWER ADMINISTRATION            | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|---------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| ENGINEERING TECHNICIAN          | 0     | 0     | 0     | 0     | 2     | 2     | 1     | 1     |
| SAFETY AND TRAINING COORDINATOR |       |       |       |       |       |       | 0.5   | 0.5   |
| CONSTRUCTION MANAGER            | 0     | 0     | 0     | 0     | 1     | 1     | 0     | 0     |
| SEWER DIRECTOR                  | 0     | 0     | 0     | 0     | 1     | 1     | 1     | 1     |
| PUBLIC WORKS DIRECTOR           |       |       |       |       |       |       | 0.33  | 0.33  |
| INSPECTOR                       | 0     | 0     | 0     | 0     | 2     | 2     | 0     | 0     |
| ADMINISTRATIVE SECRETARY        | 0     | 0     | 0     | 0     | 0.4   | 0.4   | 0.4   | 0.4   |
| TOTAL SEWER ADMINISTRATION      | 0     | 0     | 0     | 0     | 6.4   | 6.4   | 3.23  | 3.23  |

## **Budget Expense Detail**

| Description                                  | Actual 10-11     | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13   |
|--|------------------|------------------|------------------|------------------|
| <b>43270 - Sewer Administration</b>          |                  |                  |                  |                  |
| 111 SALARIES & WAGES                         | 175,044          | 157,250          | 185,000          | 164,121          |
| 134 HOLIDAY BONUS                            | 962              | 1,240            | 962              | -                |
| 210 FICA                                     | -                | 12,124           | 15,000           | 10,176           |
| 212 MEDICARE                                 | 12,987           | -                | -                | 2,380            |
| 213 TCRS CONTRIBUTION                        | 22,997           | 22,939           | 28,000           | 24,093           |
| 214 EMPLOYEE HEALTH INS                      | 37,250           | 34,706           | 36,667           | 36,486           |
| 217 EMPLOYEE LIFE INS                        | -                | -                | -                | 639              |
| 219 WORKERS COMPENSATIONS INSURANCE          | 11,147           | 4,926            | 3,694            | 3,768            |
| 220 UNEMPLOYMENT INSURANCE                   | 6,325            | -                | 5,000            | 5,000            |
| 226 CLOTHING/UNIFORM/SHOES                   | -                | 1,500            | 1,500            | 1,500            |
| 262 HEALTH INS/RETIREE                       | 24,855           | -                | 21,000           | 25,000           |
| 310 POSTAL SERVICE                           | 69               | 100              | 50               | 100              |
| 330 LEGAL NOTICES                            | -                | 500              | 500              | 500              |
| 352 LEGAL SERVICES                           | -                | -                | 13,000           | 10,000           |
| 359 OTHER PROFESSIONAL SRVCS                 | 123,279          | 100,000          | 100,000          | 100,000          |
| 361 REPAIR & MAINTENANCE-VEHICLES            | -                | 2,000            | -                | -                |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT      | -                | -                | 5,000            | 5,000            |
| 375 MEMBERSHIPS & DUES                       | 364              | 15,050           | 1,000            | 1,000            |
| 378 EDUCATION - SEMINARS & TRAINING          | -                | 1,000            | 1,000            | 2,000            |
| 383 TRAVEL-BUSINESS EXPENSES                 | 606              | -                | -                | 1,000            |
| 399 OTHER CONTRACTED SERVICES                | 289,182          | 520,000          | 500,000          | 465,000          |
| 411 OFFICE SUPPLIES & MATERIALS              | -                | 1,500            | 500              | 1,500            |
| 419 SMALL TOOLS & MINOR EQUIPMENT            | -                | -                | 168              | -                |
| 421 SOFTWARE                                 | 207              | -                | 7,000            | 10,000           |
| 429 GENERAL OPERATING SUPPLIES               | 487              | 1,000            | -                | 1,000            |
| 431 GASOLINE & DIESEL FUEL                   | -                | 1,000            | 3,000            | 3,200            |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC   | -                | -                | -                | 1,000            |
| 532 JUDGMENT, FEES & COURT COSTS             | -                | -                | 573,633          | -                |
| 533 EQUIPMENT- RENTAL/LEASE                  | 5,525            | 5,525            | 5,525            | 5,525            |
| 570 IN-LIEU OF GENERAL FUND                  | 296,183          | 296,183          | 296,183          | 262,687          |
| 581 ADMIN CHARGES GENERAL FUND               | 478,196          | 275,000          | 275,000          | 275,000          |
| 999 OTHER CAPITAL OUTLAY                     | -                | 300,000          | -                | -                |
| <b>43210 - Sewer Administration SUBTOTAL</b> | <b>1,485,667</b> | <b>1,753,543</b> | <b>2,078,383</b> | <b>1,417,675</b> |

# Sewage Treatment Plant

The Sewage Treatment Plant provides treatment, including recycling and reclamation, of municipal sewage and industrial waste. The treatment plants are required to comply with all applicable state laws, the Clean Water Act, and the General Pretreatment Regulations.

The City has two treatment plants – Turkey Creek and Lowland. They are operated through a contractual agreement with Veolia Water, with oversight from City staff.

## ❑ Performance and Workload Measures

| Treatment Plant - Turkey Creek        |         |         |         |         |         |         |
|---------------------------------------|---------|---------|---------|---------|---------|---------|
|                                       | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| Laboratory Tests                      |         |         | 14,120  | 14,286  | 14,202  | 14,202  |
| Laboratory Proficiency Tests          |         |         | 2       | 2       | 2       | 2       |
| Biosolids Disposal Dry Ton / Dumpster |         |         | 4       | 3       | 3       | 3       |
| Preventive Work Orders                |         |         | 4,804   | 3,642   | 4,223   | 3,293   |
| Corrective, MCRR, ASA Work Orders     |         |         | 119     | 132     | 126     | 149     |
| Alarm Work Orders                     |         |         | 21      | 36      | 29      | 30      |
| Safety Work Orders                    |         |         | 517     | 361     | 439     | 374     |
| Veolia Equipment Work Orders          |         |         | 26      | 29      | 28      | 33      |

| Treatment Plant - Lowland         |         |         |         |         |         |         |
|-----------------------------------|---------|---------|---------|---------|---------|---------|
|                                   | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| Laboratory Tests                  |         |         | 0       | 1,421   | 1,421   | 1,421   |
| Preventive Work Orders            |         |         | 0       | 5       | 50      | 0       |
| Corrective, MCRR, ASA Work Orders |         |         | 0       | 8       | 8       | 2       |
| Alarm Work Orders                 |         |         | 0       | 0       | 0       | 0       |
| Safety Work Orders                |         |         | 0       | 3       | 50      | 36      |

| Pretreatment Program                        |         |         |         |         |         |         |
|---|---------|---------|---------|---------|---------|---------|
|   | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| IU Inspections                              |         |         | 29      | 27      | 27      | 28      |
| IU Monitoring Events                        |         |         | 75      | 72      | 72      | 61      |
| Review IU Semiannual Reports                |         |         | 58      | 54      | 54      | 55      |
| Class II, Type 3 Inspections (Grease Traps) |         |         | 185     | 206     | 200     | 192     |
| Prepare TDEC Semiannual Report              |         |         | 2       | 2       | 2       | 2       |

#### ❑ Significant Accomplishments FY 2011-2012:

- The Turkey Creek Plant is currently under evaluation by Lamar Dunn Associates; evaluation of plant odors is being conducted by Webster Environmental Associates. Data from the odor evaluations will be used by LDA in their evaluation of the plant processes, recommended upgrades, and maintenance needs.
- The Lowland Treatment Plant was evaluated by Lamar Dunn Associates. There are currently no capital expenditures planned or underway for this plant. Increased flow to the plant may require capital expenditures.

#### ❑ Comments on FY 2011 Actual and FY 2012 Projections:

Changes in how the Veolia contract for operation of the wastewater treatment plant is budgeted were implemented in FY 12.

#### ❑ Significant Changes for FY 2013:

Expenses for chemicals used to pre-treat sewage at pump stations have been moved to the Veolia line item in the treatment plant division. These chemicals aid in the prevention of corrosion and odors in the collection system.

The following capital projects are planned for the treatment plants in FY 13:

|                               |               |
|-------------------------------|---------------|
| WWTP Sludge Feed              | \$ 523,500    |
| WWTP Review                   | 58,000        |
| WWTP Auxilary Power           | 30,000        |
| Study for Digester Conversion | 52,680        |
| Lowland Study                 | <u>49,500</u> |
| TOTAL                         | \$ 713,680    |

#### ❑ Personnel Summary

There are no personnel budgeted in this account. The City contracts with Veolia Water to operate the facility and provide all the necessary personnel.

#### ❑ Budget Expense Detail

| Description                                   | Actual 10-11     | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13   |
|---|------------------|------------------|------------------|------------------|
| <b>43230 - Sewer Treatment Plant</b>          |                  |                  |                  |                  |
| 341 ELECTRICITY                               | 39,251           | 173,000          | 125,000          | -                |
| 342 WATER & SEWER                             | -                | -                | 1,246            | -                |
| 343 NATURAL GAS & PROPANE                     | -                | 10,000           | 65,000           | -                |
| 357 VEOLIA CONTRACT                           | 1,846,754        | 1,001,000        | 1,150,000        | 1,613,304        |
| 359 OTHER PROFESSIONAL SRVCS                  | 49,225           | 40,000           | 10,000           | -                |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT       | 33,314           | -                | -                | -                |
| 363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT    | 1,210            | -                | -                | -                |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS        | 16,720           | 10,000           | -                | -                |
| 375 MEMBERSHIPS & DUES                        | 24,560           | 20,000           | 17,500           | -                |
| 399 OTHER CONTRACTED SERVICES                 | 158,400          | 180,000          | 185,000          | 170,000          |
| 951 SEWER PROJECTS                            | -                | -                | -                | 7,396,500        |
| 960 MACHINERY & EQUIPMENT                     | 21,584           | 28,000           | 23,265           | -                |
| <b>43230 - Sewer Treatment Plant SUBTOTAL</b> | <b>2,191,017</b> | <b>1,462,000</b> | <b>1,577,011</b> | <b>9,179,804</b> |

# Collection System Maintenance

Sewer Collection System Maintenance is responsible for the maintenance of sewer pipelines and manholes owned by the City. This division is involved in the investigation, cleaning, stoppage removal, repair and maintenance of the various sewer facilities.

## ❑ Performance and Workload Measures

| Collection System Maintenance     |         |         |         |         |         |         |
|-----------------------------------|---------|---------|---------|---------|---------|---------|
|                                   | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| Sewer Line Inspected by CCTV (ft) |         | 119,391 | 160,456 | 149,937 | 108,911 | 126,110 |
| Sewer Line Cleaned (ft)           |         | 119,391 | 204,278 | 215,134 | 139,595 | 192,040 |
| Sewer Right of Way Clearing (ft)  |         |         |         |         | 0       | 43,885  |
| Sewer Taps Installed W/Laterals   |         | 19      | 7       | 2       | 5       | 10      |
| Sewer Lateral Repairs             |         | 74      | 71      | 58      | 19      | 26      |
| Manhole Repairs                   |         | 17      | 13      | 20      | 4       | 213     |
| Force Main Repairs                |         | 7       | 4       | 3       | 4       | 7       |
| Responded to Sewer Calls          |         | 647     | 700     | 458     | 613     | 322     |
| Sewer Lateral Blockage Calls      |         | 344     | 355     | 231     | 296     | 157     |
| Sewer Main Blockage Calls         |         | 108     | 121     | 83      | 119     | 35      |
| Miscellaneous Call Outs           |         | 195     | 224     | 144     | 198     | 130     |
| Work Orders Generated             |         |         |         |         |         | 921     |
| Work Orders Completed             |         |         |         |         |         | 584     |

## ❑ Significant Accomplishments FY 2011-2012:

- Repair of gravity sewer lines that were causing overflows and or blockages
- Repair of gravity sewer lines that are graded at a level of 4 to 5 by CCTV; when a defect is graded at this level it is allowing (I&I) infiltration and or inflow
- Maintained an above average rate for unclogging sewer lines
- Installed sewer taps to new sewer customers
- Dug out and adjusted buried manholes to grade
- Cut growth and brush and cleared sewer right of ways, surpassing MOM goal
- CCTV inspected sewer lines surpassing MOM goal
- Cleaned sewer lines surpassing MOM goal

## **❑ Goals for FY 2012 – 2013**

- Enforcing standards and guidelines of our Fats, Oil, & Grease (FOG) program. The program will require inspection and program management. The addition of personnel or contracting of inspection and management services will be necessary
- Following the initial inspection of the collection system, the City will undertake regular inspection of the system as outlined in the City's MOM program, the following items require completion to fulfill yearly MOM goals
- Smoke test 167,000 feet of sewer line per year
- Inspect 934 manholes a year
- CCTV 100,000 feet of sewer line per year
- Clean 100,000 feet of sewer line per year
- Clear 28,600 feet of sewer easements a year
- Repair sewer line defects ranked as an emergency
- Respond to SSO incidents in accordance with the SORP
- Provide sewer administration data reports on MOM activities for use in developing action plans in problem areas of the sewer system

## **❑ Comments on FY 2011 Actual and FY 2012 Projections:**

- Projected expense for overtime is under budget due to shift of work from construction activities to MOM activities
- Vehicle parts and repair and maintenance of equipment object codes are projected to exceed budget due to unexpected equipment repair expenses some of which were repair of portable Godwin pumps used for back up and as supplementary pumps in the sewer collection system, repair of the CCTV system, and the sewer jet truck
- General operating supplies expense is expected to be under budget due to shift of work from construction activities to MOM activities
- Fuel expenses is projected to be over budget, funding level was unknown due to shift of work from construction activities to MOM activities, fluctuations in fuel pricing also contributes to the increased expense
- Projected expenses for sewer lines, parts, and meters exceed budget due to adjustments in the chart of accounts
- Concrete products projected expenses exceeds budget due to adjustments in the chart of accounts
- Projected salt expense is under budget \$6,500
- Projected asphalt expense exceeds budget estimate \$13,000

## **❑ Significant Changes for FY 2013:**

- Budget of \$2,400 for mobile phone service no funding previous year due to chart of accounts changes
- Repair and maintenance operation equipment object code increases by \$31,750 for proper object code budgeting due to chart of account changes and increased repair expenses

- Other contracted services increase \$5,000 for contract cleaning when necessary due to Sanitary Sewer Overflow cleanup
- Reduction in general operating supplies \$13,500
- Increase fuel expense \$34,000
- Reduce vehicle parts request by \$11,500
- Budget for \$15,000 in chemicals-operational to properly track expenses for chemicals used for sewer maintenance, remove salt sodium chloride line item
- Concrete products reduced \$2,000

Capital Equipment budgeted in this department includes:

|   |            |
|---|------------|
| Replacement CCTV camera system to inspect lines | \$ 40,000  |
| Replace truck # 605 (F350)                      | \$ 33,000  |
| Replace JetVac Truck                            | \$ 240,000 |
| Point Repair Contract for line rehab            | \$ 250,000 |
| Root Control treatment of lines                 | \$ 50,000  |

#### □ Personnel Summary

| SEWER SYSTEM MAINTENANCE        | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|---------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| SUPERINTENDENT                  | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| SAFETY AND TRAINING COORDINATOR | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0     | 0     |
| EQUIPMENT MECHANIC              |       |       |       |       |       |       | 0     | 0     |
| CREW LEADER                     | 1     | 1     | 1     | 1     | 2     | 2     | 2     | 2     |
| HEAVY EQUIPMENT OPERATOR        | 3     | 3     | 3     | 3     | 4     | 4     | 5.35  | 5.35  |
| MEDIUM EQUIPMENT OPERATOR       | 3     | 3     | 3     | 3     | 5     | 5     | 6.4   | 6.4   |
| UTILITY WORKER                  | 0     | 0     | 0     | 0     | 1     | 1     | 0     | 0     |
| TOTAL SEWER SYSTEM MAINTENANCE  | 8.5   | 8.5   | 8.5   | 8.5   | 13.5  | 13.5  | 14.75 | 14.75 |



## Budget Expense Detail

| Description   | Actual 10-11     | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13   |
|---|------------------|------------------|------------------|------------------|
| <i>43240 - Collection System Maintenance</i>          |                  |                  |                  |                  |
| 111 SALARIES & WAGES                                  | 393,553          | 528,291          | 550,660          | 516,316          |
| 112 OVERTIME  | 30,794           | 40,000           | 25,000           | 40,000           |
| 113 STANDBY/ON CALL                                   | -                | -                | 15,000           | -                |
| 134 HOLIDAY BONUS                                     | 8,704            | 7,194            | 3,700            | 7,123            |
| 210 FICA  | 32,832           | 40,965           | 22,567           | 34,933           |
| 212 MEDICARE  | -                | -                | -                | 8,170            |
| 213 TCRS CONTRIBUTION                                 | 64,588           | 78,099           | 51,335           | 82,713           |
| 214 EMPLOYEE HEALTH INS                               | 115,153          | 163,799          | 52,097           | 173,220          |
| 217 EMPLOYEE LIFE INS                                 | -                | -                | -                | 2,067            |
| 219 WORKERS COMPENSATIONS INSURANCE                   | 34,908           | 23,485           | 17,671           | 18,024           |
| 220 UNEMPLOYMENT INSURANCE                            | 1,773            | -                | -                | -                |
| 226 CLOTHING/UNIFORM/SHOES                            | 8,718            | 9,000            | 10,000           | 9,000            |
| 310 POSTAL SERVICE                                    | 172              | -                | 85               | -                |
| 321 PRINTING SERVICES                                 | -                | -                | 50               | -                |
| 330 LEGAL NOTICES                                     | 543              | -                | -                | -                |
| 345 TELEPHONE SERVICES                                | -                | -                | 2,400            | 2,400            |
| 351 MEDICAL SERVICES                                  | -                | -                | 506              | 392              |
| 357 VEOLIA CONTRACT                                   | 980,948          | 200,000          | 200,000          | -                |
| 359 OTHER PROFESSIONAL SRVCS                          | 2,064            | -                | -                | -                |
| 361 REPAIR & MAINTENANCE-VEHICLES                     | 1,686            | -                | 600              | 1,000            |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT               | 515              | 250              | 12,000           | 32,000           |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS                | 45,869           | -                | 50               | -                |
| 371 SUBSCRIPTIONS & BOOKS                             | -                | -                | -                | 150              |
| 375 MEMBERSHIPS & DUES                                | 2,893            | 2,400            | 600              | 2,100            |
| 378 EDUCATION - SEMINARS & TRAINING                   | 1,430            | 1,000            | 2,250            | 3,500            |
| 383 TRAVEL-BUSINESS EXPENSES                          | 717              | 1,000            | 200              | 2,200            |
| 399 OTHER CONTRACTED SERVICES                         | 1,919            | -                | -                | 5,000            |
| 411 OFFICE SUPPLIES & MATERIALS                       | 1,029            | 500              | 725              | 300              |
| 413 OFFICE EQUIPMENT                                  | -                | -                | 3,500            | -                |
| 419 SMALL TOOLS & MINOR EQUIPMENT                     | 17,840           | -                | 5,000            | 4,500            |
| 424 JANITORIAL SUPPLIES                               | 719              | 400              | 200              | 400              |
| 429 GENERAL OPERATING SUPPLIES                        | 2,619            | 33,500           | 16,000           | 20,000           |
| 431 GASOLINE & DIESEL FUEL                            | 44,705           | 46,000           | 80,240           | 80,000           |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC            | -                | 25,000           | 45,000           | 13,500           |
| 436 SEWER LINES, PRTS, METERS                         | 19,279           | -                | 75,000           | 70,000           |
| 447 CHEMICALS OPERATIONAL                             | -                | -                | 6,000            | 15,000           |
| 451 CONCRETE PRODUCTS                                 | -                | 4,000            | 6,000            | 4,000            |
| 455 CRUSHED STONE & SAND                              | -                | 25,000           | 22,500           | 25,000           |
| 458 SALT/SODIUM CHLORIDE                              | -                | 15,000           | 4,391            | -                |
| 465 ASPHALT   | -                | 18,000           | 33,000           | 18,000           |
| 510 INSURANCE - GENERAL LIABILITY                     | 5,235            | 4,608            | 4,318            | 4,318            |
| 523 PROPERTY (CONTENTS) INSURANCE                     | -                | -                | 845              | 845              |
| 533 EQUIPMENT- RENTAL/LEASE                           | 7,751            | 1,200            | 23,076           | -                |
| 960 MACHINERY & EQUIPMENT                             | 34,250           | -                | -                | 40,000           |
| 971 MOTOR EQUIPMENT                                   | -                | -                | -                | 273,000          |
| 999 OTHER CAPITAL OUTLAY                              | 3,168            | 150,000          | 200,000          | 300,000          |
| <i>43240 - Collection System Maintenance SUBTOTAL</i> | <i>1,866,375</i> | <i>1,418,691</i> | <i>1,492,566</i> | <i>1,809,171</i> |

# Pump Stations

This division is used to account for the operation, repair, and maintenance of the sewage pumping stations located in the sewer collection system. The contract with Veolia Water NA includes the routine operation and maintenance of the pump stations only. The costs reflected in this division are for major upgrades, utilities, and operational costs not included in Veolia's contract. This division also provides for the design and construction of new pumping stations required for facilitating the transfer of sewage wastes from new collection systems.

## ❑ Performance and Workload Measures

| Lift Stations                                   |         |         |         |         |         |         |
|---|---------|---------|---------|---------|---------|---------|
|   | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| Lift Station Inspections                        |         |         | 3,176   | 3,228   | 3,228   | 3,561   |
| Preventive Work Orders Lift Stations            |         |         | 1,568   | 1,124   | 1,346   | 974     |
| Corrective, MCRR, ASA Work Orders Lift Stations |         |         | 171     | 145     | 158     | 179     |
| Alarm Work Orders Lift Stations                 |         |         | 171     | 169     | 170     | 174     |
| Preventive Work Orders Air Valves               |         |         | 185     | 187     | 191     | 192     |
| Corrective, MCRR, ASA Work Orders Air Valves    |         |         | 11      | 7       | 9       | 3       |
| Alarm Work Orders Air Valves                    |         |         | 1       | 0       | 1       | 0       |
| Safety Work Orders                              |         |         | 89      | 122     | 106     | 41      |
| OCNM Work Orders                                |         |         | 57      | 50      | 54      | 62      |
| Hydrogen Sulfide Analysis in collection system  |         |         | 126     | 195     | 250     | 332     |
| E.coli Analysis in collection system            |         |         | 20      | 14      | 17      | 78      |

## ❑ Significant Accomplishments FY 2011-2012:

- SRF financing and approval of the Comptroller's office was achieved to allow for the upgrade to the pump stations that serve the East Tennessee Progress Center in the Witt area. The project is underway and is expected to be complete by the end of FY2012. The budget for this project is \$1,500,000.
- A project to extend a gravity line to remove the need for the Joe Carter pump station is under design.
- The design for the MAID 1 Pump Station and the Willow Springs Pump Station has begun.

## ❑ Comments on FY 2011 Actual and FY 2012 Projections:

- Delays in approval for financing from the State Comptroller's office resulted in higher than expected costs for pump rental in the Witt collection system.

## ❑ Significant Changes for FY 2013:

- Expenses other than the Veolia contract reflect the cost of operating bypass pumps and other extraordinary costs while waiting for repairs and upgrades to pump stations. These costs are expected to decrease significantly during FY2013. The Witt system is the primary area where these costs are found.
- The pump station reliability study has been completed. Upgrades and repair needs are expected as a result of this study. This study prioritizes these needs.

#### ❑ Personnel Summary

There are no personnel budgeted in this account.

#### ❑ Budget Expense Detail

| Description                                    | Actual 10-11   | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13   |
|--|----------------|------------------|------------------|------------------|
| <b><i>43250 - Pumping Station</i></b>          |                |                  |                  |                  |
| 341 ELECTRICITY                                | 9,719          | 75,000           | 40,000           | 80,000           |
| 342 WATER & SEWER                              | 355            | -                | -                | -                |
| 357 VEOLIA CONTRACT                            | 62,266         | 695,032          | 791,000          | 913,152          |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT        | 44,808         | -                | -                | -                |
| 399 OTHER CONTRACTED SERVICES                  | 395,048        | 106,000          | 220,000          | 25,000           |
| 429 GENERAL OPERATING SUPPLIES                 | 85,673         | 100,000          | 25,000           | 60,000           |
| 431 GASOLINE & DIESEL FUEL                     | 107,455        | 150,000          | 110,000          | 60,000           |
| 510 INSURANCE - GENERAL LIABILITY              | 18,113         | 15,360           | 14,395           | 14,395           |
| 523 PROPERTY (CONTENTS) INSURANCE              | -              | -                | 2,816            | 2,816            |
| 533 EQUIPMENT- RENTAL/LEASE                    | 138,769        | -                | -                | -                |
| 999 OTHER CAPITAL OUTLAY                       | 19,407         | -                | -                | -                |
| <b><i>43250 - Pumping Station SUBTOTAL</i></b> | <b>881,615</b> | <b>1,141,392</b> | <b>1,203,211</b> | <b>1,155,363</b> |

# Sewer Construction

The Sewer Construction Division provides for the design and construction of public sewer lines that will collect and transport waste products from the users discharge point to the Sewer Treatment Plant.

## ❑ Performance and Workload Measures

| Collection System Construction       |         |         |         |         |         |         |
|--------------------------------------|---------|---------|---------|---------|---------|---------|
|                                      | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| New Sewer Line Extension (ft)        |         | 10,852  | 9,203   | 5,016   | 0       | 0       |
| Rehab by Sewer Line Replacement (ft) |         | 3,719   | 8,618   | 3,884   | 7,600   | 86      |
| Work Orders Generated                |         |         |         |         |         | 1       |
| Work Orders Completed                |         |         |         |         |         | 1       |

## ❑ Significant Accomplishments FY 2011-2012:

- Upgrades to the Witt area pump stations are well underway.
- Repairs in the collection system at High Street at the railroad and at Jackson Street at the railroad are under contract and awaiting Norfolk Southern Railway approvals.
- The repair of the force main crossing beneath S. R. 160 at the airport is underway.
- The extension at 25E to the Mark Sawyer development is underway.
- The sewer repair project addressing repairs beneath roadways in the remaining three miles of the current street repairs and paving project is underway.

## ❑ Goals for FY 2012 - 2013:

- The end of FY2012 leading into FY2013 will see the beginning of the major capital expenditures for rehabilitation of the sewer system as a result of the investigative work required by the commissioner's order and in conjunction with ongoing MOM activities. A few of the projects will have design completed and should be underway by the end of FY2013.
- Design on Spring Creek Basin Rehabilitation Projects I, II, and III, has begun.
- In the future rehabilitation projects within the sewer system will be ongoing.

## ❑ Comments on FY 2011 Actual and FY 2012 Projections:

This area reflects a very significant change in philosophy in how the sewer system will be operated. Rather than continue to try and handle the majority of construction projects with city staff, these projects will be bid to private contractors. This has allowed a major reduction in staffing.

## ❑ Significant Changes for FY 2013:

Major construction activities are planned in the following areas:

Capital projects are planned in the following areas:

|  |                      |
|--|----------------------|
| Hwy 160 Sewer Force Main Tie Ins           | \$ 80,000            |
| CCTV Fall and Spring Creeks                | 964,643              |
| Sewer Extension - 25E                      | 197,000              |
| Jackson St. / High Street                  | 364,100              |
| Field Surveying and Inspections            | 346,000              |
| GIS work                                   | 48,800               |
| Misc. Sewer Rehab - Before paving projects | 1,716,750            |
| Howell Road Pump Station                   | 979,725              |
| Maid 1 Pump Station                        | 585,000              |
| Willow Springs Pump Station                | 695,000              |
| Howell Road Force Main                     | 1,211,225            |
| Spring Creek Phase I Rehab                 | 2,970,000            |
| Spring Creek Phase II Rehab                | 3,450,000            |
| Spring Creek Phase III Rehab               | 2,885,000            |
| Fall Creek Study                           | 90,000               |
| Barton Springs Pump Station                | 700,000              |
| Fall Creek Pump Station                    | 590,000              |
| Willow Springs I Rehab                     | 2,000,000            |
| WWTP Ia Sewer Rehab                        | 3,335,000            |
| WWTP Ib&c Sewer Rehab                      | 3,450,000            |
| <b>TOTAL</b>                               | <b>\$ 26,658,243</b> |

These projects are associated with sewer collection system rehabilitation required by order of the Tennessee Department of Environment and Conservation (TDEC). They represent an effort to remove inflow and infiltration (I&I) from the collection system. Removal of this I&I will bring us into compliance with our State permit and reduce the volume that we are required to treat at the wastewater plant. Implementation of these projects will not expand the system to new customers, but will have a positive impact on future operating expenses. These projects will be financed by a bond issue which is more fully described in the debt service section of this fund.

## **□ Personnel Summary**

| SEWER SYSTEM CONSTRUCTION              | FY 06         | FY 07       | FY 08       | FY 09       | FY 10    | FY 11    | FY 12    | FY 13    |
|--|---------------|-------------|-------------|-------------|----------|----------|----------|----------|
| CIVIL ENGINEER                         | 1             | 1           | 0           | 0           | 0        | 0        | 0        | 0        |
| ENGINEERING TECHNICIAN                 | 1             | 1           | 2           | 2           | 0        | 0        | 0        | 0        |
| CONSTRUCTION MANAGER                   | 1             | 1           | 1           | 1           | 0        | 0        | 0        | 0        |
| EQUIPMENT MECHANIC                     | 0             | 0           | 1           | 1           | 1        | 1        | 0        | 0        |
| INSPECTOR                              | 1             | 1           | 2           | 2           | 0        | 0        | 0        | 0        |
| CREW LEADER                            | 0             | 1           | 1           | 1           | 1        | 1        | 0        | 0        |
| SEWER DIRECTOR                         | 1             | 1           | 1           | 1           | 0        | 0        | 0        | 0        |
| GENERAL SUPERVISOR                     | 0             | 0           | 0           | 1           | 1        | 1        | 0        | 0        |
| HEAVY EQUIPMENT OPERATOR               | 3             | 4           | 5           | 5           | 3        | 3        | 0        | 0        |
| MEDIUM EQUIPMENT OPERATOR              | 3             | 3           | 3           | 3           | 1        | 1        | 0        | 0        |
| UTILITY WORKER                         | 3             | 1           | 1           | 0           | 0        | 0        | 0        | 0        |
| ADMINISTRATIVE SECRETARY               | 0.125         | 0.2         | 0.2         | 0.4         | 0        | 0        | 0        | 0        |
| <b>TOTAL SEWER SYSTEM CONSTRUCTION</b> | <b>14.125</b> | <b>14.2</b> | <b>17.2</b> | <b>17.4</b> | <b>7</b> | <b>7</b> | <b>0</b> | <b>0</b> |

## ☐ Budget Expense Detail

| Description                                | Actual 10-11     | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13    |
|--|------------------|------------------|------------------|-------------------|
| <i>43260 - Sewer Construction</i>          |                  |                  |                  |                   |
| 111 SALARIES & WAGES                       | 490,528          | -                | -                | -                 |
| 112 OVERTIME                               | 123,427          | -                | -                | -                 |
| 134 HOLIDAY BONUS                          | 1,788            | -                | -                | -                 |
| 210 FICA                                   | 45,347           | -                | -                | -                 |
| 213 TCRS CONTRIBUTION                      | 89,966           | -                | -                | -                 |
| 214 EMPLOYEE HEALTH INS                    | 65,380           | -                | -                | -                 |
| 219 WORKERS COMPENSATIONS INSURANCE        | 11,098           | -                | -                | -                 |
| 226 CLOTHING/UNIFORM/SHOES                 | 4,685            | -                | -                | -                 |
| 310 POSTAL SERVICE                         | 121              | -                | -                | -                 |
| 330 LEGAL NOTICES                          | 543              | -                | -                | -                 |
| 359 OTHER PROFESSIONAL SRVCS               | 144,305          | -                | -                | -                 |
| 361 REPAIR & MAINTENANCE-VEHICLES          | 1,236            | -                | -                | -                 |
| 375 MEMBERSHIPS & DUES                     | 665              | -                | -                | -                 |
| 378 EDUCATION - SEMINARS & TRAINING        | 693              | -                | -                | -                 |
| 383 TRAVEL-BUSINESS EXPENSES               | 753              | -                | -                | -                 |
| 399 OTHER CONTRACTED SERVICES              | 63,315           | -                | -                | -                 |
| 411 OFFICE SUPPLIES & MATERIALS            | 249              | -                | -                | -                 |
| 424 JANITORIAL SUPPLIES                    | 219              | -                | -                | -                 |
| 429 GENERAL OPERATING SUPPLIES             | 13,786           | -                | -                | -                 |
| 431 GASOLINE & DIESEL FUEL                 | 47,216           | -                | -                | -                 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 68,743           | -                | -                | -                 |
| 510 INSURANCE - GENERAL LIABILITY          | 35,840           | 35,840           | 33,588           | 33,588            |
| 523 PROPERTY (CONTENTS) INSURANCE          | -                | -                | 6,571            | 6,571             |
| 533 EQUIPMENT- RENTAL/LEASE                | 159,729          | 5,000            | -                | -                 |
| 689 OTHER MISCELLANEOUS EXPENSES           | 606              | -                | -                | -                 |
| 951 SEWER PROJECTS                         | 754,090          | 7,553,000        | 7,500,000        | 19,975,423        |
| 911 LAND/SITE Acquisition & IMPROVEMENTS   | 95               | -                | -                | -                 |
| <i>43260 - Sewer Construction SUBTOTAL</i> | <i>2,124,420</i> | <i>7,593,840</i> | <i>7,540,159</i> | <i>20,015,582</i> |

# Sewer Fund Debt & Depreciation

This account is used to budget and pay out the City's bond principal payments on debt.

## □ Budget Expense Detail

| Description                                | Actual 10-11     | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13   |
|--|------------------|------------------|------------------|------------------|
| <i>49110 - Debt Service Sewer</i>          |                  |                  |                  |                  |
| 711 DEBT PRINCIPAL                         | 1,197,167        | 1,975,406        | 1,975,406        | 3,301,454        |
| 731 DEBT INTEREST                          | 383,421          | 1,060,119        | 1,060,119        | 1,920,973        |
| 798 PAYING AGENT FEES                      | 42,450           | 45,000           | 45,000           | 45,000           |
| <i>49110 - Debt Service Sewer SUBTOTAL</i> | <i>1,623,039</i> | <i>3,080,525</i> | <i>3,080,525</i> | <i>5,267,427</i> |
| <i>61200 - Sewer Depreciation</i>          |                  |                  |                  |                  |
| 573 dep-PLANT & MACHINERY                  | 2,434,962        | 2,432,707        | 2,432,707        | 2,433,358        |
| <i>61200 - Sewer Depreciation SUBTOTAL</i> | <i>2,434,962</i> | <i>2,432,707</i> | <i>2,432,707</i> | <i>2,433,358</i> |

## Debt Detail – Sewer Fund

| City of Morristown    |             |             |             |                   |
|-----------------------|-------------|-------------|-------------|-------------------|
| TOTAL SEWER FUND DEBT |             |             |             |                   |
| Year                  | Principal   | Interest    | Total       | Remaining Balance |
| FY 2013               | \$3,301,454 | \$1,920,973 | \$5,222,428 | \$57,585,762      |
| FY 2014               | \$2,845,123 | \$1,840,591 | \$4,685,713 | \$54,931,850      |
| FY 2015               | \$2,500,512 | \$1,105,100 | \$3,605,612 | \$52,431,338      |
| FY 2016               | \$2,553,053 | \$1,051,890 | \$3,604,944 | \$49,878,284      |
| FY 2017               | \$2,608,620 | \$996,425   | \$3,605,044 | \$47,269,665      |
| FY 2018               | \$2,666,754 | \$938,579   | \$3,605,334 | \$44,602,910      |
| FY 2019               | \$2,727,844 | \$878,185   | \$3,606,029 | \$41,875,067      |
| FY 2020               | \$2,791,585 | \$815,215   | \$3,606,800 | \$39,083,482      |
| FY 2021               | \$2,856,128 | \$749,473   | \$3,605,601 | \$36,227,354      |
| FY 2022               | \$2,924,499 | \$680,944   | \$3,605,443 | \$33,302,854      |
| FY 2023               | \$2,996,306 | \$609,446   | \$3,605,752 | \$30,306,548      |
| FY 2024               | \$3,071,270 | \$534,810   | \$3,606,080 | \$27,235,278      |
| FY 2025               | \$3,148,827 | \$456,895   | \$3,605,722 | \$24,086,452      |
| FY 2026               | \$3,229,487 | \$375,586   | \$3,605,073 | \$20,856,965      |
| FY 2027               | \$3,314,589 | \$290,731   | \$3,605,320 | \$17,542,376      |
| FY 2028               | \$3,398,365 | \$202,124   | \$3,600,489 | \$14,139,011      |
| FY 2029               | \$2,160,435 | \$109,581   | \$2,270,016 | \$11,973,576      |
| FY 2030               | \$2,053,526 | \$79,479    | \$2,133,005 | \$9,920,050       |
| FY 2031               | \$2,077,725 | \$55,247    | \$2,132,972 | \$7,842,325       |
| FY 2032               | \$1,784,607 | \$31,447    | \$1,816,053 | \$6,057,718       |
| FY 2033               | \$1,350,913 | \$18,668    | \$1,369,581 | \$4,706,805       |
| FY 2034               | \$1,361,130 | \$8,561     | \$1,369,691 | \$3,345,675       |
| FY 2035               | \$1,185,675 | \$1,538     | \$1,187,213 | \$2,160,000       |

### Sewer Fund - Outstanding Debt by Issue

| Issue                             | Amount        | Rate  | Type     | Retirement |
|-----------------------------------|---------------|-------|----------|------------|
| 1998 issue Refunded 2001          | \$ 5,000,000  | 4.00% | Fixed    | 2013       |
| TLDA Refunding 2003               | \$ 1,775,500  |       | Variable | 2014       |
| TML Refunding 2008                |               |       |          |            |
| D-1-D Portion                     | \$ 3,034,690  | 5.00% | Variable | 2028       |
| IV-F-3 Portion                    | \$ 2,694,342  | 5.00% | Variable | 2028       |
| D-8-B Portion                     | \$ 5,066,103  | 5.00% | Variable | 2028       |
| D-10-C Portion                    | \$ 1,762,250  | 5.00% | Variable | 2028       |
| TML 2008 Issue                    | \$ 4,000,000  | 5.00% | Variable | 2028       |
| TML Energy Bonds                  | \$ 1,710,000  | 5.00% | Variable | 2029       |
| State Revolving Fund - Cumberland | 12500000      | 2.06% | Fixed    | 2032       |
| TML 2009 Public Works Facility    | \$ 983,878    | 2.91% | Fixed    | 2035       |
| TML Refunding 2009                | \$ 923,614    | 2.91% | Fixed    | 2035       |
| Bond                              | \$ 31,000,000 | 5.00% | Variable | 2037       |
| State Revolving Fund - Witt       | \$ 1,200,000  | 2.73% | Fixed    |            |
| 2013 Bond                         | \$ 26,000,000 |       | Planned  |            |

The table above reflects the current debt issues which will be repaid from Sewer revenues. In the next two years, two issues will be retired, reducing the debt load on the system. The City is in the process of borrowing \$26,000,000 for system rehabilitation as required by the TDEC Commissioner's order. We plan to structure this debt as a fixed interest rate in order to bring our portfolio into balance and take advantage of low interest rates.



## Solid Waste Fund



## Revenue Analysis

Through 2010, the cost of Sanitation services was financed entirely through a transfer from the General Fund. With the FY 11 budget, the City began conversion of this operation to self-supporting fund which requires user fees to support the cost of the service. The rate adopted by Council for garbage collection was \$10.00 per can. The first year, with the delays of building a billing system, generate \$1,091,664. With a full year of collections, the fees generated \$ 1,287,000 in FY 12. We anticipate that collections in FY 13 will be similar to that seen in FY 12.

Since City Council elected to adopt a sanitation fee lower than what is required to provide the service, the General Fund is still required to contribute in order to provide adequate resources to operate; in FY 12 the General Fund will contribute more than \$ 200,000 to support the service. In FY 13, reductions in costs for recycling and the accumulation of a small reserve will allow the fund to operate without a transfer from the General Fund. During FY 13, Council will need to monitor the costs and revenues of this operation and develop a long term business plan to make this service self-supporting.

In the past, a contribution from regional solid waste board was made reflecting the contribution needed to retire the debt for construction of the regional landfill. In FY 13 this is no longer needed.

In FY 12, the City also included \$250,000 bond proceeds to replace two solid waste trucks.

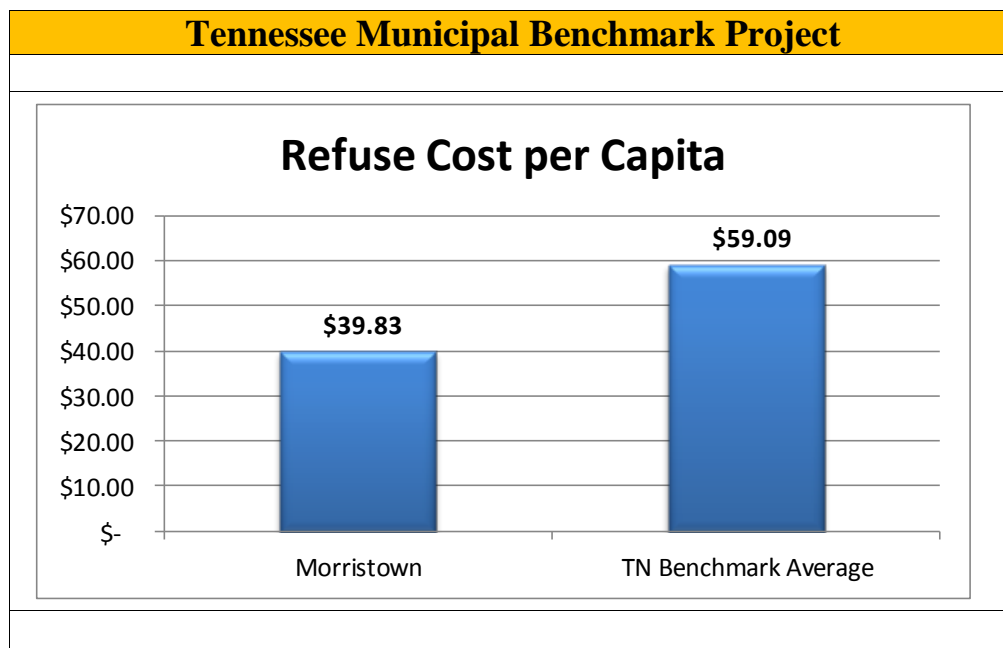
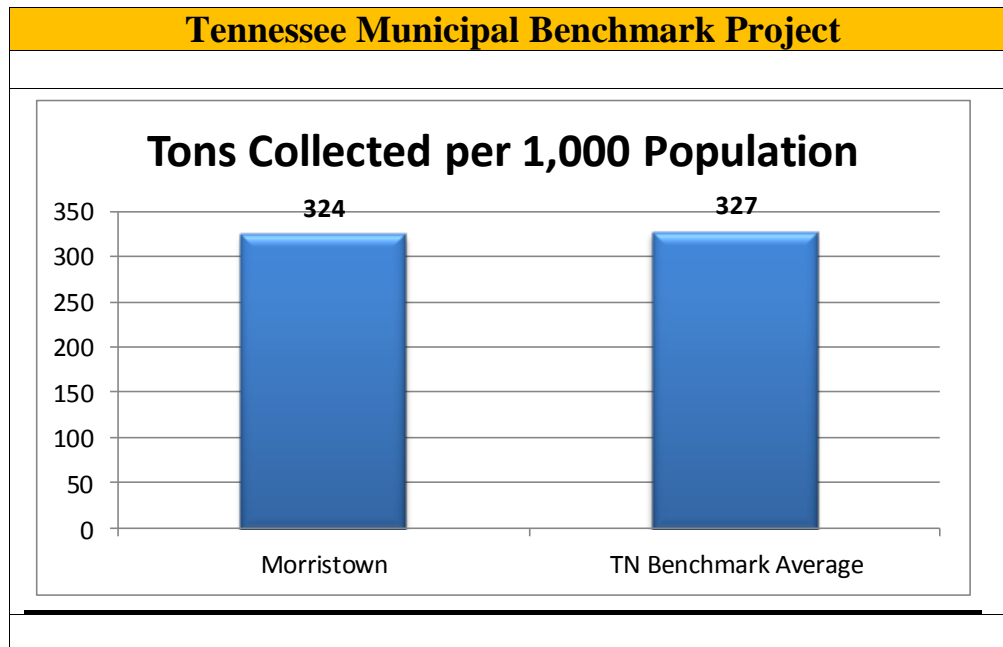
## Revenue Detail

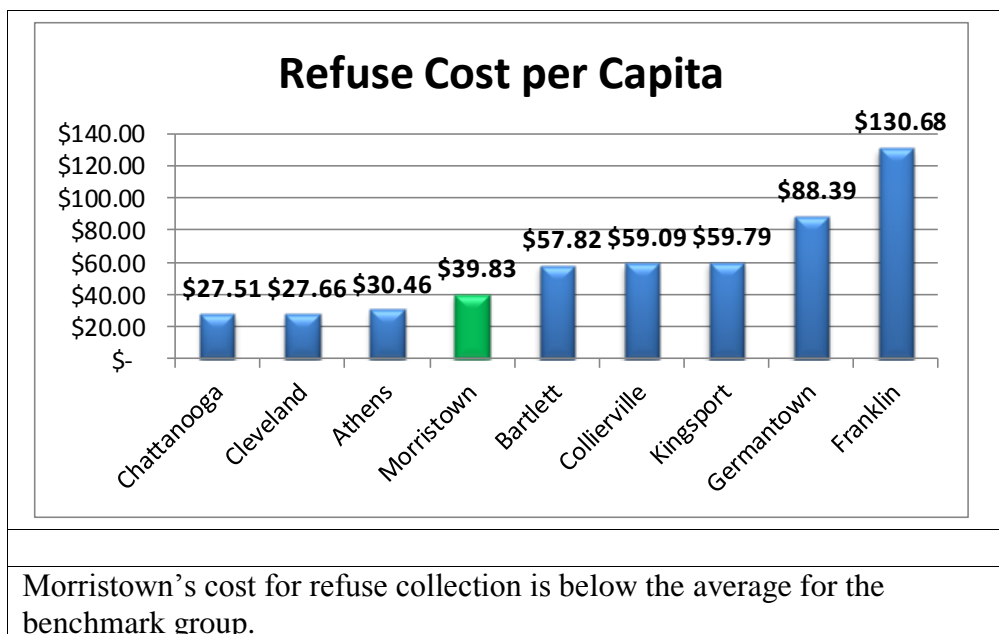
| Description                                      | Actual 10-11     | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13   |
|--|------------------|------------------|------------------|------------------|
| <i>Fund 435 - Solid Waste Fund Revenue</i>       |                  |                  |                  |                  |
| 33800 OTHER COUNTY REVENUE                       | 238,100          | 241,500          | 238,100          | -                |
| 36700 OTHER MISCELLANEOUS REVENUE                | 6,625            | -                | -                | -                |
| 36850 BOND PROCEEDS                              | -                | 250,000          | 250,000          | -                |
| 37310 SOLID WASTE FEES                           | 1,091,664        | 1,261,984        | 1,287,000        | 1,261,984        |
| 37810 INTER-FUND TANSFERS                        | 560,529          | 219,835          | 219,835          | -                |
| 33840 NON_REV- FUND BALANCE APPROPRIATED         | -                | -                | -                | 240,069          |
| <i>Total Solid Waste Revenue &amp; Transfers</i> | <i>1,896,918</i> | <i>1,973,319</i> | <i>1,994,935</i> | <i>1,502,053</i> |

# Sanitation

The sanitation division is charged with the collection of residential and small commercial household refuse using twenty yard semi-automated rear loading refuse trucks. The refuse is placed at the curb in ninety gallon roll out carts each week.

## ❑ Performance and Workload Measures





| Waste Collection        |         |         |         |         |         |         |
|-------------------------|---------|---------|---------|---------|---------|---------|
|                         | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | *FY2012 |
| Household Refuse (Tons) | 9,944   | 9,906   | 9,770   | 9,416   | 9,448   | 9,260   |
| Brush                   | 3,411   | 2,954   | 3,327   | 3,238   | 2,691   | 3,170   |
| Bulk Waste              | 2,988   | 3,431   | 3,290   | 2,843   | 2,953   | 2,454   |
| Leaf Collection         | unknown | unknown | unknown | unknown | 2,000   | 1,176   |
| Misc.                   | 1,584   | 1,992   | 1,752   | 1,012   | 1,062   | 280     |
| Total                   | 17,927  | 18,283  | 18,139  | 16,509  | 18,154  | 16,340  |

\* FY 2012 tons are projected

#### ❑ Significant Accomplishments FY 2011-2012:

- Replacement of two of four front line sanitation trucks is complete
- Reduction in calls for service due to the completion of the 2011 implementation of the sanitation fee
- Began participation in the MTAS benchmarking program
- Mostly positive results from the completion of the first year MTAS benchmarking project

#### ❑ Goals for FY 2012 - 2013:

- Enforce sanitation fee ordinance
- Monitor fuel expense, manage equipment operation to reduce engine run time
- Continue high level of customer service, investigate and begin activities to address citizen survey action chart, sanitation (garbage) is a key driver
- Seek innovation for both budget and safety concerns
- Complete yearly training requirements
- Emphasize safety procedures for drivers and utility workers

**❑ Comments on FY 2011 Actual and FY 2012 Projections:**

- Fuel projected to exceed budget +/- \$12,000
- Vehicle parts projected to exceed budget +/- \$2,000

**❑ Significant Changes for FY 2013:**

- Fuel costs increase \$13,000
- Vehicle parts increase \$9,000

Capital equipment included in this area includes:

Replacement of a rear loading sanitation truck                      \$140,000

**❑ Personnel Summary**

| SOLID WASTE SANITATION       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| SANITATION SUPERINTENDENT    | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| HEAVY EQUIPMENT OPERATOR     | 6     | 6     | 6     | 6     | 6     | 6     | 5     | 6     |
| UTILITY WORKER               | 4     | 4     | 4     | 4     | 4     | 3     | 4     | 3     |
| TOTAL SOLID WASTE SANITATION | 11    | 11    | 11    | 11    | 11    | 10    | 10    | 10    |

## Budget Expense Detail

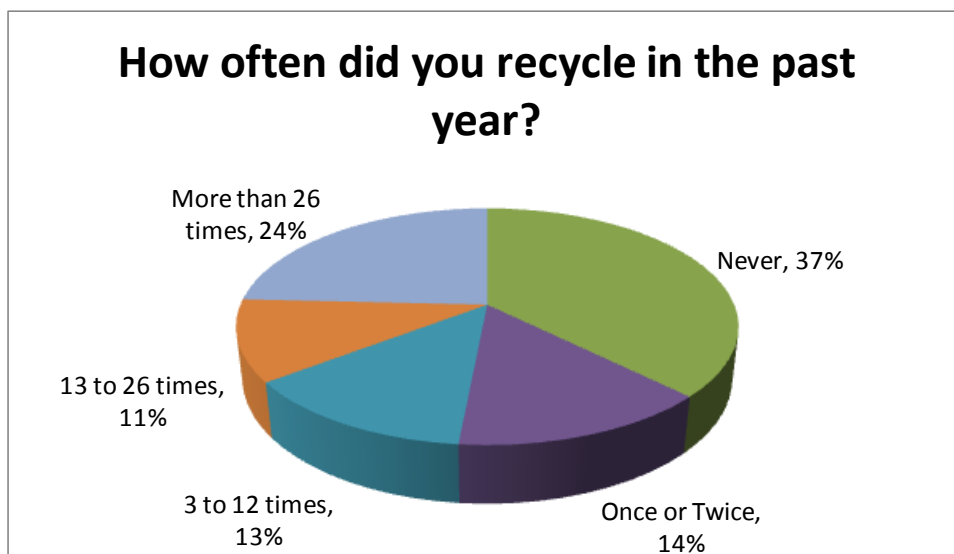
| Description                                | Actual 10-11     | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13   |
|--|------------------|------------------|------------------|------------------|
| <i>FUND 435- Solid Waste</i>               |                  |                  |                  |                  |
| 111 SALARIES & WAGES                       | 322,275          | 346,060          | 346,060          | 365,897          |
| 112 OVERTIME                               | 4,491            | 6,000            | 4,500            | 6,000            |
| 134 HOLIDAY BONUS                          | 5,031            | 4,727            | 5,279            | 5,285            |
| 210 FICA                                   | 24,149           | 26,854           | 28,999           | 23,385           |
| 212 MEDICARE                               | -                | -                | -                | 5,469            |
| 213 TCRS CONTRIBUTION                      | 48,297           | 51,250           | 55,383           | 55,370           |
| 214 EMPLOYEE HEALTH INS                    | 93,590           | 106,381          | 94,151           | 101,317          |
| 217 EMPLOYEE LIFE INS                      | -                | -                | -                | 1,318            |
| 219 WORKERS COMPENSATIONS INSURANCE        | 15,984           | 15,250           | 11,438           | 11,667           |
| 220 UNEMPLOYMENT INSURANCE                 | 4,474            | -                | 359              | -                |
| 226 CLOTHING/UNIFORM/SHOES                 | 741              | 5,500            | 3,906            | 6,000            |
| 310 POSTAL SERVICE                         | 42               | 50               | 2                | 50               |
| 330 LEGAL NOTICES                          | 1,763            | 1,481            | 1,555            | 1,200            |
| 345 TELEPHONE SERVICES                     | -                | 400              | 251              | 400              |
| 351 MEDICAL SERVICES                       | 3,313            | -                | 352              | 1,000            |
| 359 OTHER PROFESSIONAL SRVCS               | 30,280           | 1,000            | -                | -                |
| 378 EDUCATION - SEMINARS & TRAINING        | -                | 100              | 100              | 200              |
| 399 OTHER CONTRACTED SERVICES              | 348,939          | -                | -                | -                |
| 411 OFFICE SUPPLIES & MATERIALS            | 205              | 200              | 50               | 200              |
| 413 OFFICE EQUIPMENT                       | -                | 200              | -                | -                |
| 429 GENERAL OPERATING SUPPLIES             | 119              | -                | 499              | 1,500            |
| 431 GASOLINE & DIESEL FUEL                 | 62,475           | 62,000           | 74,011           | 75,000           |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 48,807           | 51,000           | 52,867           | 60,000           |
| 487 SOLID WASTE CONTAINERS                 | -                | 33,000           | 26,418           | 33,000           |
| 510 INSURANCE - GENERAL LIABILITY          | 12,679           | 10,752           | 10,076           | 10,076           |
| 523 PROPERTY (CONTENTS) INSURANCE          | -                | -                | 1,971            | 1,971            |
| 533 EQUIPMENT- RENTAL/LEASE                | 550              | -                | -                | -                |
| 562 LANDFILL FEE/DISPOSITION CHARGES       | -                | 400,000          | 358,000          | 375,000          |
| 689 OTHER MISCELLANEOUS EXPENSES           | 29,943           | -                | -                | -                |
| 971 MOTOR EQUIPMENT                        | -                | 250,000          | 246,250          | 140,000          |
| <i>43210 - Solid Waste SUBTOTAL</i>        | <i>1,058,148</i> | <i>1,372,205</i> | <i>1,322,478</i> | <i>1,281,305</i> |

# Recycling

This account provides for the expenses of the City's commingled recycling program. The division funds two positions, provides for the maintenance of a semi-automated sanitation truck, and the contracted expense of separating and marketing the recyclables collected. The program is primarily a blue bag program meaning customers place recyclables in blue plastic bags for biweekly curb side collection. A limited number of blue carts have been placed with customers that have proven a high level of participation in the program.



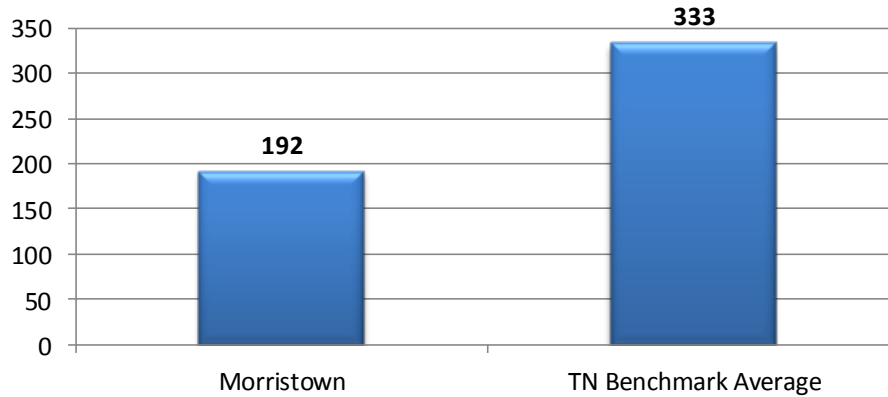
Source: 2011 Citizen Survey



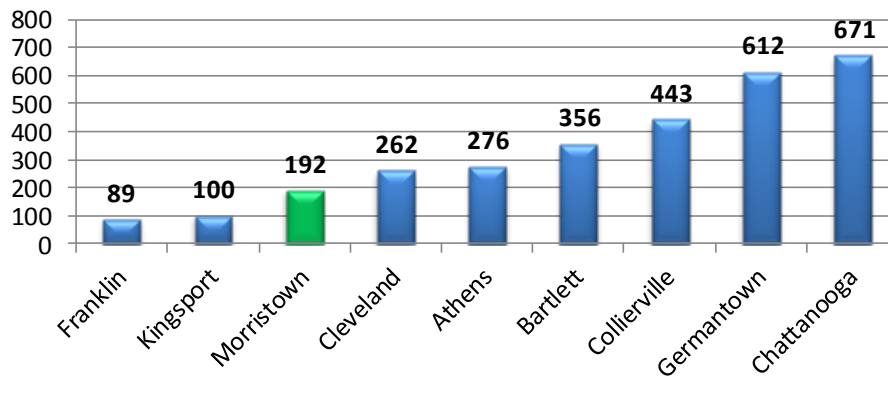
Source: 2011 Citizen Survey

## Tennessee Municipal Benchmark Project

### Tons Diverted per 1,000 Population



### Tons Diverted per 1,000 Population



The success of our programs to divert waste from the landfill lag behind those of other communities in the benchmark program.

## ❑ Performance and Workload Measures

| Recycling                       |         |         |         |         |         |          |
|---------------------------------|---------|---------|---------|---------|---------|----------|
|                                 | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | *FY 2012 |
| <b>Tons</b>                     | 624     | 647     | 864     | 1,044   | 832     | 545      |
| <b>% Increase / Decrease</b>    |         | 3.7%    | 33.5%   | 20.8%   | -20.3%  | -34.5%   |
| <b>% Diverted from Landfill</b> | 5.9%    | 6.1%    | 8.1%    | 10.0%   | 8.1%    | 5.6%     |

\* FY 2012 tons are projected



| <b>Total Diverted from Landfill</b> |                |                |                |                |                |                 |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|
|                                     | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> | <b>FY 2010</b> | <b>FY 2011</b> | <b>*FY 2012</b> |
| <b>Recycling</b>                    | 624            | 647            | 864            | 1,044          | 832            | 545             |
| <b>Brush</b>                        | 3,411          | 2,954          | 3,327          | 3,238          | 2,691          | -               |
| <b>Leaf Collection</b>              | unknown        | unknown        | unknown        | unknown        | 2,000          | 1,176           |
| <b>White Goods</b>                  | unknown        | unknown        | unknown        | unknown        | 48             | 48              |
| <b>Oil and Electronics</b>          | unknown        | unknown        | unknown        | unknown        | 9              | 9               |
| <b>Total Diverted from Landfill</b> | 4,035          | 3,601          | 4,191          | 4,282          | 5,580          | 1,778           |
| <b>Total Waste Stream</b>           | 17,927         | 18,283         | 18,139         | 16,509         | 18,154         | 16,340          |
| <b>% Diverted from Landfill</b>     | 23%            | 20%            | 23%            | 26%            | 31%            | 11%             |

\* FY 2012 tons are projected

#### ❑ **Significant Accomplishments FY 2011-2012:**

- Continued to promote increase in recycling collections through continued support of Keep America Beautiful. The Sanitation Superintendent serves as the board President
- Seek coverage in local publications to promote the recycling program by informing the public of the increase in collected tons
- Contract with Goodwill has produced significant savings
- Concern for reduction in recyclable collection increases, a small number of residential carts were purchased to encourage participation
- Recycling participated in the MTAS benchmarking project

#### ❑ **Goals for FY 2011 – 2012**

- Continue to promote increase in recycling collections through continued support of Keep America Beautiful
- Seek coverage in local publications to promote the recycling program by informing the public of the increase in collected tons
- Successfully manage the recycling contract and monitor operational and appearance concerns City leadership and staff have with Goodwill
- Investigate and begin activities to address citizen survey action chart
- Purchase additional residential recycling carts to encourage participation to help offset the loss of brush collection as a diverted waste item for the MTAS benchmarking project

#### ❑ **Comments on FY 2011 Actual and FY 2012 Projections:**

- Other contracted services expense greatly reduced due to reductions gained from Goodwill Contract and reduction of recyclable collections, projection is less than half of budget
- Projected fuel expense exceeds budget by \$1,795

#### ❑ **Significant Changes for FY 2013:**

- Other contracted services reduced by \$35,000 due to reductions gained from Goodwill Contract and reduction of recyclable collections
- Budget increase for fuel cost by \$2,000 due to fluctuation in fuel pricing
- Purchase of an additional 100 residential roll out carts

## □ Personnel Summary

| SOLID WASTE RECYCLING       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|-----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| HEAVY EQUIPMENT OPERATOR    | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| UTILITY WORKER              | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL SOLID WASTE RECYCLING | 2     | 2     | 2     | 2     | 2     | 2     | 2     | 2     |

## □ Budget Expense Detail

| Description   | Actual 10-11          | Budgeted 11-12        | Estimated 11-12       | Budgeted 12-13        |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| <i><b>FUND 435- Curbside Recycling</b></i>              |                       |                       |                       |                       |
| 111 SALARIES & WAGES                                    | 73,046                | 74,116                | 74,116                | 76,311                |
| 112 OVERTIME  | 672                   | 750                   | 1,000                 | 750                   |
| 134 HOLIDAY BONUS                                       | 1,673                 | 1,660                 | 1,650                 | 1,851                 |
| 210 FICA  | 5,495                 | 12,578                | 5,650                 | 4,893                 |
| 212 MEDICARE  | -                     | -                     | -                     | 1,144                 |
| 213 TCRS CONTRIBUTION                                   | 10,955                | 11,071                | 10,790                | 11,584                |
| 214 EMPLOYEE HEALTH INS                                 | 19,765                | 21,316                | 18,832                | 22,518                |
| 217 EMPLOYEE LIFE INS                                   | -                     | -                     | -                     | 297                   |
| 219 WORKERS COMPENSATIONS INSURANCE                     | 1,585                 | 3,050                 | 2,288                 | 2,334                 |
| 226 CLOTHING/UNIFORM/SHOES                              | 190                   | 1,300                 | 1,365                 | 1,100                 |
| 330 LEGAL NOTICES                                       | 27                    | 100                   | 100                   | 100                   |
| 345 TELEPHONE SERVICES                                  | -                     | 50                    | 50                    | 50                    |
| 351 MEDICAL SERVICES                                    | -                     | -                     | 84                    | -                     |
| 359 OTHER PROFESSIONAL SRVCS                            | 79                    | 100                   | 100                   | 100                   |
| 383 TRAVEL-BUSINESS EXPENSES                            | -                     | 500                   | -                     | 500                   |
| 399 OTHER CONTRACTED SERVICES                           | 73,191                | 70,000                | 30,000                | 35,000                |
| 411 OFFICE SUPPLIES & MATERIALS                         | 213                   | 300                   | 200                   | 300                   |
| 424 JANITORIAL SUPPLIES                                 | -                     | 300                   | 100                   | 300                   |
| 419 SMALL TOOLS & MINOR EQUIPMENT                       | 199                   | 250                   | 100                   | 250                   |
| 431 GASOLINE & DIESEL FUEL                              | 8,432                 | 9,000                 | 10,795                | 11,000                |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC              | 4,287                 | 9,000                 | 3,473                 | 9,000                 |
| 487 SOLID WASTE CONTAINERS                              | -                     | 2,500                 | 2,500                 | 5,000                 |
| 510 INSURANCE - GENERAL LIABILITY                       | 2,234                 | 1,894                 | 1,775                 | 1,775                 |
| 523 PROPERTY (CONTENTS) INSURANCE                       | -                     | -                     | 347                   | 347                   |
| <i><b>44510 - Curbside &amp; Recycling SUBTOTAL</b></i> | <i><b>202,045</b></i> | <i><b>219,835</b></i> | <i><b>165,316</b></i> | <i><b>186,504</b></i> |

## Solid Waste Nondepartmental

This account is used to budget and pay out the City's bond principal payments on debt. The City receives a payment from the Solid Waste Board equal to the amount of the annual debt service for this bond. Depreciation of the fund's assets is also included in this account.

### ❑ Significant Changes for FY 2013:

Debt Service is no longer required for the regional landfill, but new debt has been issued to provide for two trucks.

### ❑ Budget Expense Detail

| Description                                      | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <i>49100 - Debt Service Solid Waste</i>          |                |                |                 |                |
| 611 DEBT PRINCIPAL                               | 223,930        | 234,659        | 234,659         | 24,890         |
| 631 DEBT INTEREST                                | 22,409         | 42,234         | 16,049          | 9,354          |
| 798 PAYING AGENT FEES                            | 516            | -              | -               | -              |
| <b>61200 - Debt Service Solid Waste SUBTOTAL</b> | <b>246,855</b> | <b>276,893</b> | <b>250,708</b>  | <b>34,244</b>  |

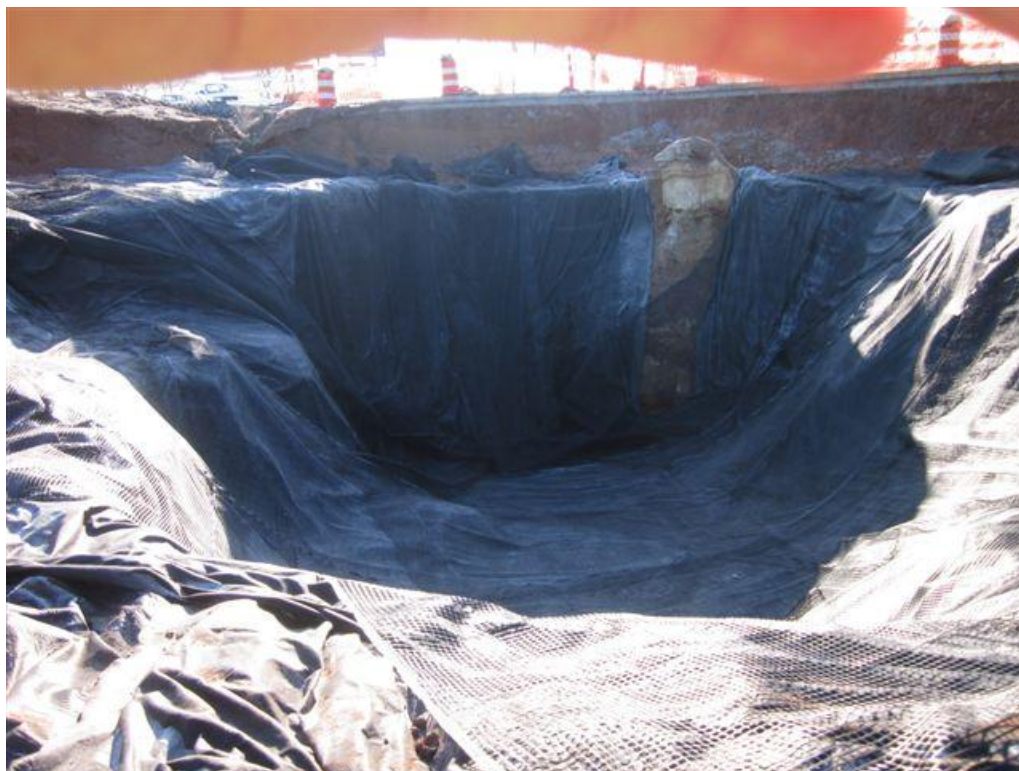
| Year    | Total Solid Waste Fund Debt |                |                   |
|---------|-----------------------------|----------------|-------------------|
|         | Total Principal             | Total Interest | Remaining Balance |
| FY 2013 | \$24,890                    | \$9,354        | \$379,101         |
| FY 2014 | \$25,020                    | \$8,799        | \$354,081         |
| FY 2015 | \$25,183                    | \$8,239        | \$328,898         |
| FY 2016 | \$25,313                    | \$7,676        | \$303,584         |
| FY 2017 | \$25,476                    | \$7,107        | \$278,108         |
| FY 2018 | \$25,639                    | \$6,535        | \$252,469         |
| FY 2019 | \$25,802                    | \$5,957        | \$226,667         |
| FY 2020 | \$25,965                    | \$5,375        | \$200,702         |
| FY 2021 | \$25,828                    | \$4,791        | \$174,874         |
| FY 2022 | \$25,991                    | \$4,205        | \$148,883         |
| FY 2023 | \$26,186                    | \$3,614        | \$122,696         |
| FY 2024 | \$36,382                    | \$2,914        | \$86,314          |
| FY 2025 | \$6,777                     | \$2,413        | \$79,537          |
| FY 2026 | \$6,973                     | \$2,213        | \$72,564          |
| FY 2027 | \$7,168                     | \$2,007        | \$65,396          |
| FY 2028 | \$7,364                     | \$1,796        | \$58,032          |
| FY 2029 | \$7,592                     | \$1,578        | \$50,440          |
| FY 2030 | \$7,820                     | \$1,354        | \$42,620          |
| FY 2031 | \$8,048                     | \$1,123        | \$34,571          |
| FY 2032 | \$8,276                     | \$886          | \$26,295          |
| FY 2033 | \$8,504                     | \$641          | \$17,791          |
| FY 2034 | \$8,765                     | \$390          | \$9,026           |
| FY 2035 | \$9,026                     | \$131          | \$0               |

### Sanitation Fund - Outstanding Debt by Issue

| Issue                          | Amount     | Rate  | Type  | Retirement |
|--------------------------------|------------|-------|-------|------------|
| Capital Outlay Note 2012       | \$ 250,000 | 2.06% | Fixed | 2024       |
| TML 2009 Public Works Facility | \$ 162,919 | 2.91% | Fixed | 2035       |

The table above reflects the modest debt carried by the Sanitation fund. A share of the acquisition costs of the site for the future public works facility is to be retired by this operation. There was a capital outlay note issued in 2012 for the purchase of two sanitation packer trucks for residential refuse collection.

## Storm Water Utility Fund



Sinkhole repairs at Commerce Drive in the MAID Industrial Park.

# Revenue Analysis

## User Fees

The City has established a utility to manage the city's storm water. Fees are assessed on the basis of equivalent residential units (ERU). Each single family residence is assessed a fee of \$2.50 monthly for the handling of their run off. An ERU is defined as 2,400 square feet. Commercial property is assessed a fee in proportion to this standard ERU. For example, a commercial lot with 24,000 square feet of impervious surface would be assessed a fee for 10 ERU's or \$25.00 per month under the current fee structure. Collections in storm water user fees do not fluctuate significantly over time. Most changes are based on new development which adds impervious surface and increases runoff and water quality issues.

## Transfers

In FY11, the General Fund transferred \$ 115,000 to the Storm Water fund. This represents difference between the cost of maintaining the system and the revenue generated by the user fees. With the implementation of the increased rates in FY 12, this transfer is no longer needed.

## Bond Proceeds

Late in FY 12, the Council approved a bond issue of \$5 million to address larger capital improvements needed in the stormwater system.

## Revenue Detail

| Description                                      | Actual 10-11   | Budgeted 11-12   | Estimated 11-12  | Budgeted 12-13   |
|--|----------------|------------------|------------------|------------------|
| <i>Fund 440 - Storm Water Fund Revenue</i>       |                |                  |                  |                  |
| 33641 TRANSFER GENERAL FUND                      | 105,417        | -                | -                | -                |
| 36850 BOND PROCEEDS                              | -              | -                | 5,000,000        | -                |
| 37245 STORM WATER CHARGES                        | 541,043        | 1,160,000        | 1,220,000        | 1,161,337        |
| RESERVE - DEBT PROCEEDS & BOND ISSUE             | -              | -                | -                | 3,042,263        |
| <i>Total Storm Water Revenue &amp; Transfers</i> | <i>646,460</i> | <i>1,160,000</i> | <i>6,220,000</i> | <i>4,203,600</i> |

# Storm Water Administration

The Storm Water Administration division is used to account for the administration, development and implementation of storm water policies and projects. The City of Morristown is one of more than 85 Tennessee communities that are required to maintain an NPDES General Permit for Discharges from Small Municipal Separate Storm Sewer Systems (MS4).

Under this permit, the city is required to develop a program that manages the quality of storm water runoff from the drainage system. The program focuses on the following areas: (1) public education and outreach (2) public involvement/participation (3) illicit discharge detection and elimination (4) construction site storm water runoff control (5) post-construction storm water management in new development and re-development (6) pollution prevention/good housekeeping for city operations.

## □ Performance and Workload Measures

| Storm Water Administration               |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|
|  | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| Stormwater Complaints                    |         |         | 23      | 28      | 32      |
| Stormwater Complaints resolved           |         |         | 19      | 12      | 19      |
| Land Disturbance Permits                 |         |         | 24      | 3       | 17      |
| State TNGCP Permits Reviewed and Tracked |         |         | 9       | 3       | 11      |
| Illicit Discharge Complaints             |         |         | 8       | 2       | 9       |
| Illicit Discharge Violations Cited       |         |         | 8       | 1       | 4       |
| Notices of Violation Issued              |         |         | 17      | 5       | 11      |
| NOV's resolved                           |         |         |         |         | 8       |
| Construction site Inspections            |         |         | 115     | 18      | 116     |
| Turkey Creek Assessment (feet)           |         |         | 10,000  | 4,000   | 2,000   |
| Stubblefield Creek Assessment (feet)     |         |         |         | 12,000  | 12,000  |
| Hot Spot outfalls to Stormsewer          |         |         |         | 350     | 350     |
| Outfalls to regulatory water             |         |         | 50      | 65      | 32      |

## □ Significant Accomplishments FY 2011-2012:

- Began development of a comprehensive Stormwater Management Plan to document all policies and procedures of the Stormwater Program
- Made significant progress in adding the Storm Sewer infrastructure to the Geographic Information System (GIS) program.

- Updated Subdivision Regulations to reflect revised Land Disturbance and new Post-Construction Water Quality Management Ordinances
- Responded to citizen complaints of flooding and other stormwater issues
- Inspected construction sites for compliance with city and state requirements
- Responded to reports of illicit discharges and issued notices of violation where appropriate
- Responded to inquiries about the Stormwater Utility fee and corrected billing when applicable
- Updated Stormwater Program website to revise content and include required public participation opportunities
- Reviewed site plans to insure conformance with City and State stormwater requirements
- Provided required stormwater training for Public Works personnel
- Received required state Erosion Protection and Sediment Control training for all stormwater personnel
- Provided technical assistance for repairs of sinkholes and injection wells
- Developed tracking system for post-construction water quality management facilities
- Refine procedures for recording maintenance agreements and plans for post-construction water quality management facilities (in progress)
- Assist Sewer Department in developing a response plan for sanitary sewer overflows located on private property (planned this FY)
- Create and maintain an inventory of all active construction sites (planned this FY)
- Develop Public Information and Education (PIE) plan (planned this FY)
- Use the EPA Water Quality Scorecard to review all city policies and procedures (planned this FY)

#### **❑ Goals for FY 2012 - 2013:**

- Provide project development and oversight for stormwater capital projects (\$5,000,000)
- Utilize the GIS tools for inventorying storm sewer issues
- Develop a comprehensive storm water infrastructure and waterway maintenance program that will satisfy the City's TDEC permit requirements while being funded by City Council approved funding sources and levels
- Insure that all City land disturbing activities are properly permitted and maintained
- Develop standard policies for Stormwater Utility credits and billing
- Incorporate web site forums and internet-based opportunities for public input for use in the City's storm water programs.
- Meet the following requirements of the state MS4 Permit:
  - Continue development of a comprehensive Stormwater Management Plan to document all policies and procedures of the Stormwater Program
  - Develop a 5 Year and 20 Year Stormwater Maintenance Program (Storm – SMP)
  - Develop and implement stormwater management plans for all City operations



- Prepare a comprehensive Enforcement Response Plan which addresses non-compliance with City stormwater ordinances
- Establish written procedures for construction site inspections and a mechanism for considering public input on land disturbance permits
- Develop written procedures for site plan reviews
- Develop stream monitoring plan
- Continue mapping of the entire stormwater system
- Implement a Public Involvement and Education program that includes web based inquiry and reporting for the public as well as on-line education

**□ Comments on FY 2011 Actual and FY 2012 Projections:**

There should be no major variations from the budget in this area.

**□ Significant Changes for FY 2013:**

Increased enforcement activity associated with implementation of the phase two MS4 stormwater permit may require additional activity in the future, but expenses are expected to be about the same in FY 12.

**□ Personnel Summary**

| STORM WATER MANAGEMENT       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| HEAVY EQUIPMENT OPERATOR     | 0     | 0     | 2     | 0     | 0     | 0     | 0     | 0     |
| MEDIUM EQUIPMENT OPERATOR    | 0     | 0     | 4     | 0     | 0     | 0     | 0     | 0     |
| PUBLIC WORKS DIRECTOR        |       |       |       |       |       |       | 0.34  | 0.34  |
| CITY ENGINEER                | 0     | 0     | 0     | 0     | 0.2   | 0.2   | 0.2   | 0.2   |
| ENGINEERING TECHNICIAN       | 0     | 0     | 0.5   | 1     | 1     | 1     | 1     | 1     |
| TOTAL STORM WATER MANAGEMENT | 0     | 0     | 6.5   | 1     | 1.2   | 1.2   | 1.54  | 1.54  |

## Budget Expense Detail

| Description  | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <i>43292 - Storm Water Administration</i>          |                |                |                 |                |
| 111 SALARIES & WAGES                               | 47,326         | 88,644         | 88,644          | 91,248         |
| 134 HOLIDAY BONUS                                  | 141            | 305            | 4,591           | 316            |
| 210 FICA   | 3,796          | 6,805          | 8,679           | 5,677          |
| 212 MEDICARE                                       | -              | -              | -               | 1,328          |
| 213 TCRS CONTRIBUTION                              | 7,422          | 12,862         | 11,423          | 13,442         |
| 214 EMPLOYEE HEALTH INS                            | 10,645         | 16,652         | -               | 17,435         |
| 217 EMPLOYEE LIFE INS                              | -              | -              | -               | 356            |
| 219 WORKERS COMPENSATIONS INSURANCE                | 1,081          | 2,349          | 1,761           | 1,796          |
| 220 UNEMPLOYMENT INSURANCE                         | -              | -              | 250             | -              |
| 226 CLOTHING/UNIFORM/SHOES                         | 258            | -              | 500             | 500            |
| 371 SUBSCRIPTIONS & BOOKS                          | -              | 15,000         | -               | -              |
| 375 MEMBERSHIPS & DUES                             | 3,055          | -              | 3,460           | 4,000          |
| 378 EDUCATION - SEMINARS & TRAINING                | 45             | -              | -               | -              |
| 510 INSURANCE - GENERAL LIABILITY                  | 2,057          | 2,048          | 1,919           | 1,919          |
| 523 PROPERTY (CONTENTS) INSURANCE                  | -              | -              | 376             | 376            |
| 570 GENERAL FUND IN LIEU STORM WATER               | 14,187         | 14,187         | 14,187          | 14,187         |
| 581 GENERAL FUND ADMIN FEE STORM WATER             | 12,747         | 15,000         | 15,000          | 15,000         |
| <i>43292 - Storm Water Administration SUBTOTAL</i> | <i>102,760</i> | <i>173,852</i> | <i>150,790</i>  | <i>167,580</i> |

## Storm Water – Drainway Management

The Storm Water Drainway division is used to account for right-of-way mowing within the city limits, since most grassy right-of-ways are within only feet of a storm drain. This division ensures that all applicable areas are well maintained and kept to standards. Responsible mowing and proper lawn care techniques keep obstructions, litter, and chemicals out of the storm drains and ultimately out of our rivers and streams.

### ❑ Performance and Workload Measures

| Storm Water Drainway Maintenance |         |         |         |         |         |
|----------------------------------|---------|---------|---------|---------|---------|
|                                  | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| Miles of Right of Way Mowed      |         |         |         |         | 885     |
| Frequency of Mowing (annual)     |         |         |         |         | 6       |
| Storm Drain pipe replaced (feet) |         |         |         |         | 40      |
| New Storm Drain Lines installed  |         |         |         |         | 0       |

### ❑ Significant Accomplishments FY 2011-2012:

- Kept right of ways mowed to an acceptable height for storm water quality, vehicle safety, and aesthetics
- Coordinated efforts for litter pickup with Hamblen County Sheriff's Department
- Due to a wetter growing season than normal, crews found it necessary to mow an additional service interval bringing the service interval total to 6
- Replaced front line mower; all 4 front line mowers now have enclosed cabs which improves operator safety and efficiency in mowing

### ❑ Goals for FY 2012 - 2013:

- Place emphasis on gateway entrances of the City, particularly West Andrew Johnson Highway
- Maintain a height of vegetation to keep drain ways clear providing improved water quality for public waterways and safety for the motoring public
- Prior to growing season, review safety training and risk management training as it relates to mowing
- Mow at a pace to maintain a neat, aesthetic cut
- Meet or exceed MOM goal for Right of Way clearing

**❑ Comments on FY 2011 Actual and FY 2012 Projections:**

- Projection for clothing/uniforms is \$2,160, no funding for FY2012
- Mobile phones are provided to mowers for use at work only and provide a means for managing mowing activities as well as a means of safety communication for the operator who is usually in the field on their own, for FY 2012 no funding was provided, the projected expenses are \$1,600
- For FY 2012 \$30,000 of funding for repair of equipment was placed in vehicle parts, the proper object code for these expenses is repair and maintenance operations equipment, the projected expenses for repair and maintenance operations equipment are \$18,000 over the budgeted \$30,000
- Expenses for fuel are projected to be \$11,700 over budget due to a low budget estimate and the fluctuations in fuel pricing
- No expenses have been incurred in storm water projects, with the current year increase in the storm water fee this funding has needed to accumulate for cash flow of projects to be prioritized at the end of FY2012

**❑ Significant Changes for FY 2013:**

- Requested budget of \$2,300 for clothing and uniforms
- Budget request of \$1,600 for telephone service
- Budget request of \$40,000 for repair and maintenance operations equipment representing a \$10,000 increase
- Request increase of \$29,615 to general operating supplies for in house repair/improvement of storm drainage facilities
- No funding is requested for vehicle parts

The following capital projects are planned for FY 13:

|   |              |
|---|--------------|
| Cherokee Drive Culvert                                      | \$ 25,200    |
| MAID Open Ditch   | 40,000       |
| Panther Creek Road Drainage                                 | 28,000       |
| Rosedale and Sulphur Springs Road                           | 20,000       |
| Club Circle   | 50,000       |
| ETVID Railroad Drainage                                     | 50,000       |
| Five Points Drainage  | 64,400       |
| Havley Springs  | 75,000       |
| Turkey Creek Public Works Building                          | 50,000       |
| Turkey Creek Fred Miller Park                               | 50,000       |
| Vifan and Cherokee Health Drainage                          | 55,000       |
| Debi Circle Catchment                                       | 150,000      |
| East Main/Daisy Street                                      | 244,000      |
| Fairmont and Whitaker                                       | 225,000      |
| Forest Drive Drainage                                       | 215,000      |
| Hospital Are Drainage                                       | 242,200      |
| Stubblefield Streamside Stabilization Public Works Facility | 150,000      |
| ETVID Drainage  | 408,463      |
| ETVID Drainage Restoration at Fall Creek                    | 900,000      |
| TOTAL   | \$ 3,042,263 |

## ☐ Personnel Summary

| STORM WATER DRAINS & WAYS       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|---------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| MEDIUM EQUIPMENT OPERATOR       | 0     | 0     | 0     | 4     | 4     | 4     | 2.6   | 2.6   |
| TOTAL STORM WATER DRAINS & WAYS | 0     | 0     | 0     | 4     | 4     | 4     | 2.6   | 2.6   |

| PUBLIC WORKS STORM DRAINS & WAYS       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|
| MEDIUM EQUIPMENT OPERATOR              | 4     | 4     | 0     | 0     | 0     | 0     | 0     | 0     |
| TOTAL PUBLIC WORKS STORM DRAINS & WAYS | 4     | 4     | 0     | 0     | 0     | 0     | 0     | 0     |

*Previously budgeted in General Fund*

## ☐ Budget Expense Detail

| Description  | Actual 10-11   | Budgeted 11-12 | Estimated 11-12  | Budgeted 12-13   |
|--|----------------|----------------|------------------|------------------|
| <b>43293 - Storm Water Drainway Maintenance</b>          |                |                |                  |                  |
| 111 SALARIES & WAGES                                     | 96,301         | 77,050         | 77,050           | 83,727           |
| 112 OVERTIME   | 6,822          | 4,000          | 4,500            | 4,000            |
| 134 HOLIDAY BONUS  | 921            | 929            | 1,500            | 966              |
| 210 FICA   | 7,223          | 6,023          | 17,451           | 5,499            |
| 212 MEDICARE   | -              | -              | -                | 1,286            |
| 213 TCRS CONTRIBUTION                                    | 14,624         | 11,286         | 37,472           | 13,020           |
| 214 EMPLOYEE HEALTH INS                                  | 38,761         | 27,568         | -                | 29,227           |
| 217 EMPLOYEE LIFE INS                                    | -              | -              | -                | 325              |
| 219 WORKERS COMPENSATIONS INSURANCE                      | 6,342          | 3,965          | 1,487            | 1,517            |
| 226 CLOTHING/UNIFORM/SHOES                               | 711            | -              | 650              | 2,300            |
| 359 OTHER PROFESSIONAL SRVCS                             | 196            | 300            | -                | -                |
| 345 TELEPHONE SERVICES                                   | -              | -              | 1,600            | 1,600            |
| 351 MEDICAL SERVICES                                     | -              | -              | 200              | 111              |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT                  | -              | 30,000         | 45,000           | 40,000           |
| 378 EDUCATION - SEMINARS & TRAINING                      | 135            | 248            | 400              | 400              |
| 411 OFFICE SUPPLIES & MATERIALS                          | -              | -              | -                | 50               |
| 424 JANITORIAL SUPPLIES                                  | -              | -              | -                | 100              |
| 429 GENERAL OPERATING SUPPLIES                           | -              | 10,385         | 40,000           | 168,008          |
| 431 GASOLINE & DIESEL FUEL                               | 20,026         | 15,000         | 27,000           | 27,000           |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC               | 46,280         | -              | -                | -                |
| 510 INSURANCE - GENERAL LIABILITY                        | 6,038          | 5,120          | 4,798            | 4,798            |
| 523 PROPERTY (CONTENTS) INSURANCE                        | -              | -              | 939              | 939              |
| 533 EQUIPMENT- RENTAL/LEASE                              | 1,476          | -              | -                | -                |
| 952 STORM WATER PROJECTS                                 | -              | 350,000        | 5,350,000        | 3,042,263        |
| 960 MACHINERY & EQUIPMENT                                | -              | 68,500         | 60,678           | -                |
| <b>43293 - Storm Water Drainway Maintenance SUBTOTAL</b> | <b>245,855</b> | <b>611,211</b> | <b>5,670,725</b> | <b>3,427,136</b> |

## Storm Water – Street Cleaning

The Storm Water Street Cleaning division is responsible for operating equipment used to clean the streets in the City. Clean streets are more than an aesthetic production of this department. Keeping our streets clean also helps keep the city's storm drains, and ultimately our streams and water supply, unsoiled. Street cleaning aids in reducing storm water pollutants, clearing street-level drain obstructions, and eradicating street sediment. The crew is responsible for cleaning 480 lane miles of road every month.

### ☐ Performance and Workload Measures

| Storm Water Street Cleaning    |         |         |         |         |         |
|--------------------------------|---------|---------|---------|---------|---------|
|                                | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| Lane Miles Swept               |         |         |         |         | 3,432   |
| Frequency of Sweeping (annual) |         |         |         |         | 11      |

### ☐ Significant Accomplishments FY 2011-2012:

- Though priority placed on bulk trash collection significantly reduced operator availability for street cleaning, satisfactory cleaning has occurred; calls for service are projected to increase from 15-24

### ☐ Goals for FY 2012 - 2013:

- Continue successful maintenance interval

### ☐ Comments on FY 2011 Actual and FY 2012 Projections:

- Fuel expenses are projected to be \$3,400 over budget
- Vehicle parts are expected to be \$1,500 over budget

### ☐ Significant Changes for FY 2013:

- Request for fuel expenses to increase \$8,000 to \$12,000
- Budget request for vehicle parts to increase from \$8,000 to \$10,000

We will continue to share personnel from area with bulk waste collection while a long term solution collecting bulk waste is developed. This will allow for a savings in salaries in this area.

### ☐ Personnel Summary

|                                   |       |       |       |       |       |       |       |       |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| STORM WATER STREET CLEANING       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| HEAVY EQUIPMENT OPERATOR          | 0     | 0     | 0     | 2     | 2     | 2     | 1.3   | 1.3   |
| TOTAL STORM WATER STREET CLEANING | 0     | 0     | 0     | 2     | 2     | 2     | 1.3   | 1.3   |

|                                    |       |       |       |       |       |       |       |       |
|------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| PUBLIC WORKS STREET CLEANING       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| HEAVY EQUIPMENT OPERATOR           | 2     | 2     | 0     | 0     | 0     | 0     | 0     | 0     |
| TOTAL PUBLIC WORKS STREET CLEANING | 2     | 2     | 0     | 0     | 0     | 0     | 0     | 0     |

## ☐ Budget Expense Detail

| Description   | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|---|----------------|----------------|-----------------|----------------|
| <i>43294 - Storm Water Street Cleaning</i>          |                |                |                 |                |
| 111 SALARIES & WAGES                                | 62,899         | 47,626         | 47,626          | 48,864         |
| 112 OVERTIME  | -              | 500            | 1,000           | 500            |
| 134 HOLIDAY BONUS                                   | 1,104          | 825            | 1,088           | 734            |
| 210 FICA  | 4,640          | 3,764          | 5,669           | 3,106          |
| 212 MEDICARE  | -              | -              | 1,113           | 726            |
| 213 TCRS CONTRIBUTION                               | 9,305          | 6,987          | 10,826          | 7,354          |
| 214 EMPLOYEE HEALTH INS                             | 20,096         | 13,851         | 18,838          | 14,634         |
| 217 EMPLOYEE LIFE INS                               | -              | -              | -               | 190            |
| 219 WORKERS COMPENSATIONS INSURANCE                 | 3,171          | 1,983          | 2,974           | 3,033          |
| 226 CLOTHING/UNIFORM/SHOES                          | 617            | -              | 600             | 1,000          |
| 351 MEDICAL SERVICES                                | -              | -              | 56              | -              |
| 359 OTHER PROFESSIONAL SRVCS                        | 28             | 100            | -               | 100            |
| 424 JANITORIAL SUPPLIES                             | 225            | -              | -               | -              |
| 429 GENERAL OPERATING SUPPLIES                      | 1,240          | 2,500          | 1,000           | 1,100          |
| 431 GASOLINE & DIESEL FUEL                          | 5,885          | 7,875          | 14,050          | 14,000         |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC          | 6,927          | 8,000          | 11,893          | 11,000         |
| 510 INSURANCE - GENERAL LIABILITY                   | 3,623          | 3,072          | 2,879           | 2,879          |
| 523 PROPERTY (CONTENTS) INSURANCE                   | -              | -              | 563             | 563            |
| <i>43294 - Storm Water Street Cleaning SUBTOTAL</i> | <i>119,760</i> | <i>97,083</i>  | <i>120,175</i>  | <i>109,783</i> |

# Storm Water – Non Departmental

## ❑ Significant Accomplishments FY 2011-2012:

The City successfully negotiated a corrective action plan for the repayment of the transfer of Sewer funds to this account which was done in 2008 with the implementation of this utility. The Tennessee Comptroller's office has reviewed and approved a 5 year repayment plan.

## ❑ Goals for FY 2012 - 2013:

Begin repayment of the interfund transfer.

## ❑ Comments on FY 2011 Actual and FY 2012 Projections:

Repayment of the interfund transfer resulted in a higher expense in FY 11.

## ❑ Significant Changes for FY 2013:

No major changes are anticipated.

## ❑ Personnel Summary

No personnel are assigned to this area.

## ❑ Budget Expense Detail

| Description                                      | Actual 10-11   | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|----------------|----------------|-----------------|----------------|
| <i>61200 - Storm Water Depreciation</i>          |                |                |                 |                |
| 574 dep-MOTOR VEHICLES                           | 116,667        | -              | -               | -              |
| 576 dep-OTHER ASSETS                             | 8,554          | 140,000        | 140,000         | 140,000        |
| <b>61200 - Storm Water Depreciation SUBTOTAL</b> | <b>125,220</b> | <b>140,000</b> | <b>140,000</b>  | <b>140,000</b> |
| <i>49190 Storm Water Debt Service</i>            |                |                |                 |                |
| 611 DEBT PRINCIPAL                               | 2,620          | 127,330        | 127,330         | 252,395        |
| 631 DEBT INTEREST                                | 3,224          | 10,524         | 10,554          | 106,706        |
| 798 PAYING AGENT FEES                            | -              | -              | -               | -              |
| <b>49190 - Storm Water Debt Service SUBTOTAL</b> | <b>5,844</b>   | <b>137,854</b> | <b>137,884</b>  | <b>359,101</b> |

## Stormwater Fund - Outstanding Debt by Issue

| Issue                                 | Amount       | Rate  | Type    | Retirement |
|---------------------------------------|--------------|-------|---------|------------|
| Interfund Transfer Repayment to Sewer | \$ 600,000   | 2.00% | Fixed   | 2014       |
| TML 2009 Public Works Facility        | \$ 81,459    | 2.91% | Fixed   | 2035       |
| 2012 Bond Issue                       | \$ 5,000,000 |       | Planned |            |



The table above reflects the outstanding debt owed by the Stormwater utility. The fund shares a portion of the cost of acquisition of the site for the future public works facility. The fund is also repaying an advance made by the Sewer Fund which was used finance operations as the utility was created. There is a new debt issue planned to begin infrastructure improvements which will be issued in conjunction with the borrowing planned for sewer improvements in 2012.

## Insurance Fund



## Revenue Analysis

The City is self-insured for health care and also operates a health clinic for employees and covered dependents. This fund is used to account for the contributions of “premiums” from each department and the costs of providing the clinic and paying claims.

### Revenue Detail

| Description                                    | Actual 10-11 | Budgeted 11-12 | Estimated 11-12 | Budgeted 12-13 |
|--|--------------|----------------|-----------------|----------------|
| <i>Fund 611 - Insurance Fund Revenue</i>       |              |                |                 |                |
| 33641 TRANSFER GENERAL FUND                    | -            | -              | 2,964,531       | 2,792,402      |
| 37820 TRANSFER FROM STORM WATER                | -            | -              | 60,000          | 55,902         |
| 37880 TRANSFER FROM SEWER FUND                 | -            | -              | 250,000         | 191,447        |
| 37881 TRANSFER FROM CDBG                       | -            | -              | 10,000          | 10,276         |
| 37882 TRANSFER FROM NARCOTICS                  | -            | -              | 52,000          | 51,381         |
| 37883 TRANSFER FROM LAMPTO                     | -            | -              | 20,000          | 20,552         |
| 37884 TRANSFER FROM SOLID WASTE                | -            | -              | 145,000         | 113,040        |
| 38110 911 REIMBURSEMENT                        | -            | -              | 2,000           | 2,000          |
| 38120 LANDFILL REIMBURSEMENT                   | -            | -              | 2,000           | 2,000          |
| <i>Total Insurance Revenue &amp; Transfers</i> | -            | -              | 3,505,531       | 3,239,000      |

# Self Insurance

| Description   | Actual 10-11 | Budgeted 11-12 | Estimated 11-12  | Budgeted 12-13   |
|---|--------------|----------------|------------------|------------------|
| <b>71110 - SELF FUNDING INSURANCE - ACTIVE</b>          |              |                |                  |                  |
| 201 BCBS FEES   | -            | -              | 330,000          | 330,000          |
| 202 REINSURANCE PREMIUM                                 | -            | -              | 300,000          | 300,000          |
| 203 RX CLAIMS   | -            | -              | 512,000          | 512,000          |
| 204 MEDICAL CLAIMS                                      | -            | -              | 1,400,000        | 1,400,000        |
| 205 DENTAL CLAIMS                                       | -            | -              | 120,000          | 120,000          |
| 71110 - Self Funding Insurance - Active SUBTOTAL        | -            | -              | 2,662,000        | 2,662,000        |
| <b>71120 - SELF FUNDING INSURANCE - RETIREES</b>        |              |                |                  |                  |
| 201 BCBS FEES   | -            | -              | 1,000            | 1,000            |
| 203 RX CLAIMS   | -            | -              | 75,000           | 7,500            |
| 204 MEDICAL CLAIMS                                      | -            | -              | 250,000          | 250,000          |
| 205 DENTAL CLAIMS                                       | -            | -              | 20,000           | 20,000           |
| 71120 - Self Funding Insurance - Retirees SUBTOTAL      | -            | -              | 346,000          | 278,500          |
| <b>71130 - SELF FUNDING INSURANCE - SEWER</b>           |              |                |                  |                  |
| 201 BCBS FEES   | -            | -              | 100              | 100              |
| 203 RX CLAIMS   | -            | -              | 40,000           | 40,000           |
| 204 MEDICAL CLAIMS                                      | -            | -              | 30,000           | 30,000           |
| 205 DENTAL CLAIMS                                       | -            | -              | 7,500            | 7,500            |
| 71130 - Self Funding Insurance - Sewer SUBTOTAL         | -            | -              | 77,600           | 77,600           |
| <b>71140 - SELF FUNDING INSURANCE - STORM WATER</b>     |              |                |                  |                  |
| 203 RX CLAIMS   | -            | -              | 3,200            | 3,200            |
| 204 MEDICAL CLAIMS                                      | -            | -              | 18,000           | 18,000           |
| 205 DENTAL CLAIMS                                       | -            | -              | 4,600            | 4,600            |
| 71140 - Self Funding Insurance - Storm Water SUBTOTAL   | -            | -              | 25,800           | 25,800           |
| <b>71150 - SELF FUNDING INSURANCE - 911/LANDFILL</b>    |              |                |                  |                  |
| 204 MEDICAL CLAIMS                                      | -            | -              | 500              | 500              |
| 205 DENTAL CLAIMS                                       | -            | -              | 10,000           | 10,000           |
| 71150 - Self Funding Insurance - 911/Landfill SUBTOTAL  | -            | -              | 10,500           | 10,500           |
| <b>71160 - SELF FUNDING INSURANCE - SOLID WASTE</b>     |              |                |                  |                  |
| 201 BCBS FEES   | -            | -              | 100              | 100              |
| 203 RX CLAIMS   | -            | -              | 8,000            | 8,000            |
| 204 MEDICAL CLAIMS                                      | -            | -              | 35,000           | 35,000           |
| 205 DENTAL CLAIMS                                       | -            | -              | 2,500            | 2,500            |
| 71160 - Self Funding Insurance - Solid Waste SUBTOTAL   | -            | -              | 45,600           | 45,600           |
| <b>71170 - SELF FUNDING INSURANCE - COBRA</b>           |              |                |                  |                  |
| 201 BCBS FEES   | -            | -              | 500              | 500              |
| 203 RX CLAIMS   | -            | -              | 5,000            | 5,000            |
| 204 MEDICAL CLAIMS                                      | -            | -              | 6,000            | 6,000            |
| 205 DENTAL CLAIMS                                       | -            | -              | 2,500            | 2,500            |
| 71170 - Self Funding Insurance - COBRA SUBTOTAL         | -            | -              | 14,000           | 14,000           |
| <b>72110 - SELF FUNDING INSURANCE - HEALTH CLINIC</b>   |              |                |                  |                  |
| 380 OPERATING COSTS                                     | -            | -              | 150,000          | 125,000          |
| 72110 - Self Funding Insurance - Health Clinic SUBTOTAL | -            | -              | 150,000          | 125,000          |
| <b>GRAND TOTAL INSURANCE FUND</b>                       | -            | -              | <b>3,331,500</b> | <b>3,239,000</b> |

## OTHER INFORMATION



# Summary of Capital Equipment

## Equipment

### 41200 - City Administrator

|                    |              |
|--------------------|--------------|
| OFFICE EQUIPMENT   | Budget_12_13 |
| SHELVING FOR VAULT | 3,500        |
| TOTAL              | 3,500        |

### 41530 -Finance

|                                     |              |
|-------------------------------------|--------------|
| OFFICE EQUIPMENT                    | Budget_12_13 |
| FOLDER/SEALER (CHECKS & TAX NOTICES | 4,000        |
| TOTAL                               | 4,000        |

### 41640 - Computer Operations

|   |        |
|---|--------|
| REPLACEMENT OF 20 COMPUTERS ON THE NETWORK 5 YEAR CYCLE | 40,000 |
| REPLACEMENT OF 16 MDT'S FOR FIVE YEAR CYCLE             | 40,000 |
| TOTAL   | 80,000 |

### 41700 - Community & Economic Affairs

|                  |              |
|------------------|--------------|
| OFFICE EQUIPMENT | Budget_12_13 |
| COMPUTER UPGRADE | 2,000        |
| IPAD (2)         | 1,800        |
| TOTAL            | 3,800        |

### 42110 - Police Administration

|                  |              |
|------------------|--------------|
| OFFICE EQUIPMENT | Budget_12_13 |
| DOCSTAR SCANNER  | 5,000        |
| TOTAL            | 5,000        |

### 42120 - Police Patrol & Traffic Safety

|                       |              |
|-----------------------|--------------|
| MACHINERY & EQUIPMENT | Budget_12_13 |
| TASERS REPLACEMENT    | 20,000       |
| TOTAL                 | 20,000       |

|                   |              |
|-------------------|--------------|
| MOTOR EQUIPMENT   | Budget_12_13 |
| 7 POLICE VEHICLES | 156,243      |
| TOTAL             | 156,243      |

|                           |              |
|---------------------------|--------------|
| OTHER CAPITAL OUTLAY      | Budget_12_13 |
| ARMORED VESTS             | 11,700       |
| DIGITAL RECORDING SYSTEMS | 24,000       |
| 2 HANDHELD RADAR UNITS    | 1,400        |
| TOTAL                     | 37,100       |

### 42240 - Fire Fighting

|  |              |
|--|--------------|
| MACHINERY & EQUIPMENT                      | Budget_12_13 |
| RADIO EQUIP. FOR NARROW BANDING COMPLIANCE | 10,000       |
| TOTAL                                      | 10,000       |

|  |              |
|--|--------------|
| MOTOR EQUIPMENT                                | Budget_12_13 |
| FIRE/MEDICAL/VEHICLE EXTRICATION RESPONSE UNIT | 100,000      |
| TOTAL  | 100,000      |

43120 - Public Works Buildings & Grounds

|                        |              |
|------------------------|--------------|
| OTHER CAPITAL OUTLAY   | Budget_12_13 |
| ESG PROJECT            | 200,000      |
| NEW DOOR FOR CITY HALL | 10,000       |
| TOTAL                  | 210,000      |

43130 - Public Works Equipment Shop

|                  |              |
|------------------|--------------|
| OFFICE EQUIPMENT | Budget_12_13 |
|                  | 2,000        |
| TOTAL            | 2,000        |

|                        |              |
|------------------------|--------------|
| MACHINERY & EQUIPMENT  | Budget_12_13 |
| DEF DISPENSING SYSTEMS | 2,800        |
| TOTAL                  | 2,800        |

43140 - Public Works Streets Repairs & Maint.

|                  |              |
|------------------|--------------|
| OFFICE EQUIPMENT | Budget_12_13 |
| DESKTOP PRINTER  | 1,200        |
| TOTAL            | 1,200        |

|                            |              |
|----------------------------|--------------|
| MOTOR EQUIPMENT            | Budget_12_13 |
| ARTICULATED LOADER REBUILD |              |
| DUMP TRUCK TANDEM (1983)   | 94,000       |
| BACKHOE (2000)             | 96,000       |
| TOTAL                      | 190,000      |

43150 - Public Works Street Lights & Signs

|                  |              |
|------------------|--------------|
| OFFICE EQUIPMENT | Budget_12_13 |
| DESKTOP PRINTER  | 3,000        |
| TOTAL            | 3,000        |

|                           |              |
|---------------------------|--------------|
| MACHINERY & EQUIPMENT     | Budget_12_13 |
| WALK BEHIND PAINT MACHINE | 9,000        |
| RETROREFLECTOMETER        | 10,400       |
| TOTAL                     | 19,400       |

44410 - Parks & Rec Administration

|   |              |
|---|--------------|
| OFFICE EQUIPMENT  | Budget_12_13 |
| COMPUTER SOFTWARE UPGRADES (Especially conversion software) | 1,000        |
| TOTAL   | 1,000        |

44420 - Parks & Rec Playgrounds & Programs

|                                       |              |
|---------------------------------------|--------------|
| MOTOR EQUIPMENT                       | Budget_12_13 |
| 8' X 20' TRAILER FOR PARK MAINTENANCE | 5,000        |
| TRUCK BED LINER                       | 4,000        |
| TOTAL                                 | 9,000        |

44430 - Parks & Rec Parks

|                           |              |
|---------------------------|--------------|
| MOTOR EQUIPMENT           | Budget_12_13 |
| UTILITY VEHICLE TORO-TYPE | 9,000        |
| TOTAL                     | 9,000        |

|   |              |
|---|--------------|
| OTHER CAPITAL OUTLAY                                      | Budget_12_13 |
| FRANK LORINO PARK TENNIS COURTS COLOR COATING AND SEALING | 35,000       |
| BUTTERFLY GARDEN HARDSCAPE PROJECT AT MLK JR. PARK        | 25,000       |
| TOTAL   | 60,000       |

48100 - Airport

|                      |              |
|----------------------|--------------|
| PAYING AGENT FEES    | Budget_12_13 |
| TENNESSEE GRANTS (3) | 885,000      |
| TOTAL                | 885,000      |

Sewer Fund  
43240 - Collection System Maintenance

|                       |              |
|-----------------------|--------------|
| MACHINERY & EQUIPMENT | Budget_12_13 |
| TV CAMERA             | 40,000       |
| TOTAL                 | 40,000       |

|                            |              |
|----------------------------|--------------|
| MOTOR EQUIPMENT            | Budget_12_13 |
| MAINTENANCE TRUCK F350 603 | 33,000       |
| JET TRUCK                  | 240,000      |
| TOTAL                      | 273,000      |

|                          |              |
|--------------------------|--------------|
| OTHER CAPITAL OUTLAY     | Budget_12_13 |
| COLLECTION SYSTEM REPAIR | 250,000      |
| ROOT CONTROL             | 50,000       |
| TOTAL                    | 300,000      |

FUND 435- Solid Waste

|                   |              |
|-------------------|--------------|
| MOTOR EQUIPMENT   | Budget_12_13 |
| SANITATION TRUCKS | 140,000      |
| TOTAL             | 140,000      |

Infrastructure

| STREET MAINTENANCE  |           |
|---|-----------|
| West First North Street                                   | 385,885   |
| East Second North Street Rehab.                           | 358,554   |
| Signalization Improvements West 1st North St/Jackson      | 150,000   |
| Walters Drive Improvements - Signalization                | 150,000   |
| Walters Drive Improvements - Geometrics                   | 236,000   |
| Morrstown Medical District (MMD)                          | 390,000   |
| Signalization Improvements High Street and West 1st North | 150,000   |
| Traffic System Improvements or ITS                        | 900,000   |
| Walters Drive Rehab form Cherokee Drive to Economy        | 120,000   |
| Bridge Replacement  | 326,000   |
| TOTAL   | 3,166,439 |

| Turkey Creek Waste Water Plant |         |
|--------------------------------|---------|
| WWTP Sludge Feed               | 523,500 |
| WWTP Review                    | 58,000  |
| WWTP Auxiliary Power           | 30,000  |
| Study for Digester Conversion  | 52,680  |
| Lowland Study                  | 49,500  |
| TOTAL                          | 713,680 |



| <b>Sewer Rehab - Lines and Pump Stations</b> |                   |
|--|-------------------|
| Hwy 160 Sewer Force Main Tie Ins             | 80,000            |
| CCTV Fall and Spring Creeks                  | 964,643           |
| Sewer Extension - 25E                        | 197,000           |
| Jackson St./High Street                      | 364,100           |
| Field Surveying and Inspections              | 346,000           |
| GIS work                                     | 48,800            |
| Misc Sewer Rehab - Before paving projects    | 1,716,750         |
| Howell Road Pump Station                     | 979,725           |
| Maid 1 Pump Station                          | 585,000           |
| Willow Springs Pump Station                  | 695,000           |
| Howell Road Force Main                       | 1,211,225         |
| Spring Creek Phase I Rehab                   | 2,970,000         |
| Spring Creek Phase II Rehab                  | 3,450,000         |
| Spring Creek Phase III Rehab                 | 2,885,000         |
| Fall Creek Study                             | 90,000            |
| Barton Springs Pump Station                  | 700,000           |
| Fall Creek Pump Station                      | 590,000           |
| Willow Springs I Rehab                       | 2,000,000         |
| WWTP Ia Sewer Rehab                          | 3,335,000         |
| WWTP Ib&c Sewer Rehab                        | 3,450,000         |
| <b>TOTAL</b>                                 | <b>26,658,243</b> |

| <b>STORMWATER REHAB PROJECTS</b>                            |                  |
|---|------------------|
| Cherokee Drive Culvert                                      | 25,200           |
| MAID Open Ditch   | 40,000           |
| Panther Creek Road Drainage                                 | 28,000           |
| Rosedale and Sulphur Springs Road                           | 20,000           |
| Club Circle   | 50,000           |
| ETVID Railroad Drainage                                     | 50,000           |
| Five Points Drainage  | 64,400           |
| Havley Springs  | 75,000           |
| Turkey Creek Public Works Building                          | 50,000           |
| Turkey Creek Fred Miller Park                               | 50,000           |
| Vifan and Cherokee Health Drainage                          | 55,000           |
| Debi Circle Catchment                                       | 150,000          |
| East Main/Daisey Street                                     | 244,000          |
| Fairmont and Whitaker                                       | 225,000          |
| Forest Drive Drainage                                       | 215,000          |
| Hospital Are Drainage                                       | 242,200          |
| Stubblefield Streamside Stabilization Public Works Facility | 150,000          |
| ETVID Drainage  | 408,463          |
| ETVID Drainage Restoration at Fall Creek                    | 900,000          |
| <b>TOTAL</b>  | <b>3,042,263</b> |

### Impact of capital spending on operating expenses

Equipment purchases reflect replacement of existing vehicles and equipment which have exceeded their useful life expectancy or have required excessive maintenance. Replacement of this equipment will allow for reduced maintenance and operating expenses when replaced with more efficient equipment. Equipment purchases are projected to result in future savings and to increase productivity.

Construction of infrastructure planned for FY 13 is generally rehabilitation of existing facilities which have deteriorated and are in sever need of repair. The street projects involve rehab and resurfacing of streets and replacement of outdated traffic control equipment. Projects in the sewer system are also rehab projects for existing service areas. These projects involve rehabilitation of both collection lines and pump stations. There are a few minor upgrades at the Turkey Creek wastewater treatment plant. All projects are expected to reduce emergency repair calls and to reduce inflow and infiltration (I&I) of groundwater into the system. Reduction of I&I will help to reduce operating expenses at the wastewater plant.

Stormwater projects represent repairs to areas with drainage issues and will result in reduced repair expense.

# Staffing Summary

| MAYOR AND COUNCIL       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|-------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| MAYOR AND COUNCIL       | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| COUNCILMEMBERS          | 6     | 6     | 6     | 6     | 6     | 6     | 6     | 6     |
| TOTAL MAYOR AND COUNCIL | 7     | 7     | 7     | 7     | 7     | 7     | 7     | 7     |

| CITY ADMINISTRATOR             | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|--------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| CITY ADMINISTRATOR             | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ASSISTANT CITY ADMINISTRATOR   | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| CITY CLERK/EXECUTIVE SECRETARY | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| CITIZEN INFORMATION SPECIALIST | 1     | 1     | 0     | 0     | 0     | 0     | 0     | 0     |
| TOTAL CITY ADMINISTRATOR       | 4     | 4     | 3     | 3     | 3     | 3     | 3     | 3     |

| FINANCE DEPARTMENT               | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| ADMINISTRATIVE SERVICES DIRECTOR |       |       |       |       |       |       | 0.5   | 0.5   |
| FINANCE DIRECTOR                 | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 0     |
| ACCOUNTING CLERK                 | 2     | 2     | 2     | 2     | 2     | 2     | 2     | 2     |
| REVENUE OFFICE MANAGER           | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ADMINISTRATIVE COORDINATOR       | 1     | 1     | 1     | 1     | 1     | 1     | 0     | 0     |
| ACCOUNTING TECHNICIAN            | 1     | 1     | 1     | 1     | 1     | 0     | 0     | 0     |
| SENIOR ACCOUNTING TECHNICIAN     | 0     | 0     | 0     | 0     | 0     | 1     | 1     | 1     |
| CITY ACCOUNTANT                  | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 2     |
| PAYROLL TECHNICIAN               | 1     | 1     | 1     | 1     | 0     | 0     | 0     | 0     |
| TOTAL FINANCE DEPARTMENT         | 7     | 7     | 7     | 7     | 6     | 6     | 5.5   | 6.5   |

| PURCHASING       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| PURCHASING AGENT | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL PURCHASING | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |

| INFORMATION TECHNOLOGY       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| IT DIRECTOR                  | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| COMPUTER TECHNICIAN          | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL INFORMATION TECHNOLOGY | 2     | 2     | 2     | 2     | 2     | 2     | 2     | 2     |

| HUMAN RESOURCES                 | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|---------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| HUMAN RESOURCES COORDINATOR     | 1     | 1     | 1     | 1     | 1     | 1     | 0.5   | 0.5   |
| HUMAN RESOURCES/BUDGET DIRECTOR | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL HUMAN RESOURCES           | 2     | 2     | 2     | 2     | 2     | 2     | 1.5   | 1.5   |

| LEGAL SERVICES       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|----------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| CITY ATTORNEY        | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| CITY JUDGE           | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL LEGAL SERVICES | 2     | 2     | 2     | 2     | 2     | 2     | 2     | 2     |

| COMMUNITY AND ECONOMIC AFFAIRS   | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| PLANNER                          | 2     | 2     | 2     | 1.5   | 1.5   | 1.5   | 1.5   | 1.5   |
| DEVELOPMENT DIRECTOR             | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ADMINISTRATIVE SECRETARY         | 0.5   | 0.4   | 0.4   | 0.3   | 0.3   | 0.3   | 0.3   | 0.3   |
| GIS TECHNICIAN                   | 1     | 1     | 1     | 1     | 1     | 0     | 0     | 0     |
| HOUSING COORDINATOR              | 1     | 1     | 1     | 0     | 0     | 0     | 0     | 0     |
| TOTAL COMM. AND ECONOMIC AFFAIRS | 5.5   | 5.4   | 5.4   | 3.8   | 3.8   | 2.8   | 2.8   | 2.8   |

| CODES ENFORCEMENT         | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| CODES ENFORCEMENT OFFICER | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 2     |
| TOTAL CODES ENFORCEMENT   | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 2     |

| LAMTPO             | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| LAMTPO COORDINATOR | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TRANSIT PLANNER    | 0     | 0     | 0     | 0     | 1     | 1     | 1     | 1     |
| TOTAL LAMTPO       | 1     | 1     | 1     | 1     | 2     | 2     | 2     | 2     |

|                             |       |       |       |       |       |       |       |       |
|-----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| CDBG                        | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| CDBG COORDINATOR            | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL CDBG                  | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
|                             |       |       |       |       |       |       |       |       |
| MCDC                        | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| PLANNER                     | 0     | 0     | 0     | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   |
| TOTAL MCDC                  | 0     | 0     | 0     | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   |
|                             |       |       |       |       |       |       |       |       |
| ENGINEERING                 | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| CITY ENGINEER               | 1     | 1     | 1     | 1     | 0.8   | 0.8   | 0.8   | 0.8   |
| ADMINISTRATIVE SECRETARY    | 0.375 | 0.4   | 0.4   | 0.3   | 0.3   | 0.3   | 0.3   | 0.3   |
| ENGINEERING TECHNICIAN      | 1     | 1     | 2.5   | 2     | 2     | 2     | 2     | 2     |
| CIVIL ENGINEER              | 1     | 1     | 0     | 0     | 0     | 0     | 0     | 0     |
| TOTAL ENGINEER              | 3.375 | 3.4   | 3.9   | 3.3   | 3.1   | 3.1   | 3.1   | 3.1   |
|                             |       |       |       |       |       |       |       |       |
| INSPECTIONS                 | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| CHIEF BUILDING OFFICIAL     | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ADMINISTRATIVE SECRETARY    | 1     | 1     | 1     | 1     | 0     | 0     | 0     | 1     |
| BUILDING INSPECTOR          | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| PLUMBING AND GAS INSPECTOR  | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ELECTRICAL INSPECTOR        | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL INSPECTIONS           | 5     | 5     | 5     | 5     | 4     | 4     | 4     | 5     |
|                             |       |       |       |       |       |       |       |       |
| POLICE SUPERVISION          | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| POLICE CHIEF                | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| POLICE RECORDS CLERK        | 1     | 2     | 2     | 2     | 3     | 3     | 3     | 2     |
| POLICE RECORDS TECHNICIAN   | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ADMINISTRATIVE SECRETARY    | 1     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |
| POLICE ACCREDIATION MANAGER | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL POLICE SUPERVISION    | 5     | 5     | 5     | 5     | 6     | 6     | 6     | 5     |
|                             |       |       |       |       |       |       |       |       |
| POLICE PATROL               | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| ADMINISTRATIVE SECRETARY    |       |       |       |       |       |       |       | 1     |
| POLICE OFFICER              | 49    | 51    | 52    | 50    | 45    | 45    | 46    | 47    |
| POLICE CORPORAL             | 0     | 0     | 4     | 3     | 4     | 4     | 4     | 4     |
| POLICE SERGEANT             | 5     | 5     | 5     | 3     | 3     | 3     | 3     | 3     |
| POLICE LIEUTENANT           | 5     | 4     | 6     | 6     | 5     | 5     | 5     | 5     |
| POLICE CAPTAIN              | 3     | 3     | 3     | 5     | 4     | 4     | 4     | 3     |
| POLICE MAJOR                | 0     | 0     | 0     | 0     | 2     | 2     | 2     | 2     |
| TOTAL POLICE PATROL         | 62    | 63    | 70    | 67    | 63    | 63    | 64    | 65    |
|                             |       |       |       |       |       |       |       |       |
| POLICE INVESTIGATIONS       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| DETECTIVE                   | 9     | 8     | 8     | 8     | 8     | 8     | 8     | 8     |
| DETECTIVE CORPORAL          | 0     | 0     | 1     | 1     | 1     | 1     | 1     | 1     |
| DETECTIVE SERGEANT          | 2     | 2     | 1     | 3     | 3     | 3     | 3     | 3     |
| DETECTIVE LIEUTENANT        | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| DETECTIVE CAPTAIN           | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ADMINISTRATIVE SECRETARY    | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL POLICE INVESTIGATIONS | 14    | 13    | 13    | 15    | 15    | 15    | 15    | 15    |
|                             |       |       |       |       |       |       |       |       |
| POLICE VICE                 | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| DETECTIVE                   | 1     | 1     | 0     | 0     | 0     | 0     | 0     | 0     |
| DETECTIVE CORPORAL          | 0     | 0     | 1     | 0     | 0     | 0     | 0     | 0     |
| DETECTIVE SERGEANT          | 0     | 0     | 0     | 1     | 1     | 1     | 1     | 1     |
| TOTAL POLICE VICE           | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
|                             |       |       |       |       |       |       |       |       |
| POLICE NARCOTICS            | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| DETECTIVE                   | 3     | 3     | 2     | 2     | 2     | 2     | 2     | 2     |
| DETECTIVE CORPORAL          | 0     | 0     | 0     | 1     | 1     | 1     | 1     | 1     |
| DETECTIVE SERGEANT          | 0     | 0     | 1     | 0     | 0     | 0     | 0     | 0     |
| DETECTIVE LIEUTENANT        | 0     | 0     | 0     | 1     | 1     | 1     | 1     | 1     |
| POLICE RECORDS CLERK        | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL POLICE NARCOTICS      | 4     | 4     | 4     | 5     | 5     | 5     | 5     | 5     |

|  |       |       |       |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|-------|-------|-------|
| FIRE SUPERVISION                         | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| FIRE CHIEF                               | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| DEPUTY FIRE CHIEF                        | 1     | 1     | 2     | 2     | 2     | 2     | 2     | 2     |
| TRAINING OFFICER                         | 0     | 0     | 1     | 1     | 1     | 1     | 1     | 1     |
| ADMINISTRATIVE SECRETARY                 | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| LIAISON OFFICER                          | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL FIRE SUPERVISION                   | 4     | 4     | 6     | 6     | 6     | 6     | 6     | 6     |
|  |       |       |       |       |       |       |       |       |
| FIREFIGHTING                             | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| FIREFIGHTER                              | 46    | 47    | 39    | 39    | 36    | 36    | 35    | 36    |
| DRIVER/ENGINEER                          | 18    | 18    | 21    | 21    | 21    | 21    | 20    | 20    |
| LIEUTENANT                               | 15    | 15    | 18    | 18    | 18    | 18    | 18    | 17    |
| CAPTAIN                                  | 4     | 4     | 3     | 3     | 3     | 3     | 3     | 3     |
| BATTALION CHIEF                          | 3     | 3     | 3     | 3     | 3     | 3     | 3     | 3     |
| TOTAL FIREFIGHTING                       | 86    | 87    | 84    | 84    | 81    | 81    | 79    | 79    |
|  |       |       |       |       |       |       |       |       |
| FIRE PREVENTION & INSPECTION             | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| FIRE MARSHAL                             | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ASSISTANT FIRE MARSHAL                   | 0     | 0     | 1     | 1     | 0     | 0     | 0     | 0     |
| TOTAL FIRE PREVENTION & INSPECTION       | 1     | 1     | 2     | 2     | 1     | 1     | 1     | 1     |
|  |       |       |       |       |       |       |       |       |
| PUBLIC WORKS SUPERVISION                 | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| PUBLIC WORKS DIRECTOR                    |       |       |       |       |       |       | 0.33  | 0.33  |
| SAFETY AND TRAINING COORDINATOR          | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   |
| ADMINISTRATIVE SECRETARY                 | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL PUBLIC WORKS SUPERVISION           | 1.5   | 1.5   | 1.5   | 1.5   | 1.5   | 1.5   | 1.83  | 1.83  |
|  |       |       |       |       |       |       |       |       |
| PUBLIC WORKS BUILDINGS & GROUNDS         | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| BUILDING & GROUNDS SUPERVISOR            | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| CUSTODIAN                                | 3     | 3     | 0     | 0     | 0     | 0     | 0     | 0     |
| CREW LEADER                              | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| GROUNDSKEEPER                            | 1     | 1     | 0     | 0     | 0     | 0     | 0     | 0     |
| TOTAL PUBLIC WORKS BUILDINGS & GROUNDS   | 6     | 6     | 2     | 2     | 2     | 2     | 2     | 2     |
|  |       |       |       |       |       |       |       |       |
| PUBLIC WORKS EQUIPMENT SHOP              | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| EQUIPMENT MECHANIC                       | 4     | 4     | 4     | 4     | 4     | 4     | 4     | 4     |
| SHOP SUPERVISOR                          | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| SHOP SUPERINTENDENT                      | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| MECHANIC HELPER                          | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL PUBLIC WORKS EQUIPMENT SHOP        | 7     | 7     | 7     | 7     | 7     | 7     | 7     | 7     |
|  |       |       |       |       |       |       |       |       |
| PUBLIC WORKS REPAIRS & MAINTENANCE       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| CREW LEADER                              | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| GENERAL SUPERVISOR                       | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| HEAVY EQUIPMENT OPERATOR                 | 2     | 2     | 2     | 2     | 2     | 2     | 2     | 2     |
| MEDIUM EQUIPMENT OPERATOR                | 6     | 6     | 6     | 6     | 5     | 5     | 5     | 5     |
| TOTAL PUBLIC WORKS REPAIRS & MAINTENANCE | 10    | 10    | 10    | 10    | 9     | 9     | 9     | 9     |
|  |       |       |       |       |       |       |       |       |
| PUBLIC WORKS STREET LIGHTS & SIGNS       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| GENERAL SUPERVISOR                       | 1     | 1     | 1     | 0     | 0     | 0     | 0     | 0     |
| UTILITY WORKER                           | 0     | 0     | 0     | 1     | 0     | 0     | 0     | 0     |
| TRAFFIC TECHNICIAN                       | 1     | 1     | 1     | 1     | 2     | 1     | 1     | 1     |
| TOTAL PUBLIC WORKS STREET LIGHTS & SIGNS | 2     | 2     | 2     | 2     | 2     | 1     | 1     | 1     |

|  |       |       |       |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|-------|-------|-------|
| PUBLIC WORKS BRUSH & SNOW REMOVAL        | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| MEDIUM EQUIPMENT OPERATORS               | 8     | 8     | 7     | 7     | 6     | 6     | 6     | 6.35  |
| HEAVY EQUIPMENT OPERATORS                |       |       |       |       |       |       | 0.7   | 0.35  |
| CREW LEADER                              | 0     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| UTILITY WORKER                           | 5     | 5     | 5     | 5     | 2     | 2     | 3     | 3     |
| TOTAL PUBLIC WORKS BRUSH & SNOW REMOVAL  | 13    | 14    | 13    | 13    | 9     | 9     | 10.7  | 10.7  |
| PUBLIC WORKS COMMUNICATION SHOP          | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| COMMUNICATIONS TECHNICIAN                | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ASSISTANT COMMUNICATIONS TECHNICIAN      | 0     | 1     | 1     | 1     | 1     | 1     | 0.65  | 0.65  |
| TOTAL PUBLIC WORKS COMMUNICATION SHOP    | 1     | 2     | 2     | 2     | 2     | 2     | 1.65  | 1.65  |
| PUBLIC WORKS STORM DRAINS & WAYS         | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| MEDIUM EQUIPMENT OPERATOR                | 4     | 4     | 0     | 0     | 0     | 0     | 0     | 0     |
| TOTAL PUBLIC WORKS STORM DRAINS & WAYS   | 4     | 4     | 0     | 0     | 0     | 0     | 0     | 0     |
| PUBLIC WORKS STREET CLEANING             | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| HEAVY EQUIPMENT OPERATOR                 | 2     | 2     | 0     | 0     | 0     | 0     | 0     | 0     |
| TOTAL PUBLIC WORKS STREET CLEANING       | 2     | 2     | 0     | 0     | 0     | 0     | 0     | 0     |
| PARKS & REC SUPERVISION                  | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| PARKS & REC DIRECTOR                     | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| PARKS & REC ASSISTANT DIRECTOR           | 1     | 1     | 0     | 0     | 0     | 0     | 0     | 0     |
| ATHLETIC COORDINATOR                     | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ATHLETIC SUPERVISOR                      | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ATHLETIC ASSISTANT                       | 0     | 0     | 1     | 1     | 1     | 1     | 1     | 1     |
| ADMINISTRATIVE ASSISTANT                 | 0     | 0     | 1     | 1     | 1     | 1     | 1     | 1     |
| RECEPTIONIST                             | 1     | 1     | 0     | 0     | 0     | 0     | 0     | 0     |
| TOTAL PARKS & RECREATION SUPERVISION     | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 5     |
| PARKS & REC PLAYGROUNDS & PROGRAMS       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| RECREATION CENTER SUPERVISOR             | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| RECREATION PROGRAM COORDINATOR           | 0     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| PARK RANGER                              | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL PARKS & REC PLAYGROUNDS & PROGRAMS | 2     | 3     | 3     | 3     | 3     | 3     | 3     | 3     |
| PARKS & REC MAINTENANCE                  | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| RECREATION AIDE                          | 1     | 1     | 1     | 1     | 0     | 0     | 0     | 0     |
| CREW LEADER                              | 4     | 5     | 5     | 4     | 3     | 2     | 2     | 3     |
| SUPERINTENDENT                           | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| ASSISTANT SUPERINTENDENT                 | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| MAINTENANCE WORKER I                     | 3     | 5     | 4     | 4     | 4     | 4     | 4     | 4     |
| MAINTENANCE WORKER II                    | 2     | 0     | 0     | 1     | 1     | 1     | 1     | 0     |
| TOTAL PARKS & REC MAINTENANCE            | 12    | 13    | 12    | 12    | 10    | 9     | 9     | 9     |
| PARKS & REC MHA PROGRAMMING              | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| RECREATION PROGRAM COORDINATOR           | 1     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |
| TOTAL PARKS & REC MHA PROGRAMMING        | 1     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |
| SEWER SYSTEM MAINTENANCE                 | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
| SUPERINTENDENT                           | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| SAFETY AND TRAINING COORDINATOR          | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0     | 0     |
| EQUIPMENT MECHANIC                       |       |       |       |       |       |       | 0     | 0     |
| CREW LEADER                              | 1     | 1     | 1     | 1     | 2     | 2     | 2     | 2     |
| HEAVY EQUIPMENT OPERATOR                 | 3     | 3     | 3     | 3     | 4     | 4     | 5.35  | 5.35  |
| MEDIUM EQUIPMENT OPERATOR                | 3     | 3     | 3     | 3     | 5     | 5     | 6.4   | 6.4   |
| UTILITY WORKER                           | 0     | 0     | 0     | 0     | 1     | 1     | 0     | 0     |
| TOTAL SEWER SYSTEM MAINTENANCE           | 8.5   | 8.5   | 8.5   | 8.5   | 13.5  | 13.5  | 14.75 | 14.75 |

| SEWER SYSTEM CONSTRUCTION       | FY 06  | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|---------------------------------|--------|-------|-------|-------|-------|-------|-------|-------|
| CIVIL ENGINEER                  | 1      | 1     | 0     | 0     | 0     | 0     | 0     | 0     |
| ENGINEERING TECHNICIAN          | 1      | 1     | 2     | 2     | 0     | 0     | 0     | 0     |
| CONSTRUCTION MANAGER            | 1      | 1     | 1     | 1     | 0     | 0     | 0     | 0     |
| EQUIPMENT MECHANIC              | 0      | 0     | 1     | 1     | 1     | 1     | 0     | 0     |
| INSPECTOR                       | 1      | 1     | 2     | 2     | 0     | 0     | 0     | 0     |
| CREW LEADER                     | 0      | 1     | 1     | 1     | 1     | 1     | 0     | 0     |
| SEWER DIRECTOR                  | 1      | 1     | 1     | 1     | 0     | 0     | 0     | 0     |
| GENERAL SUPERVISOR              | 0      | 0     | 0     | 1     | 1     | 1     | 0     | 0     |
| HEAVY EQUIPMENT OPERATOR        | 3      | 4     | 5     | 5     | 3     | 3     | 0     | 0     |
| MEDIUM EQUIPMENT OPERATOR       | 3      | 3     | 3     | 3     | 1     | 1     | 0     | 0     |
| UTILITY WORKER                  | 3      | 1     | 1     | 0     | 0     | 0     | 0     | 0     |
| ADMINISTRATIVE SECRETARY        | 0.125  | 0.2   | 0.2   | 0.4   | 0     | 0     | 0     | 0     |
| TOTAL SEWER SYSTEM CONSTRUCTION | 14.125 | 14.2  | 17.2  | 17.4  | 7     | 7     | 0     | 0     |

| SEWER ADMINISTRATION            | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|---------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| ENGINEERING TECHNICIAN          | 0     | 0     | 0     | 0     | 2     | 2     | 1     | 1     |
| SAFETY AND TRAINING COORDINATOR |       |       |       |       |       |       | 0.5   | 0.5   |
| CONSTRUCTION MANAGER            | 0     | 0     | 0     | 0     | 1     | 1     | 0     | 0     |
| SEWER DIRECTOR                  | 0     | 0     | 0     | 0     | 1     | 1     | 1     | 1     |
| PUBLIC WORKS DIRECTOR           |       |       |       |       |       |       | 0.33  | 0.33  |
| INSPECTOR                       | 0     | 0     | 0     | 0     | 2     | 2     | 0     | 0     |
| ADMINISTRATIVE SECRETARY        | 0     | 0     | 0     | 0     | 0.4   | 0.4   | 0.4   | 0.4   |
| TOTAL SEWER ADMINISTRATION      | 0     | 0     | 0     | 0     | 6.4   | 6.4   | 3.23  | 3.23  |

| STORM WATER MANAGEMENT       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| HEAVY EQUIPMENT OPERATOR     | 0     | 0     | 2     | 0     | 0     | 0     | 0     | 0     |
| MEDIUM EQUIPMENT OPERATOR    | 0     | 0     | 4     | 0     | 0     | 0     | 0     | 0     |
| PUBLIC WORKS DIRECTOR        |       |       |       |       |       |       | 0.34  | 0.34  |
| CITY ENGINEER                | 0     | 0     | 0     | 0     | 0.2   | 0.2   | 0.2   | 0.2   |
| ENGINEERING TECHNICIAN       | 0     | 0     | 0.5   | 1     | 1     | 1     | 1     | 1     |
| TOTAL STORM WATER MANAGEMENT | 0     | 0     | 6.5   | 1     | 1.2   | 1.2   | 1.54  | 1.54  |

| STORM WATER STREET CLEANING       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| HEAVY EQUIPMENT OPERATOR          | 0     | 0     | 0     | 2     | 2     | 2     | 1.3   | 1.3   |
| TOTAL STORM WATER STREET CLEANING | 0     | 0     | 0     | 2     | 2     | 2     | 1.3   | 1.3   |

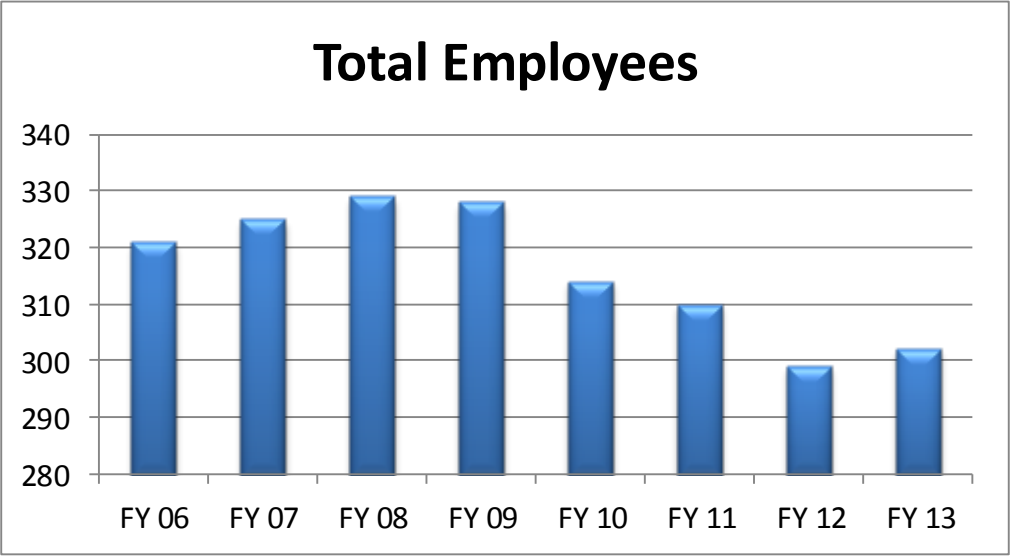
| STORM WATER DRAINS & WAYS       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|---------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| MEDIUM EQUIPMENT OPERATOR       | 0     | 0     | 0     | 4     | 4     | 4     | 2.6   | 2.6   |
| TOTAL STORM WATER DRAINS & WAYS | 0     | 0     | 0     | 4     | 4     | 4     | 2.6   | 2.6   |

| SOLID WASTE SANITATION       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| SANITATION SUPERINTENDENT    | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| HEAVY EQUIPMENT OPERATOR     | 6     | 6     | 6     | 6     | 6     | 6     | 5     | 6     |
| UTILITY WORKER               | 4     | 4     | 4     | 4     | 4     | 3     | 4     | 3     |
| TOTAL SOLID WASTE SANITATION | 11    | 11    | 11    | 11    | 11    | 10    | 10    | 10    |

| SOLID WASTE RECYCLING       | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 |
|-----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| HEAVY EQUIPMENT OPERATOR    | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| UTILITY WORKER              | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     |
| TOTAL SOLID WASTE RECYCLING | 2     | 2     | 2     | 2     | 2     | 2     | 2     | 2     |

|                 |     |     |     |     |     |     |     |     |
|-----------------|-----|-----|-----|-----|-----|-----|-----|-----|
| TOTAL EMPLOYEES | 321 | 325 | 329 | 328 | 314 | 310 | 299 | 302 |
|-----------------|-----|-----|-----|-----|-----|-----|-----|-----|

Since a peak of 329 total employees, the City reduced the workforce to 299 employees in FY 12. Of these 299, 4 police positions were added in FY 12 without this grant funding the reduction would be more than 10% of the City’ total workforce. In FY 13, three positions have been added.



# **Budget Policies & Financial Structure**

Morristown was officially incorporated in 1903. Its initial form of government was a Mayor-Council type. Later on the city added an Administrator. The City Council and the Mayor are selected by the vote of the people and the Council selects the City Administrator, who is responsible for the day-in day-out operations of the City.

The City of Morristown's Council-Administrator form of government places the legislative responsibility for municipal government a city council. The Morristown City Council consists of the Mayor and six Council members. City Council levies taxes, enacts ordinances, and adopts the annual budget, as well as performs many other legislative functions.

Administrative or executive authority is vested in the City Administrator. The City Administrator is appointed by the Mayor and Council to manage the government through the development, implementation, and execution of programs and policies established by the Council. The City Administrator recommends the annual budget and work programs in addition to advising the Council on policy and legislative matters.

Various policies and processes are used to guide the maintenance and use of the City's financial resources. They are described as follows.

## ***Budget Policies***

The overall goal of the City's financial plan is to establish and maintain effective management of the City's financial resources. The following section outlines the policies used to guide the preparation and management of the City's annual budget. This section contains a summary of policies pertaining to the operating budget, capital expenditures, revenue, financial accounting, cash management/investment, and debt.

### **Operating Budget Policies**

Financial policies are more than just a list of "do's and don'ts" for a city. They are a set of guidelines that hold staff and elected officials accountable and help ensure that sound financial decisions are made and the impact of those decisions is taken into account. Financial policies also provide a level of security for the community, letting the public know that tax dollars are being spent efficiently and effectively. The policies are broken down into eight sections.

- budget
- capital assets and expenditures
- debt
- revenue
- fund balance
- financial planning
- personnel
- community and economic development and support

### **Financial Planning**

- The City will develop and maintain a long-term financial and strategic plan with a time horizon of five to ten years for each fund. The plan will consider revenues, expenditures, debt, personnel levels, services and other related matters.



- The long-term financial and strategic plan will be updated annually for each fund.

## **Budget**

The budget section of the policies sets the tone and creates an atmosphere of financial responsibility for planning the city's revenues and expenditures for the year, monitoring them and making adjustments when necessary.

- The City will periodically review services provided to the community and to the organization and compare the costs of providing these services internally versus the costs of privatization.
- Ongoing expenditures/expenses are never budgeted for by using a non-recurring or one-time revenue source.
- Expenses for enterprise operations must be funded either exclusively or primarily by user fee revenues. Self-sufficiency is a long-range objective for these funds.
- The City will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' obligations.
- The City will maintain a budgetary control system to ensure adherence to the budget and will prepare monthly reports comparing actual revenues and expenditures to budgeted amounts.
- The City will monitor actual revenues and expenditures on a monthly basis and take actions when necessary.
- The City shall adopt a balanced operating budget for each of its funds. Day-to-day operations will not be balanced using fund balance or net assets. Planned capital expenditures may be budgeted for with fund balance.
- Budget amendments shall recognize additional revenue to fund special projects or balance expenditure needs or to counter revenue shortfalls when the expenditure levels are reduced.
- Budget amendments will be done on a quarterly basis through a budget amendment ordinance.
- The City shall include a 0.5% contingency line item when budgeting for each fund.

## **Revenue Policies**

Understanding the City's revenues is essential to ensuring that the City is financially stable. These policies, along with the previous mentioned budget policies, help to ensure that revenues are closely monitored, properly collected and fully understood.

- The City will implement user fees in all areas where feasible and productive, as well as set fees at levels related to the costs of providing the services. Moreover, user fees will be reviewed as part of the budget process and will, accordingly, be adjusted to maintain or move incrementally closer to full coverage.
- As deemed appropriate, the City will establish self-supporting enterprise funds where the relationship between operating costs and revenues will be clearly identified.
- The City will maintain effective collection systems and implement aggressive enforcement strategies in order to maximize revenues from available sources.
- Revenues will be projected conservatively so that actual revenues at the fund level will consistently equal or exceed budget.
- The City will limit the designation of General Fund revenues for specified purposes in order to maximize flexibility in budgeting and utilize revenues more efficiently.
- The City will aggressively pursue Federal and State grants.

## **Personnel**

- The City will provide medical, dental and life insurance for employees. The employees will share in the costs of these benefits. Employees will pay 15% of the health insurance premium for the level of coverage selected by the employee.

- The City will participate in the Tennessee Consolidated Retirement System and fully fund the plan. The FY 2010-FY 2011 contribution rate will be 14.61% of payroll.
- The City will provide retirees of the City of Morristown who are less than 65 years of age at the time of their retirement access to group health, dental and vision insurance for the retiree and their eligible dependents until the retiree's 65th birthday. The City will pay 2.84% of the health insurance premium for each year of service with the City of Morristown, up to a maximum of 85%. Employees who retire under disability due to an on the job injury will qualify for 85% participation from the City. Retirees must work a minimum of 10 years with the City and must be immediately eligible to receive a benefit from TCRS at the time of their separation from the City to qualify for health, dental and vision insurance benefits.

### **Community and Economic Development and Support**

- The City will actively participate in and support activities to recruit and retain industrial development through the purchase and development of industrial park land, and the use of incentives when necessary.
- The City shall have formal written agreements in place with any agency or subsidiary receiving funds in excess of \$50,000 per year including, but not limited to, the Morristown Area Chamber of Commerce, E-911, the Morristown-Hamblen Library, the Humane Society/Animal Shelter, and the Industrial Development Board.
- The City recognizes the important role of various non-profit and social service agencies in the area. The City will make every attempt to continue funding those agencies at the same level each year; however any "across-the-board" cuts made within the City will cause the same percentage cut in funding to those agencies.

### **Capital Assets and Expenditures**

The City has made significant investments in capital and capital equipment such as fire trucks, police cars, buildings, parks and many other items. It is important that these investments be monitored and maintained. It is also important to recognize that many of the City's operations rely on capital equipment that is expensive and needs to be replaced on a continuing basis.

- The City will adopt and follow a scheduled level of maintenance and replacement for infrastructure and fleet for all funds.
- Capital projects that are financed through the issuance of debt will be financed for a period not to exceed the useful life of the project
- A five-year program for capital infrastructure improvements will be developed and updated annually. The program will identify anticipated funding sources for each project.
- The City will coordinate the development of the capital budget with the development of the operating budget. Future operating costs associated with new capital projects will be forecast and included in the operating budget forecasts.
- The City will maintain an inventory of all capital assets and review their condition on an annual basis. A capital asset will be defined as an item with a useful life of at least two years and an original cost or value of more than \$5,000.

### **Debt Policies**

Long-term debt is a tool that is used by governments on all levels to fund projects that cannot be paid for with cash. There is not a one-size-fits-all debt policy solution. Recommended debt levels vary by city as there are many variables to consider such as what services a city provides through the general fund, whether or not there is a city-school system, and many other factors.

- The City will strive to maintain its current bond rating from Moody's of A1.
- Total general fund long-term debt will not exceed 5% of total assessed value for taxable property within the City.
- Long-term borrowing will be restricted to capital improvements too costly to be financed from current revenues
- Long-term debt will be retired with a period of time not to exceed the useful life of the capital project
- Variable rate debt will be budgeted at a minimum interest rate of 5% annually.
- Proceeds from long-term debt will not be used to fund ongoing operations.
- The use of any revenue anticipation borrowing will be avoided if possible. If such borrowing becomes necessary, the debt will be retired within 12 months.
- All borrowing will comply with regulations of the State of Tennessee and in accordance with the procedures published by the Division of Local Finance.
- The City will produce an annual report detailing all outstanding debt and future debt service schedules for all funds.

### **Fund Balance**

- The City will maintain an unreserved or unassigned fund balance in the General Fund of at least 15%, but not to exceed 40% of annual General Fund expenditures.
- The City will not budget for the use of unreserved or unassigned fund balance in the General Fund for ongoing operations. Unreserved or unassigned fund balance can be used to cover shortfalls in revenues during a fiscal year if insufficient time remains in the fiscal year to reduce expenditures

# Financial Structure

The city's annual operating budget is organized into funds to individually account for the city's different types of key businesses. The budget is further organized into departments representing functional areas of accountability for services, and further by object codes. As you read through the budget, you will notice that revenues in the General Fund are organized as follows:

- Local revenues
  - Taxes
    - Property taxes
    - Sales tax
    - Other Taxes
  - Licenses and Permits
  - Revenues from use of money and property
    - Interest
    - Rents
  - Charges for services
- Intergovernmental revenues
  - State
  - Federal
- Transfers

In addition, expenditures for governmental funds are generally organized in the following manner:

- i) Fund
- ii) Function
- iii) Department
- iv) Category
- v) Object Code

Funds are classified into three basic types: governmental funds, proprietary funds, and fiduciary funds.

## **Governmental Funds**

These funds are used to finance the majority of governmental functions. Specifically, the acquisition, usage, and balances of the City's expendable financial resources as well as the related current liabilities are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position rather than upon net income determination.

The following types of governmental funds are utilized by the City:

**General Fund:** The General Fund provides for general purpose governmental services such as Police, Fire, and Streets Maintenance. The revenues and activities that are required to be segregated by law or administrative decision must be accounted for in a special fund. The General Fund has a great number of revenue sources, and therefore is used to finance many more activities than any other fund.

**Special Revenue Funds:** Special Revenue Funds account for the proceeds of specific revenue sources, with the exception of special assessments, expendable trusts, or major capital projects. These funds are legally restricted to expenditures for specified purposes.

**Capital Projects Fund:** The Capital Projects Fund accounts for financial resources which are utilized for the acquisition, renovation, or construction of major capital facilities and infrastructure. These projects may include the maintenance or renovation of an existing structure.

### **Proprietary Funds**

These funds are used to account for the ongoing activities of the City which are similar to those often found in the private sector. All assets, liabilities, equities, revenues, expenses, and transfers relating to the City's business and quasi-business activities are accounted for through proprietary funds. As such, the measurement focus is upon determination of net income, financial position, and changes in financial position

**Enterprise Funds:** Enterprise Funds are used to account for activities that are financed and operated in a manner similar to private business enterprises wherein the expenses (including depreciation) incurred in providing goods or services to the general public on a continuing basis are financed or recovered primarily through user fees. As such, the periodic determination of revenues earned, expenses incurred, and/or net income derived from these self-supporting funds is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The following Enterprise Funds are maintained by the City:

1. Sewer Fund
2. Stormwater Fund

### **Accounting Basis**

Governmental Funds are accounted for using the current financial resources measurement focus incorporated in the Modified Accrual Basis of Accounting. Under this basis, revenues are recognized when they are susceptible to accrual or when they become measurable and available. Likewise, expenditures are recorded as liabilities are incurred, if measurable, except for principal and interest on general long-term liabilities which are recognized when due. Revenues which are susceptible to accrual include grants from other governments and interest on investments. Revenue from property taxes is susceptible to accrual but is not accrued because funds are not collected in an appropriate period of time after the year's end to pay liabilities of the current period. Revenues generated from sales taxes, fines, forfeitures, penalties, alcohol taxes, and franchise fees are not susceptible to accrual as they are neither measurable nor available prior to receipt.

The Proprietary Funds, including the Enterprise Funds and the Internal Services Fund, are accounted for on the Accrual Basis of Accounting on a flow of economic resources basis. Revenues are recognized when they are earned and become measurable. Expenses are recognized when incurred, if measurable.

The City also reports various a fiduciary funds for which no budget is adopted. These funds are accounted for on an accounting basis consistent with the fund's measurement focus.

### **Budgetary Basis**

The City Council adopts annual budgets for the City's General Fund, Wastewater Fund, Solid Waste Fund, Storm Water Utility Fund, Narcotics Fund, Insurance Fund, Metropolitan Transportation Planning Fund and Community Development Block Grant Fund. Budgets for these funds are adopted on a modified accrual basis of accounting to be consistent across all types of funds presented in the budget.

Appropriations lapse at the end of each fiscal year. However, the subsequent year's budget will be amended by Council to re-appropriate capital projects in process at year-end, grants in process at year-end, as well as any encumbrances at year-end.

### **The Relationship between the Capital Improvement Program and the Budget**

In addition to the annual operating budget, the city also prepares a 5-year capital improvements plan which is published as a separate document. The CIP specifies those capital improvement or construction projects which will be funded over the next five years. In addition, the CIP prescribes a funding method for those projects. Financial resources used to meet priority needs established by the CIP are accounted for through the Capital Projects Fund for general government projects and through enterprise funds for enterprise capital projects.

## **Budget Process Overview**

The purpose of the budget process is to present to City Council and the public a comprehensive picture of proposed operations for the budget year based on the following guidelines:

- The primary objective is to provide the highest possible level of service to residents without impairing the City's sound financial condition.
- The budget must be balanced for each fund; total projected revenues must equal total projected expenditures.
- The internal budgetary control is maintained at the department level and designed to provide reasonable assurance that these objectives are met.

The City of Morristown's budget process begins with an overall review of current City finances such as revenues, debt services and expenditures. Factors such as the condition of the economy, status of the State of Tennessee and Hamblen County budgets, recent retail and industrial growth and any other pertinent information is taken into account. An estimate for the current year-end is assembled and all of this information is included in the City Administrator and staff's overall review.

The capital budget is prepared and projects are prioritized by City Council. Estimates of available funds are made and based on projections by City staff, and projects are selected to be included in the proposed budget for the upcoming fiscal year.

Based on the overall review and capital projects selected for inclusion in the proposed budget, the City Administrator gives direction to the department heads regarding the initial operating budget. Department heads then prepare initial operating budgets adhering to the directions from the City Administrator.

Once all department heads submit their initial operating budgets, the budgets are compiled, with the total request amounts for each fund compared to the total revenue estimates. After this is complete, the City Administrator carefully reviews the budget for each division. Department heads are then instructed to add/subtract items from their budgets based on estimates of available funds.

The City Administrator then presents a budget to City Council in a work session for their initial review. Department heads are present to assist the City Administrator and address questions from City Council. While no formal action is taken by City Council, their input and comments lead to changes that are incorporated into the final proposed budget, appearing in ordinance form for their consideration at the first regularly scheduled City Council meeting in June.

In order to be adopted, the budget ordinance must be passed by City Council two times, with the second time including a public hearing. In accordance with Tennessee Code Annotated 6-56-206, the City advertises the budget in the Citizen Tribune prior to adoption.

The total budgeted amounts for each fund, as adopted, may only be amended through formal approval of the City Council by ordinance. Budgetary integrity is established in the account records for control purposes at the object of expenditure level, however, the City Administrator upon request of the department head, may transfer part or all of any unencumbered appropriation within a department or from one department to another within the same fund.

## **FY 2013 Budget Process Calendar**

|                       |   |
|-----------------------|---|
| <b>February 1</b>     | City Administrator gives direction to department heads                                    |
| <b>March 1</b>        | Departments submit proposed budgets   |
| <b>April 1-15</b>     | Department heads meet with City Administrator to review their budgets                     |
| <b>May 1 - June 8</b> | Council work sessions - Revisions made to budget based on Council work sessions as needed |
| <b>June 12</b>        | Budget published in newspaper   |
| <b>June 19</b>        | Public hearing and first reading of budget ordinance                                      |
| <b>June 26</b>        | Final reading of budget ordinance.  |



# **General Information**

## **History**

The people of Morristown-Hamblen County are proud of their heritage. They have a little of each period of American history reflected here. And our progressive city, through visionary leadership, is making plans and dreaming dreams for Morristown for decades to come.

Davy Crockett, famous backwoodsmen and Alamo defender, lived in Morristown with his parents until 1806 when he moved west. Old timers say Davy often honed his skill with a rifle while hunting on a local hill, now called Crockett Ridge. A replica of his boyhood home, the Crockett Tavern Museum, has been constructed on the original site of the family's tavern and home. John Crockett, Davy's father, was among the first white settlers in the area. Others included Robert McFarland, Alexander Outlaw and Absalom Morris for whom Morristown is named.

Morristown was known as "the Crossroads of Dixie", serving as the crossing point of Buffalo Trail (State Hwy 25E) and the main road that joined Knoxville to Baltimore (State Hwy 11E). This strategic location aided Morristown's agricultural and industrial development. The railroad companies recognized this advantageous city and turned Morristown into a railroad hub. Morristown was officially incorporated in 1855.

The Civil War brought turmoil to Morristown as it did to most of the nation. The town was held by both armies at some point during the conflict because of the easy access by rail. Several battles were fought in this area including the Battle of Morristown and Gillem's Stampede.

Shortly after the war, in 1870, Hamblen County was formed from sections of Jefferson, Grainger and Hawkins Counties -- creating the third smallest county in Tennessee.

In the late 1800's and early 1900's, Morristown blossomed into a popular, well rounded community. The city became the retail center for surrounding counties, and the bustling downtown business district sold everything from groceries to fine clothing. Morristown College was started in 1881 by Judson S. Hill for the education of black students in the area. In 1908, Morristown's first hospital opened, equipped with eight cots and one operating room.

Morristown sent its share of young men off to participate in the World War efforts in Europe. Two men, Edward Talley and Calvin Ward, received the Congressional Medal of Honor for their heroism in WWI.

During the mid 1900's, Morristown continued to grow. In 1955, the airport was relocated to its present site. In 1965, Panther Creek State Park was established by the state of Tennessee on the shores of Cherokee Lake. Local shopping centers, downtown overhead sidewalks, a community college and two industrial parks were just a few of the massive projects that developed in Morristown in the '50s, '60s and '70s. Modern-day Morristown has many alluring qualities in addition to its rich history.

## **FORM OF GOVERNMENT**

The City has been organized under the Council-Administrator form of government. Whereby the City Council is the legislative body of the City and is empowered by the City Charter to make all City policy. The Council, including the mayor, is elected at large for a four-year overlapping terms.

The Council appoints a City Administrator to act as administrative head of the City. He serves at the pleasure of Council, carries out its policies, directs business procedures, and has the power of appointment and removal of most City employees. Duties and responsibilities of the City Administrator include preparation, submittal, and administration of the capital and operating budgets, advising the Council on the affairs of the City, handling citizen's complaints, maintenance of all personnel records, enforcement of the City Charter and laws of the City, and direction and supervision of most departments.

The Council, in its legislative role, adopts all ordinance and resolutions and establishes the general policies of the City. The Council also sets the tax rates and approves the budget and appropriates funds.

## MAJOR INDUSTRIAL EMPLOYERS

| <b>Company</b>                    | <b>Product</b>  | <b>Employees</b> |
|-----------------------------------|---|------------------|
| <b>Koch Foods</b>                 | Process poultry   | 882              |
| <b>MAHLE, Inc.</b>                | Aluminum pistons  | 794              |
| <b>Howmet Corporation</b>         | Ceramic cores, wax patterns & investment castings                   | 480              |
| <b>JTEKT Automotive, Inc.</b>     | Pumps and hoses for power steering systems                          | 470              |
| <b>NCR Corporation</b>            | Printing supplies for businesses                                    | 361              |
| <b>Lear Corporation</b>           | Auto seat frames  | 350              |
| <b>Team Technologies, Inc.</b>    | Assembled plastic parts & components                                | 330              |
| <b>Rich Products Corporation</b>  | Frozen cakes  | 300              |
| <b>Tuff Torq</b>                  | Transmissions & transaxles  | 236              |
| <b>Colgate Palmolive</b>          | Oral care - Dental products   | 234              |
| <b>Renold Jeffrey</b>             | Engineered steel chain  | 206              |
| <b>General Electric</b>           | Residential electrical distribution devices                         | 200              |
| <b>Wallace Hardware Co., Inc.</b> | Wholesale hardware  | 198              |
| <b>Arvin Meritor</b>              | Precision forged gears, spindles & knuckles for highway truck axles | 176              |
| <b>CFGGroup/Morristown, TN</b>    | Contract seating & institutional furniture                          | 158              |
| <b>Volunteer Blind Industries</b> | Mattresses, box springs, U.S. Armed Forces contract items           | 150              |
| <b>Otics USA, Inc.</b>            | Automotive parts  | 147              |
| <b>PFG Hale</b>                   | Distribution of foodservice supplies                                | 146              |

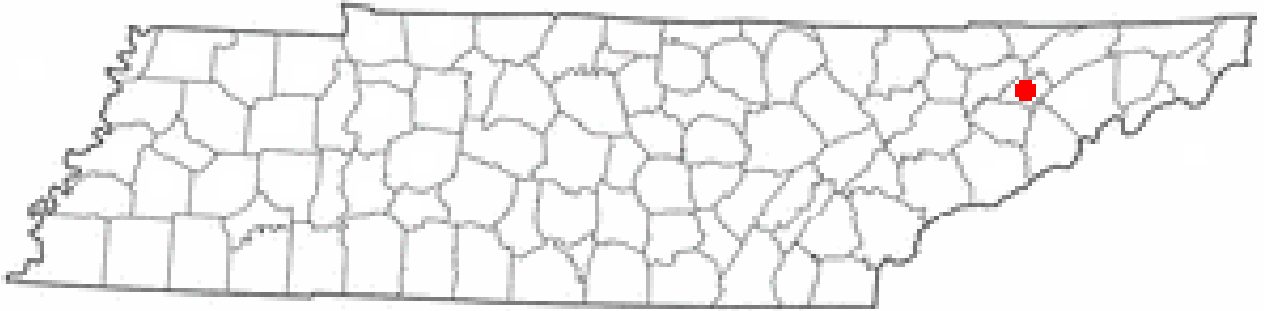
## The Community Profile

### Summary

During 2010, the Morristown Area Chamber of Commerce completed a community profile in which they developed a process to identify and evaluate demographic and socio-economic conditions. Based on that information and information from other governmental agencies such as the United States Census Bureau, Tennessee Department of Environment and Conservation, Tennessee Department of Transportation, and the East Tennessee Economic Development Corporation, we have completed the following analysis of the community.

### **Geography of Morristown**

The City of Morristown located in the State of Tennessee and is the county seat of Hamblen County. The city was incorporated in 1855, while Hamblen County was formed in 1870 from parts of Jefferson, Grainger, and Hawkins counties. The first known settlers of Hamblen County, as well as East Tennessee as a whole were Native American Indians. In 1783, Robert McFarland and Alexander Outlaw, the first white settlers, migrated from Virginia to claim land grants on the “Bend of the Chucky” (Van West, 1998, pp.396-397). Shortly thereafter, the Morris brothers, Gideon, Daniel and Absalom, took land grants within the present city limits of Morristown, providing the community with its name.



### **Climate**

Morristown, TN climate is warm during summer when temperatures tend to be in the 70's and very cold during winter when temperatures tend to be in the 30's.

The warmest month of the year is July with an average maximum temperature of 86.70 degrees Fahrenheit, while the coldest month of the year is January with an average minimum temperature of 26.30 degrees Fahrenheit.

Temperature variations between night and day tend to be moderate during summer with a difference that can reach 20 degrees Fahrenheit, and moderate during winter with an average difference of 20 degrees Fahrenheit.

The annual average precipitation at Morristown is 45.99 Inches. Rainfall in is fairly evenly distributed throughout the year. The wettest month of the year is July with an average rainfall of 4.74 Inches.

### **Population of Morristown**

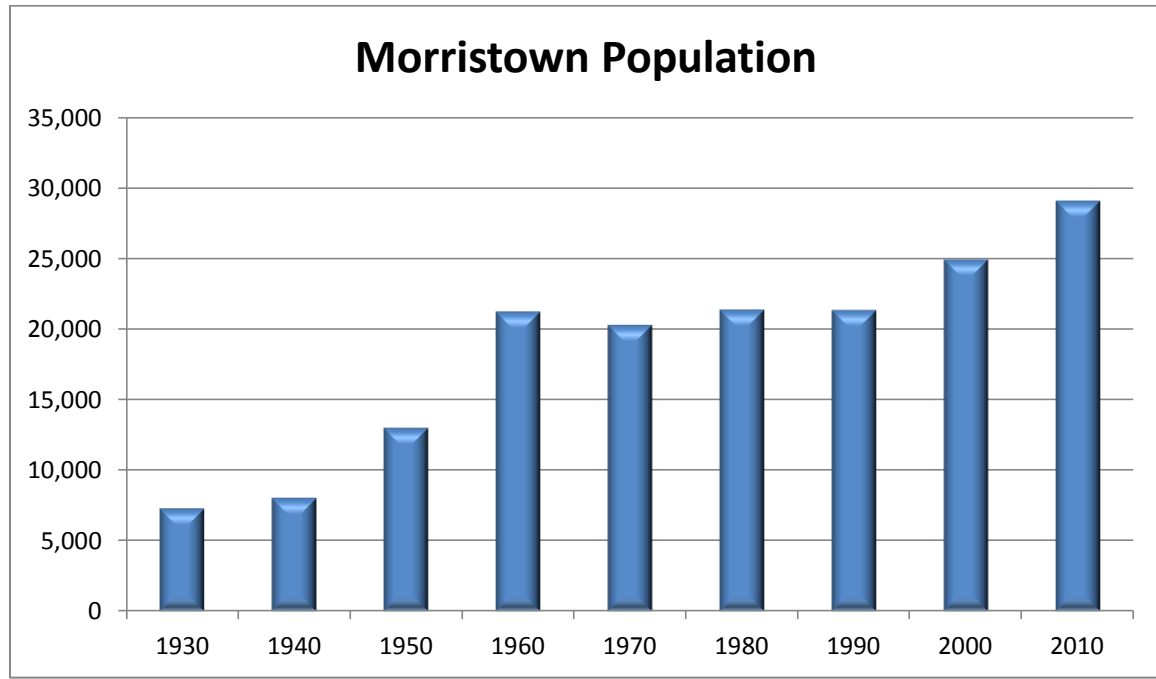
The City of Morristown is the 22<sup>nd</sup> largest city within the State of Tennessee. The population has grown significantly since the 1980's and has experienced a growth in population. The breakdown of the ages within our community indicates that we are largely a family community with the majority of our residents between the ages of eighteen and sixty-five.

2010 Demographic Profile Chart from United State Census Bureau

|  |        |
|--|--------|
| Population (2010)  | 29,137 |
| Population Percent Change from April 1, 2000 to July 1, 2010 | 16.7%  |
| Population 2000  | 24,965 |
| Persons Under 5 years old                                    | 8.1%   |
| Persons Under 18 years old                                   | 24.8%  |
| Persons 65 Years old and over                                | 16%    |
| Females  | 52.1%  |
| White Persons  | 77.2%  |
| Black Persons  | 6.7%   |
| American Indiana and Alaska Native Persons                   | 0.5%   |
| Asian Persons  | 0.9%   |
| Native Hawaiian and Other Pacific Islander                   | 0.2%   |
| Persons of Hispanic or Latino Origin                         | 19.7%  |

### The Historical Population Profile from the United States Census Bureau

| Year | Morristown | Growth | Change |
|------|------------|--------|--------|
| 1930 | 7,305      |        |        |
| 1940 | 8,050      | 745    | 9%     |
| 1950 | 13,019     | 4,969  | 38%    |
| 1960 | 21,267     | 8,248  | 39%    |
| 1970 | 20,318     | -949   | -5%    |
| 1980 | 21,422     | 1,104  | 5%     |
| 1990 | 21,385     | -37    | 0%     |
| 2000 | 24,965     | 3,580  | 14%    |
| 2010 | 29,137     | 4,172  | 17%    |



### **Art, Culture & Recreation in Morristown**

#### **Art & Culture**

Art and Culture in the City of Morristown includes a variety of types of events, programs, and organizations. Over 37 organizations produce approximately 125 annual arts and cultural event. These organizations include theatrical groups, dance schools, art and historical associations. These varied events are held primarily in six cultural facilities

and venues: the Rose Center, Walters State Community College Inman Humanities Complex, Crockett Tavern & Pioneer Museum, the Citizen Tribune/Jefferson Federal Amphitheater in Cherokee Park, the Dr. Martin Luther King Jr. (MLK) Park Amphitheater, and Fred Miller Park Gazebo. In addition to these purpose-built centers, events take place at churches, schools and other venues.

The area has a total of 40 recorded historical landmarks or districts, including nine Historical Highway Markers; 20 Century Farms; a Historic District; nine properties registered with the National Register of Historic Places; a Civil War Trail; an Appalachian Quilt Trail, “Quilts in the Smokies”; and the Crockett Tavern.

The City is home to three major libraries which host over 150,000 volumes of print. The Morristown-Hamblen County Library hosts several community programs for children and adults including a summer reading program.

### Parks and Recreation

The Morristown Parks and Recreation Department offers year round programming. Department facilities include Talley-Ward and West Elementary Centers, ten tennis courts, nine softball fields, five Little League fields, two baseball fields, three football fields, eight soccer fields, four outdoor basketball courts, a BMX track, horse barn and ring, a Splash Water Park, a Disc Golf course, a 440 running track, and 15 parks and playgrounds with picnic areas and shelters/pavilions that are maintained year round for public use.

Morristown Parks and Recreation programs include diverse events such as: Art Attack Camp, Easter Eggsellent Adventure, Stuffed Animal Pageant, Celebration of Cultures, Olympic Day, Martial Arts Open House, Touch-A-Truck, Children’s New Years Eve Party, BOO Fest, Scrappy Thanksgiving, Kids Fun Fair, March Madness, Wet-N-Wild Wednesday, Pickin’ In The Park, Arts in The Park, and Starlite Cinemas in the park. Sports competition leagues are offered in youth basketball, baseball, softball, soccer, football and adult basketball, volleyball, soccer and softball. The area boasts three golf courses and a number of popular recreation areas for boating, fishing and hiking, including Cherokee Park, the TVA Cherokee Park Watershed, and Panther Creek State Park. The attached map illustrates the varied recreation opportunities within the Morristown area.

## **Business & Economic Development**

Since the middle of the 20th century, Morristown - Hamblen County has had an increasingly diverse economic base. Once considered the poultry capital of the U.S. – shipping chickens to New York for processing – it became a furniture manufacturing center in the early 1930s, when Berkline Furniture located in Morristown. Later, in mid-century, American Enka (later BASF) established a plant for synthetic fibers, eventually employing 5,000 individuals. With the advent of technological changes, national and global economic shifts, and movement of some of these industries to other parts of the U.S. – and eventually to offshore locations— further changes were necessary. In the 1960s, the East Tennessee Valley Industrial District was established in Morristown - Hamblen County as the first of three industrial districts, to provide an infrastructure for economic and industrial development.

Over the past two decades, Morristown - Hamblen County has continued to diversify, with companies ranging from VIFAN USA, an Italian based manufacturer of polypropylene film, to OTICS USA and Colgate Palmolive. Importantly, our community has also grown to be a regional medical center, with two hospitals, a multipurpose health center, and individual and group practices serving an eight-county area. We are also a major retail center for the Lakeway region of eastern Tennessee.

Morristown - Hamblen County has several distinct advantages for a thriving business-industrial sector: its central location in the U.S. and proximity to Interstates 81, 40, 75, and 26, placing our community within a 10 - hour drive of 76 percent of the U.S. consumer market; low energy costs; two post secondary education institutions and, for tourism, its location along the East Tennessee Crossings Scenic Byway—the US 25E corridor from Cumberland Gap to Newport, TN.

## **Education**

### **Education History in Morristown**

Early education in the home began in the 1790's. In 1888, Henry Sherwood, James A. Carringer, Marion Roberts, James Rose, and Judson S. Hill were among those responsible for the development of the education system we know today. In 1910, there were 46 schools in Hamblen County, most with one teacher each, with very strict rules for students and teachers alike. For example, students were suspended for misbehaving, and single women teachers were not allowed to marry during the school year, nor could they loiter by the ice cream shop.

Bethel Baptist Church, erected in 1830, has been an historical focal point in Hamblen County Black history. Initially a Baptist meeting place, in 1860 it became a slave market, and in 1881, Morristown College. Andrew Fulton, a young boy sold into slavery in that very building, later became a professor at the College.

### Current Education in Morristown

Morristown is an active academic community, with both public and private school options for grades K-12; post-secondary education options including Tennessee Technology Center and Walters State Community College. Early childhood education is a priority as well, with options including public pre-K, Early Head Start, Head Start and private pre-K institutions.

| Type of School                 | Students |
|--------------------------------|----------|
| Pre-Kindergarten               | 203      |
| Head Start Program             | 240      |
| Private Pre-School             | 451      |
| Public K-12 School             | 10,107   |
| Private School                 | 400      |
| Home School Students           | 58       |
| GED Students                   | 462      |
| Tennessee Technology Center    | 477      |
| Walter State Community College | 4,543    |

### Education Challenges in Morristown

Though education in Hamblen County is a strong attribute of our community, a number of challenges need to be addressed to ensure that it is the best that it can be. For example, instituting accreditation of all private schools is a must. Increased investment in K-12 public education and of post-secondary institutions is essential – for example, we need to raise the K-12 per pupil expenditures to at least the Tennessee State average. This will help to ensure equal educational opportunities for all students of the area, and strengthened educational quality.

Availability of resources and an abundance of programs beyond the scope of textbook learning would improve the quality of education of Hamblen County's youth. Expanding the number and types of educational technology throughout the K-post-secondary levels, increased enrichment – including arts and music programs -- would enhance the current school environment and keep it up-to-date with other fast-paced and high-achieving school systems in the United States. Finally, a school is only as effective as the people who teach and who administer the school system, so there is an urgent need for recruiting, training, and retaining highly qualified, talented teachers, principals, and administrators.



## **Environment**

A thriving environment is increasingly recognized as necessary for human health and happiness as well as essential for community economic growth and prosperity. The general public, our elected and appointed officials, and the private sector are paying attention to the environment in our community as well as nationally and globally. Morristown - Hamblen County boast a number of strategies and programs designed to sustain the environment while making the most effective use of our community's precious resources. For example, the community has strategies in place for long-term protection of water resources and growth in its drinking water production, as well as a Drought Management Strategy and a Watershed Protection Program. The two most often mentioned indicators of environmental quality are air and water. Soil conservation is also a concern, particularly in rural areas.

### **Air Quality**

Through public and private sector cooperation and participation of community residents, Morristown - Hamblen County has achieved "attainment status" of the Federal National Ambient Air Quality Standard for Ozone: Hamblen County meets all national ambient air quality standards (NAAQS), including the 8-hour ozone standard.

### **Water Quality**

Water-quality limited streams are those streams that have one or more attributes that do not meet state water quality standards. Since there are bodies of water, both lakes and streams, in Morristown - Hamblen County not fully supporting their designated use classifications (i.e., domestic water supply, fish and aquatic life, and recreation) such streams have been identified as impaired and, therefore, listed as such by the Tennessee Department of Environment and Conservation (TDEC) on a 303(d) list. The pollutant sources affecting these streams include pathogens (disease - causing organisms) from untreated or inadequately treated water containing human or animal fecal matter, siltation effects and/or habitat alterations. The sources of these pollutants are often associated with activities such as agriculture, deteriorating sewers, urban runoff, land development, and stream bank modifications.

According to the 2006 state, EPA- approved, Total Maximum Daily Load (TMDL) reports, slightly over 55 miles of streams in Morristown - Hamblen County are classified as impaired -38.3% of the area's total stream mileage, compared to 37.9% for the state, and 49.6% for the nation. The local county streams affected by pathogens alone include: 13.7 miles of Bent Creek, 4.9 miles of Flat Creek, 13.5 miles of Long Creek (only 3.3 miles of which are in Hamblen County, the remainder in Jefferson County), and 8.2 miles of Mud Creek (only 1.4 miles of which are in Hamblen County, the remainder in Hawkins County). Streams affected by either siltation and/or habitat loss include: 5.8 miles of Turkey Creek (a Hamblen County southbound stream that empties into the Nolichucky River), 3.4 miles of Robinson Creek, 7.1 miles of Hale Branch, 1.7 miles of Slop Creek, 7.5 miles of Cedar Creek (only 1.1 miles which are in Hamblen County, the

remainder in Jefferson County), and 3.5 miles of Carter Branch (only 0.8 miles in Hamblen County, the remainder in Jefferson County). Also, a 4.0 mile section of the Nolichucky River, which borders Hamblen and Cocke Counties, has been listed because of both pathogens and siltation. The pollutant source for all the above county water bodies is noted as pasture grazing and/or agricultural activities.

The Hamblen County Planning Commission is working in concert with the Hamblen County Soil Conservation District (HSCD) and USDA's Natural Resources Conservation Service (NRCS) in an effort to address these various non-point pollutant sources. Finally, 8.0 miles of the city's northbound Turkey Creek, which empties into Cherokee Lake, is listed as being affected by pathogens, siltation and habitat loss. The pollutant sources for this stream are noted as coming from sanitary sewer collection system failures and discharges from the Municipal Separate Storm Sewer System (MS4), both of which are currently being addressed by the City's Engineering and Wastewater Departments. In 2008, the water quality from all providers (100%) of drinking water in Hamblen County met or exceeded health-based standards, compared to 94% drinking water from the state as whole, and 92% nationwide.

### Soil Conservation

Notwithstanding the extensive development of the Morristown - Hamblen County area in the past two decades, our community has ample open space – important for both environmental concerns and for potential future development. More than half (55.5%) of the land in Hamblen County is undeveloped, including 24% of Morristown's acreage and 61% of unincorporated county acreage, or approximately 12,564 acres. Included in this open space in Morristown - Hamblen County are over 2,350 acres of public parks, which represents less than 2% of the total acreage in the county. The public parks include: 16 city parks comprising 286 acres, one county park of 178 acres and one state park of 1,900 acres described in the Arts, Culture, and Recreation section of this report. While beneficial for many, this parkland is not sufficient to meet the needs of the area's 62,000 residents, especially with an expanding population.

### Healthcare in Morristown

A healthy population contributes importantly to a community's quality of life. Healthy children are better able to learn and to participate in family activities, sports, and community service. Healthy adults are better able to engage in lifelong learning, to be economically productive members of the community, and to engage with their family and others in the activities of daily living, such as voluntary service and arts and recreation – the hallmarks of vibrant communities. At the broader level, healthy communities are more economically productive, more socially stable, and more engaged.

Hamblen County and Morristown boast an impressive array of health care services, ample health care providers, and a forward-thinking focus on prevention and wellness. Two community hospitals, together, have a total of 332 inpatient beds, for a ratio of 5.4 beds per 1,000 populations. This is twice the ratio for the U.S. overall – which is 2.7 per

1,000 population –and substantially higher than the ratio for Tennessee -- 3.5 per 1,000 population. This is true, in part, because Morristown serves as a regional health center for an eight-county area.

Both local hospitals have innovative wellness programs targeting women: the Lakeway Regional Hospital's Healthy Woman and the Morristown - Hamblen Healthcare System's Spirit of Women Program. These programs, in partnership with national, state and local health and other organizations, are forerunners in local movements to improve health and wellbeing and the ability of patients to make informed choices about their own lifestyles and health care services.

Hamblen County has 125 physicians, with most engaged in family practice and pediatrics and others practicing in specialty areas from cardiology to neurology and orthopedics. The physician to population ratio is 2.1 per 1,000 population which is lower than that for Tennessee overall. Because of the increasing role of Tennessee as a center for high-tech health care services, our state has among the highest population, slightly lower than the U.S. overall rate of 3.2. A number of states have rates much lower than that of Tennessee, at least one as low as 1.6 per 1,000.

The county also has 359 nurses, 29 dentists and 19 pharmacies. Four licensed mental health facilities and a total of 18 licensed mental health professionals – psychiatrists, psychologists, and psychiatric social workers – provide mental health services in the county. With an increasing aging population, nursing home care is vital; the county has 358 licensed nursing home beds to meet the needs of those who require skilled nursing and rehabilitation care outside of the home. The following map indicates the hospital districts.

### **Housing in Morristown**

There are 26,183 housing units in Morristown - Hamblen County, for a population of 62,000. In 2009, there were 95 new residential building permits issued in Hamblen County and 43 in Morristown. Projections indicate that by 2015 new building permits should double, then flatten out from 2015-2020.

Between 2005 and 2007, the home ownership rate was considerably lower than state and national figures, averaging 38.4%, compared to 69.9% statewide and 66.2% nationwide. Housing prices are much lower in the local community, with a median sale price of \$125,600 for single family homes in Morristown and Hamblen County, compared to \$142,000 in Knoxville, Tennessee, and \$177,900 nationally. The sale price in our community represented 30% of median family income in the area. In 2008, Morristown - Hamblen County reported 389 foreclosures; in Tennessee and the U.S. 44,153 and 2,330,483, were reported respectively. The attached map shows the structures located within the Morristown Regional Planning Area.

## **Physical Infrastructure**

The way our community uses and conserves energy and water, disposes of waste, and has access to broadband internet has significant impact on our environment, economy, education systems, households, and on our future generally.

### **Public Water Supplies**

Average water filtration (production) in Morristown-Hamblen County is 8.869 million gallons per day (MGD) and maximum day production is 11.378 million gallons per day -- MGD. At Roy S. Oakes Water Treatment Plant capacity is 24 MGD and average production/capacity 48%. The Water Treatment process includes secondary filtration with deep bed Granular Activated Carbon Contactors, one of a select group of municipalities with this technology to assure the highest quality of water. Low cost water production and distribution rates with an average loss rate of 7.25% - are another success story. MUS is also the water source for all Hamblen County water providers, supplying water to households and businesses in the community. Its water system adheres strictly to the Source Water Assessment Program (SWAP) implemented by the Tennessee Department of Environment and Conservation (TDEC), which calls for assessment, rating, and treatment of all water sources.

### **Electrical Services**

Morristown Utility Systems (MUS), which provides power for about 14,500 customers, boasts low-cost services as a result of low power line losses – an average 2.3% loss rate over the past ten years--through June 2008 and low wholesale power cost from TVA. The residential electricity consumption rate in Morristown is 1420 kWh per month. Residential usage in the City represents 18% of total energy sales. Manufacturing sales represent the majority as industry provides valuable and well paying jobs to the community. MUS rates are 17% lower than the average US municipal according to the American Public Power Association, and lower than the average municipal in Tennessee.

In 2010 MUS began deploying automatic metering infrastructure following Smart Grid technologies to decrease system electric loads during peak summer and winter load periods. Technologies will be available to customers in all rate classes, enabling them to monitor and reduce their energy consumption. Based on our assumptions current usages will hold relatively steady through the next 5 – 10 years. The most important benchmark is the energy used “on peak” versus “off peak.” Use of the smart grid technology will help to move electric load to “off peak” periods, improving the efficiency of the system.

### **Gas Services**

Morristown-Hamblen County residences have used an average of 850 Centum Cubic feet (CCF) of natural gas per year from 2007- 2009. The CCF rate has remained constant

because of energy conservation and efficiency. Current customers by class for Morristown-Hamblen County are residential 5978, commercial 1462, and industrial 72.

### Waste Disposal Services

Two landfills support Morristown-Hamblen County: Lakeway and Hamblen County. Landfill capacity is expected to be reached in 2030 in Lakeway and 2017 in Hamblen County. One measure of recycling is the diversion, or reduction rate -- percent of tons of solid waste generated per capita. In Hamblen County, it was 27% in 1995 and 33% in 2008, substantially greater than the national figure of 24.3% in the same year. The state mandated reduction rate is 35% from the base year of 1995, Hamblen County currently exceeds the mandate, and the goal is to continue to improve in order to achieve the state mandate levels.

### Wastewater Services

The City of Morristown is the provider of wastewater collection and treatment in Hamblen County. Wastewater service has been instrumental to the economic growth of Hamblen County, especially the development of the three industrial parks and commercial/retail areas. Portions of the collection system are over 100 years old and are in need of upgrades/replacement. Currently the City treats an average 4.5 million gallons per day of wastewater discharge in Hamblen County.

At the Turkey Creek Wastewater Treatment Plant, design capacity in Hamblen County is 7.5 MGD and at the Lowland Plant it is 10 MGD. . The permitted waste water discharge daily maximum at Turkey Creek is 15.2 MGD, 200% discharge/ design. At Lowland it is 25,000 gpd average daily discharge.

The City of Morristown began preparing and implementing a maintenance operation and management (MOM) program in 2010 to address the aging wastewater infrastructure and required upgrades. The program will include maintenance and capacity assurance policies that will insure adequate wastewater service is provided for continued growth of the area.

### Telecommunications

In 2008, 43% of households in Morristown-Hamblen County had broadband internet access, slightly better than other rural counties in the U.S.—with an average of 41%, but substantially less than 55% of Tennessee and U.S. households overall. All homes and businesses inside the City of Morristown have access to a state-of-the-art Fiber to the Home Network provided by MUS for reliable communication needs.

## **Public Safety**

Public Safety includes law enforcement, fire safety and emergency medical services. The City of Morristown and Hamblen County have achieved a safe and prepared community through the trained professionals in each of these fields. The public safety system in our community comprises three EMS stations, six fire stations in Morristown and five in Hamblen County, one main police station and two substations; and one Sheriff's department. In 2008, the average response (ART) time in Morristown was 3.45. In 2009 the (ART) was 3.42 minutes for fire and 5.63 minutes for police.

## **Law Enforcement**

The Morristown Police Department (MPD) not only meets but exceeds Federal and state requirements and also standards set by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), created in 1979 as a credentialing authority through the joint efforts of law enforcement's major international and national executive associations. The MPD offers 100 hours of in-service as compared to the 40 required hours and promotes post-secondary education. In 2008, 83 MPD Police Officers were post-certified as Emergency Service Responders, as were 34 in the Sheriff's office. In 2008, the total inmate capacity in Hamblen County was 255 – 25 for maximum security, 190 for intermediate security, and 40 for minimum security. The Hamblen County Jail, the only correctional facility in the county meets or exceeds current requirements for certified inmate capacity. However, a new state law, signed in May, 2009, requires changes in local square footage requirements for local correctional facilities that could impact certification requirements from the Tennessee Corrections Institute; these requirements could, in turn, increase the current allowable capacity.

Public safety in our community is also trend-setting. For example MPD is currently moving from a zone to a real-time, GPS-based location dispatch system for 911 calls, which will be one of the first systems of this type in the state. The City Watch Program provides emergency notification calls to local land-line telephones, as well as recall abilities for safety officials – thus improving emergency response planning.

## **Fire Safety**

According to the International Standards Organization's (ISO) Fire Suppression Rating Schedule (FSRS), the Morristown Fire Department has an ISO rating of 3. The rating is on a 1-10 scale: with 1 being the best rating and 10 the lowest rating. Hamblen County's rating ranges from 5 - 9 depending on the specific fire station. The Morristown Fire Department has 59 certified medical First Responders, 25 EMT's and 2 EMT-Paramedics. In 2008, Morristown had 84 city firefighters and the county had approximately 60 county volunteers.

## Emergency Medical Services

The Morristown - Hamblen County Emergency Medical System maintains a Class A license issued by the Tennessee Department of Health-EMS. In 2009, Morristown had 24 emergency medical technicians (EMT's), 22 of whom are certified paramedics, and the Hamblen County Volunteer Rescue Squad had 10, five of whom are certified paramedics.

## **Social Services**

These needs in Morristown - Hamblen County are addressed by public agencies in the city and county as well as by private and non-profit agencies. These agencies are funded through multiple sources:

- 1) the city and county agencies receive direct Federal and State funding for certain programs (e.g., for TANF and Food Stamps) and support others through city and county taxes;
- 2) both the public and private agencies also are eligible to receive – and some do receive—grants and contracts from the Federal government, state government, and from private foundations; and
- 3) the private and non-profit agencies receive support from the city and county and from individual and corporate donations.

The public agencies that provide direct services or contract for them with the private sector are the Tennessee Department of Human Services in Hamblen County, Douglas Cherokee Economic Authority, and the Department of Children Services—which is part of the Tennessee Department of Human Services. The Morristown Housing Authority (MHA) manages or provides direct support for public housing and other housing support programs.

In addition to these public programs, the vibrant private, non-profit community contributes to meeting social service needs. Indeed, a total of 62 private social service organizations in Morristown - Hamblen County help to meet these urgent needs through a wide array of programs in eight broad categories:

- Health, mental health (including alcohol and other drug prevention and treatment) and disability programs (22)
- Children-focused programs (13)
- Multi-purpose services (6)
- Family violence and shelters (5)
- Emergency services and food (5)
- Education (4)
- Senior services (3)
- Other--adult day services, international resources, legal aid, transportation (4)

There are approximately 130 houses of worship meeting the needs of both members and non-members of their faith communities. In fact, according to a recent survey, total benevolence funds for non-church members from 30 houses of worship alone totaled \$201,080 in 2008.

## **Transportation**

The transportation system in Morristown is made up of five distinct parts. Each part services our citizens and businesses in different ways. Below is a description of each part as well as the attached map should illustrate the effectiveness of transportation around the city of Morristown.

### **Roadway System**

Morristown - Hamblen County is fortunate to be centrally located within the United States— the area's proximity to Interstates 40, 81, 75, and 26 place it within a 10-hour drive of 76% of the U.S. consumer market. Currently the City of Morristown has 150 miles of paved roadways. In 2008, Morristown had 43 miles, or 46.5% miles needing repair of which 21 lane miles had been repaired.

### **Air System**

Two regional, Knoxville, Tyson (TYS) and Tri-Cities Regional Airport, (TRI) and one local airport, Moore-Murrell serve Morristown - Hamblen County. In 2008, 75% of flights from the Morristown Airport were for business and 25% for leisure purposes. There was a reduction in local airport use for medical purposes during 2007-2008, from 1,262 to 870.

### **Rail System**

The area is also serviced by the Norfolk Southern main line (for cargo transport only) and is within one hour and 15 minutes of two regional airports. An average of 40 trains transit through Hamblen County daily across 43 miles of active rail tracks with 97 at-grade highway/rail crossings. There is no passenger rail service in our community.

### **Public Transportation System**

The alternative to private vehicle travel, public transportation, is limited in Morristown. The one bus line Greyhound—serves primarily cross-country travel. There are three private taxi companies, three car rental agencies, and 21 truck freight companies in Morristown - Hamblen County. In addition, the East Tennessee Human Resource Agency (ETHRA) operates eight vans as part of its rural and public demand response



transportation program designed to help citizens in a sixteen county area meet their mobility needs.

### Bike System

Currently the City of Morristown has only two operational bike paths. The first is located along Martin Luther King, Jr. Boulevard and the second is along our completed Greenway system linking Fred Miller Park to Jaycee Park. With the federal government's push to construct complete streets which include avenues for bike travel, the Lakeway Area Metropolitan Transportation Association has completed a bike plan. This plan utilizes signage to create bike paths along the existing street system.

### Pedestrian Plan

The City of Morristown in conjunction with the Lakeway Area Metropolitan Planning Organization completed a study of the sidewalk system within the City of Morristown during the summer of 2009. This study indicated that the city had over 61 miles of sidewalk. Each sidewalk was broken down into sections creating 686 sections of sidewalk within the City of Morristown. Of these sections, sixty-eight were found to be in good condition, two hundred and seventy-nine in fair condition and three hundred and thirty-nine in poor condition. Based on this study and several concerns involving sidewalks, the Morristown Regional Planning Commission completed a sidewalk master plan identifying seven walkable districts within the city of Morristown. These districts were evaluated and a Master Sidewalk Map was completed showing the proposed location of sidewalks within the City of Morristown. The plan implemented changes within the subdivision regulations, the Zoning ordinance, and city maintenance policies.

## **Glossary**

Accrual Accounting A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred as opposed to when the cash is actually received or spent. For example, revenue that is earned on June 1 but payment was not received until July 10 is recorded as revenue of June rather than July.

Appropriation A legal authority granted by the City Council to make expenditures and incur obligations. Appropriations authorize expenditures for a period of one fiscal year; the authority to spend lapses at the close of the fiscal year.

Assessed Valuation A value that is established for property for use as a basis of levying property taxes. In Tennessee, property is classified based on its use and statutory assessment percentages are applied to appraised values: Residential property 25%, Farm property 25%, Commercial and industrial property 40%, Public utility property 55%, and Business personal property 30%.

Bond A written promise a specified sum of money (called the principal) at a specified date in the future, together with periodic interest at a specified rate. In the budget document, these payments are identified as debt service. Bonds may be used as an alternative to tax receipts to secure revenue for long-term capital improvements. General Obligation Bonds are debt approved by Council to which the full faith and credit of the City is pledged.

Budget A financial plan for a specified period of time that balances projected revenues to estimated service expenditures.

Budget Message The opening section of the budget, which provides City Council and the public with a general summary of the most important aspects of the budget, changes from previous years, and the recommendations of the City Administrator.

Capital Improvement Program - A plan for public facilities which results in construction or acquisition of fixed assets, primarily buildings and infrastructure needs, such as street improvements. The program also includes funding for parks, sewers, sidewalks, major equipment, etc., and major items of capital equipment related to the new facilities.

Capital Outlay An addition to the City's assets. Capital equipment has a value over \$5,000 and a useful life of over two years.

Debt Service Debt Service expenditures are the result of bonded indebtedness of the City. Debt Service expenditures include principal, interest, and bond reserve requirements on the City's outstanding debt.

Delinquent Taxes Taxes remaining unpaid after the due date. Unpaid taxes continue to be delinquent until paid, abated, or converted into a lien on the property.

ETHRA The East Tennessee Human Resource Agency is a regional social service agency which provides a wide range of services to a 16 county area of East Tennessee.

ETPC – East Tennessee Progress Center is the City's newest of three industrial parks which is located at exit 8 on Interstate 81 on the southern edge of the city.

Enterprise Funds Funds in which the services provided are financed and operated similarly to those of a private business. The rates for these services are set to ensure that revenues are adequate to meet all necessary expenditures. Enterprise funds in Radford are established for services such as electricity, water, and sewer.

Fiscal Year A twelve-month period to which the annual operating budget applies. The City of Morristown's fiscal year begins July 1st and ends June 30th.

Franchise The granting of a special privilege to use public property such as City streets. A franchise usually involves elements of a monopoly and regulation.

Fund An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific governmental functions.

Fund Balance The excess of assets over liabilities in a fund.

General Fund The principal fund of the City, the General Fund is used to account for all activities not included in other specified funds. General Fund revenue sources include property and business taxes, licenses and permits, intergovernmental revenues, service charges, fines and forfeitures, and other types of revenue. The Fund includes most of the basic operation services, such as fire and police protection, streets and general government administration.

HVAC Heating, ventilation and air conditioning units.

ISO - Insurance Services Organization - A private organization financed by insurance companies which rates the ability of a fire department to respond to fire calls within a community.

Interfund Transfers Legally authorized transfers from one fund to another. Typically these transfers are from the General Fund to another fund to subsidize an operation that is not self-supporting.

Intergovernmental Revenues - Revenues from other governments, such as the State and Federal government in the form of grants, entitlements, and shared revenues.

Internal Services Fund - Services established to finance and account for services furnished by a designated City department to other departments.

LAMTPO -The Lakeway Area Metropolitan Transportation Planning Organization operates as the regional transportation planning and coordinating agency for portions of the urbanized areas in Morristown, Jefferson City, White Pine, and Hamblen and Jefferson Counties. The United States Census Bureau designated these areas as urbanized in May 2002.

Lease Purchase Agreements Contractual agreements, which are, termed "leases" but in effect are a contract to purchase over a period of time. Lease purchase agreements typically include a clause that the item may be purchased at the end of the lease agreement for a nominal fee.

MDT – Mobile Data Terminal, a ruggedized laptop computer deployed in Police vehicles.

MUS - Morristown Utility Systems was formed by a private act of the State Legislature in 1901 under the legal name "The Board of Electric Lights and Water Works Commissioners of The City of Morristown. Morristown Utility Systems provides water and power services within the municipal boundaries of the City of Morristown to approximately 15,000 customers.

Ordinance A formal legislative enactment by the City Council. If it is not in conflict with a higher form of law, such as a State Statute or constitutional provision, it has the full force of law within the boundaries of the City.

Operating Expense The cost of goods and services to provide a particular governmental function. This excludes salaries and fringe benefits.

Pay-as-you-go Basis A term commonly used to describe the financial policy of a government, which finances all of its capital outlays from current revenues rather than borrowing.

Performance Measures Specific measures of work performed as an objective of the department.

Planned Use of Fund Balance - Carryover of appropriated expenditures from the prior year such as encumbrances or revenues received in the prior year to be expended in the following year.

Revenue - Money that the government receives as income. It includes such items as taxes, fees, fines, grants, and interest income.

Reserved Fund Balance A portion of a fund's balance that has been legally restricted for a specific purpose and is not available for general purposes.

Restricted Fund Balance - Restrictions on the expenditure of certain revenues that exceed appropriated expenditures accumulate in fund balance but are separated from unrestricted fund equity.

Salary and Benefit Expenses The cost of all salaries, wages, and associated fringe benefits required to provide a governmental service.

SCADA - SCADA stands for Supervisory Control And Data Acquisition. As the name indicates, it is not a full control system, but rather focuses on the supervisory level. As such, it is a purely software package that is positioned on top of hardware to which it is interfaced, in general via Programmable Logic Controllers, or other commercial hardware modules. In Radford, SCADA systems are used in monitoring electrical and water distribution.

Tax Rate - The level of taxation stated in terms of either a dollar amount or a percentage of the value of the tax base.

Transfer - A movement of money from one fund to another in order to provide general support, to pay for services, or to segregate funding sources for designated or restricted purposes.

Unreserved Fund Balance The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation. Cities usually maintain a fund balance to use in times of emergency.