

# CITY OF MORRISTOWN, TENNESSEE BUDGET & WORK PLAN



FISCAL YEAR 2014  
BEGINNING JULY 1, 2013 AND ENDING JUNE 30, 2014

## About the Cover

Rose Center is Morristown and Hamblen County's community cultural center. Located in Morristown's first coeducational public high school built in 1892, the facility is named after Judge James G. Rose, Civil War Hero and Chairman of the School Board at the time when plans for construction of the school were initiated.

The building operated as a school until 1975, at which time a group of local citizens organized, raised funds to replace the vintage roof, and re-opened the building as a museum and cultural center. This effort was part of the community's celebration of the nation's bicentennial.

Thirty years later, the "castle" – as it is referred to by many of the thousands of school children who visit the Center on field trips and other occasions – is a busy place. The Center offers classes for children and adults, meeting space for community groups including the attractively renovated Jean Keener Community Room, rotating exhibits of artwork in the Edith Davis Gallery, historical displays in the Hal Noe Gallery, a look at early schooling in the Historic Classroom, concerts, summer programs for young people, and produces major annual events such as the Mountain Makin's Festival, From Africa To Appalachia Celebration, and the International Festival.

Since the building opened as Rose Center, numerous improvements have been made to the facility, including addition of climate control for all rooms, new rest room area, renovation of ceilings and walls in classrooms, and re-finishing of original wood floors in the lobby areas and uncarpeted classrooms. The building is listed on the National Register of Historic Places (Listed as the "Rose School," Jackson and W. 2nd North Sts., Morristown). A major fundraising drive resulted in the complete renovation of the former gym/auditorium area of Rose School. This area has been named Perk Prater Hall in honor of Perk Prater, arts educator and artist. This space is both attractive and functional for community use.

# FY 2014 BUDGET



## MAYOR

DANNY THOMAS

## COUNCILMEMBERS

DENNIS ALVIS  
CHRIS BIVENS  
GARY CHESNEY  
BOB GARRETT  
PAUL LEBEL  
KAY SENTER

FOR FISCAL YEAR BEGINNING JULY 1, 2013  
AND ENDING JUNE 30, 2014

# FY 2014 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

**June 30, 2012**

*Christopher P. Morrell*

President

*Jeffrey R. Emmer*

Executive Director

The Government Finance Officers Association (GFOA) presented a Distinguished Budget Presentation Award to the City of Morristown, Tennessee for its annual budget for the fiscal year beginning June 30, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# CITY OF MORRISTOWN

Incorporated 1855

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## ***FY 2014 Budget Message***

May 14, 2013

Mayor & Council:

With this letter, I hereby present the approved budget for the City of Morristown for fiscal year 2013-14. 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**

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 become. Once you have this vision for the future, you can begin to work to make that vision a reality. As a guide in developing the annual budget for the City, we rely 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. Beginning with the FY 12 budget, three key projects have been used to help form the community's vision. 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. Over the past two years, the City has undertaken additional efforts that have helped to refine this vision. First, the City participates 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 annual budget is an effort to achieve these goals and move the community forward toward that shared vision.

## **A Productive Year**

Before considering the plan for the coming year, it is useful to review the accomplishments of the current year. With the FY 13 budget we laid out an aggressive work plan with specific objectives to accomplish. These goals fall into five main categories as developed in the City's overall vision statement. We were successful in most areas in achieving these goals and have made significant progress moving the community forward. A brief overview of each is presented below:

### Economic development

- We established 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. This new process will be presented in June and implemented in the coming year.

## Financial management

- After considerable debate, Council determined that the City's airport could be best managed with an independent Airport Commission. The Commission has been established and is working to award a contract for a Fixed Based Operator for the facility.
- Council reviewed and revised our long term capital plans culminating in new capital improvement plans for streets, stormwater, sewer, equipment, and buildings / facilities.
- The City conducted a classification / compensation study to determine the appropriate level for salaries and benefits, which was used in the preparation of this budget.
- The Municipal Technical Advisory Service conducted a review of Fire department staffing levels and operations to assure that they meet the needs of the community. The report resulted in some operational changes and proposals to meet the equipment and facility needs of the fire service.
- The review of the Sanitation system to determine if it should be operated as an independent enterprise fund, fully supported by user fees was put on hold as the State debated regulations in this area.

## Infrastructure

- Major construction projects were undertaken in the past year.
  - The most significant area for construction efforts was the ongoing rehabilitation effort in our wastewater system. We have secured financing and began rehab projects for Sewer Lines and Pump Stations in order to comply with the TDEC Commissioner's order.
  - During the year, we also undertook an assessment of the Turkey Creek Wastewater Treatment Plant and secured financing for a major overhaul of the plant.
  - The City's stormwater utility also secured financing to begin a broad based capital program for drainage infrastructure. Construction contracts have been awarded and projects will begin late in FY 13.
  - A major street resurfacing program was completed this year, with more than 20 miles of streets resurfaced.
  - Airport facilities are being improved using State grants, with planning nearly complete. Construction will begin in the coming year.
- Other areas in the operation of the sewer system were not resolved and will need to be taken up in the coming year, including:
  - a review of whether future operation of the Sewer system should continue to be under direction of the City or the Utility Board.
  - a Fats, Oils and Grease (FOG) program as a part of the management of the sewer system under the TDEC Commissioner's order.
  - the impact of customer sewer laterals on the inflow and infiltration problems with our collection system.

## Quality of life

- We undertook a major effort to enhance community appearance, including:
  - Augmented staffing for litter control with use of prisoners from the County Jail.
  - Continued emphasis on code enforcement through staffing and supervision of the Police department
  - Remediation of numerous weed lots, derelict buildings and inoperable vehicles.

- Development of a community based report to identify appearance issues and how community groups can assist in addressing those issues.

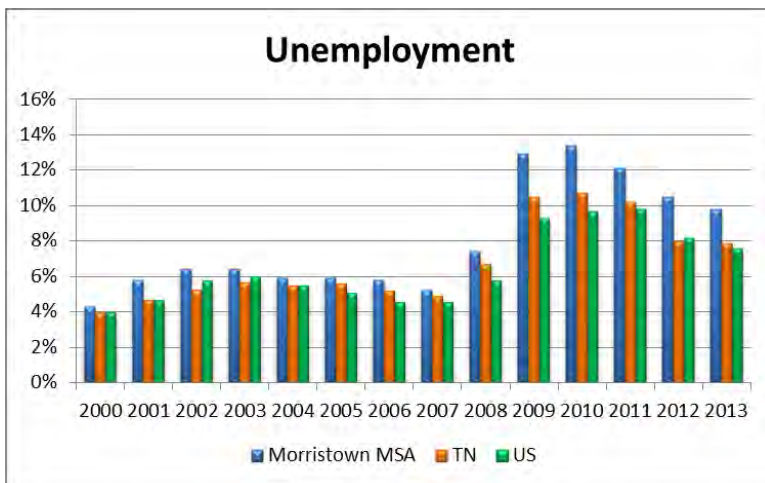
### Positive interaction with the public

- The City launched a refreshed website to better communicate with citizens and market the community.
- A more comprehensive marketing program using social media was developed and has increased our ability to quickly and effectively reach the community.

## **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 slowly 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. Political division and brinksmanship with fiscal management have exacerbated uneasiness and uncertainty in the economy. The sunset of the 1% payroll tax rollback in January 2013 is expected to hamper an already slow recovery. Automotive is showing a renewed vigor and housing is beginning to show signs of recovery after years of decline.



State – The economic outlook for Tennessee follows the path of growth for the nation. We anticipate slow but continued growth with a higher pace in 2014.

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 Walters State and the medical sector helped the City to manage through the recession, the decline in manufacturing 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. There is reason to hope that recovery of the local economy is about to accelerate. There has been a very significant increase in interested prospects for open areas of the City’s industrial parks and existing industries are expanding capacity and employment. The City has already approved zoning for three significant retail developments that will be constructed in 2013. This increased development signals a more robust local 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 benefit 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. For years, Morristown employees saw 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. 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. In FY13, Council provided for an across the board 2.5% cost of living pay adjustment for employees.

During recent turbulent times, employee compensation has suffered unintended distortions. In an effort to identify and address these issues, the City secured a consultant to conduct a comprehensive review of our classification and compensation systems. This budget reflects some of the recommendations of this review. The budget provides for an adjustment of pay for positions which have become out of sync with the market for employees with those skills and responsibilities. Employees will receive a 2% cost of living adjustment or the change recommended in the study, whichever is greater.

Pay compression is a situation where newly hired workers are paid at the same or similar rates as their more experienced coworkers. The City has not been able to give "step" increases for a number of years to recognize the added value of experience in workers' performance. The compensation study identified this as an issue with the Morristown system, but there were not adequate resources to address this issue in the current budget. This issue will be studied in FY 14 and solutions will be considered in the coming year.

## **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 fell 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 13 we began making modest replacement of equipment in areas throughout the organization. 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. With this budget, we are able to accelerate equipment replacement with a modest use of reserves to replace obsolete equipment. 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 for financial reasons. These two trends meant that investment in maintaining and replacing aging existing infrastructure was 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 level is that of the wastewater collection system. The City was 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 to be in violation of

the federal Clean Water Act and our National Pollutant Discharge Elimination System (NPDES) permit. The City completed rehabilitation of this system 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, undertake systematic rehabilitation projects to address the deficiencies that are identified. In FY 13, we completed the assessment and laid out a plan for system rehabilitation to meet the requirements of the Commissioner's order by 2017. The City has made significant progress with system rehabilitation, but completion of the rehabilitation effort will require significant and sustained effort.

In addition to the mandated rehabilitation of our wastewater collection system, Council directed staff to undertake a review of the Turkey Creek wastewater treatment plant. This study resulted in numerous recommendations to address operational concerns, odor issues and power reliability. The City has secured funding from the State Revolving Fund loan program and rehabilitation of the plant is expected to be well underway in the coming year.

Streets – The City's management approach to investments in transportation historically 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 issued a capital note of \$3,500,000 to resurface approximately 20 miles of streets. With the completion of this effort, we have developed a more balanced plan for investment in transportation projects designed to make the most of local resources by leveraging state and federal assistance.

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. Extensive planning and design work has been completed and major construction projects will be accomplished in FY 14.

## **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 the 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.

- We will explore joining the Foreign Trade Zone through the Tri Cities Regional Airport in partnership with Hamblen County, the Chamber of Commerce and local industries.
- Work with the Crossroads Partnership and the Chamber of Commerce to move the Main Street program to a more independent status.
- Review available industrial sites in the East Tennessee Progress Center industrial park and develop a plan to assure that we can support future development for the region.

#### Financial management

- Council will review and revise our long term capital plans for investment in equipment, facilities and infrastructure.
- Implement the recommendations from the classification / compensation study and undertake a review of salary compression and benefits.
- Monitor and review staffing and workload of the Inspections department.
- Review Parks and Recreation programs, facilities and operations to determine the long term needs of the community.

#### Infrastructure

- Major construction / rehabilitation efforts will be made in the following areas:
  - Sewer Lines
  - Sewer Pump Stations
  - Wastewater Treatment Plant
  - Stormwater
  - Streets
  - Airport facilities
- Implementation of a Geographic Information system to improvement management of the City's infrastructure assets through a regional program with Hamblen County, 911, and MUS.
- Construct improvements to the Lincoln Heights schools through the Safe Routes to School program.
- Council will review future operation of the sewer system including:
  - Potential benefits of management by the Morristown Utility System Board.
  - Implementation of a Fats, Oils and Grease (FOG) program as a part of the management of the sewer system under the TDEC Commissioner's order.
  - 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
  - Design and construction of a regional wayfinding signage system



### Positive interaction with the public

- Council will work to develop an updated vision for the community and better communicate their goals and desires to residents.
- 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.

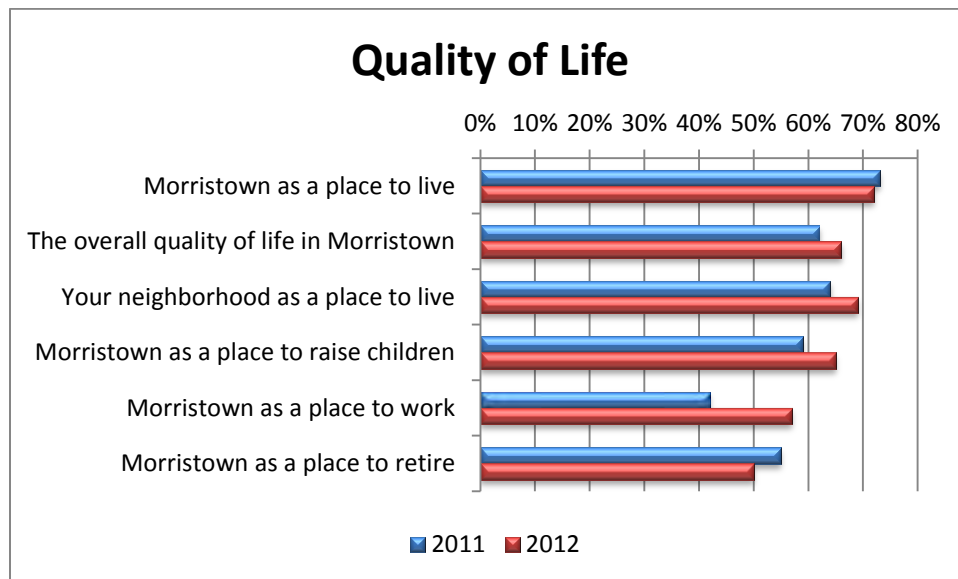
Sincerely,

Anthony W. Cox  
City Administrator

## Community Survey

In the fall of 2012, the City participated in the National Citizen Survey (NCS) for a second time. 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.

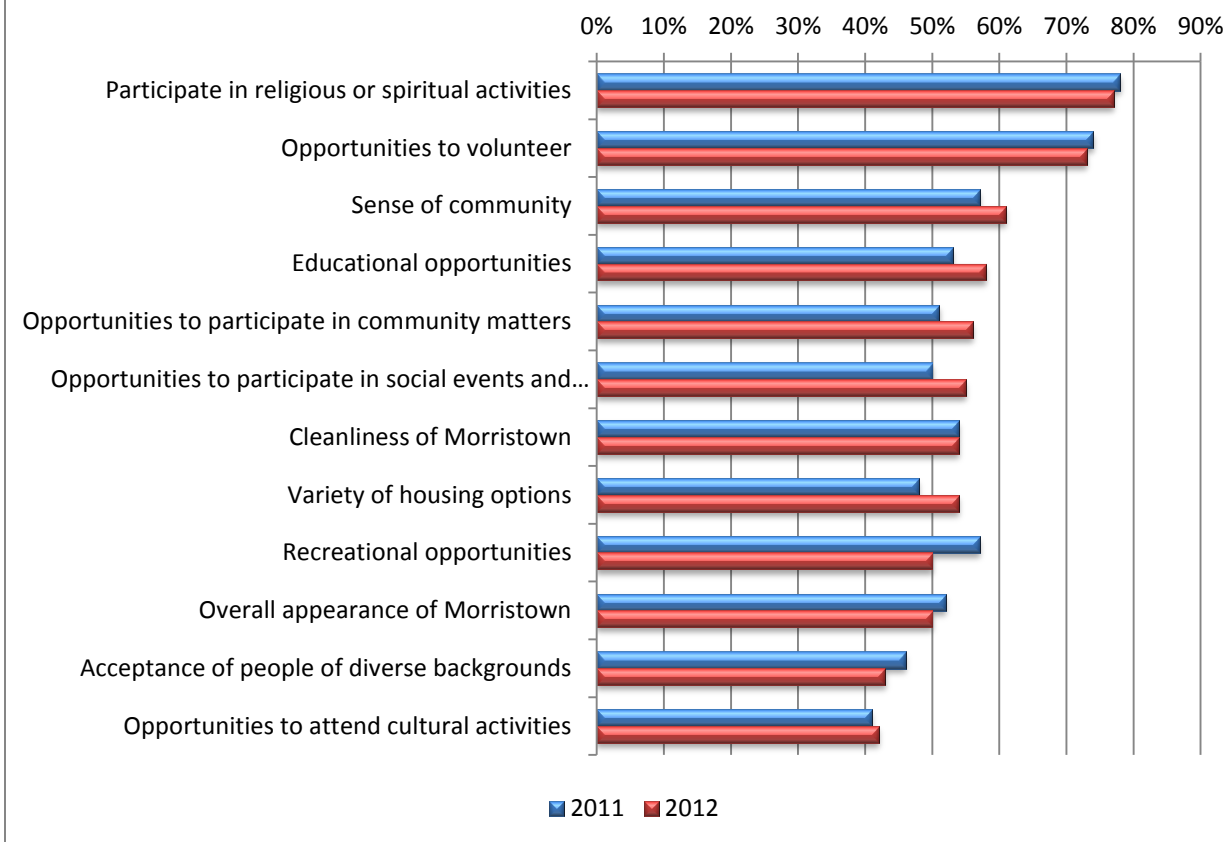
The following excerpts from the report of the City of Morristown survey provide the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected 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.



Source: 2012 Citizen Survey – Respondents rating “Good” or “Excellent”

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 66% of respondents, a slight improvement from the prior year. A majority reported they plan on staying in the City of Morristown for the next five years. When compared to benchmark communities, Morristown’s ratings were much below other communities.

## Community Characteristics



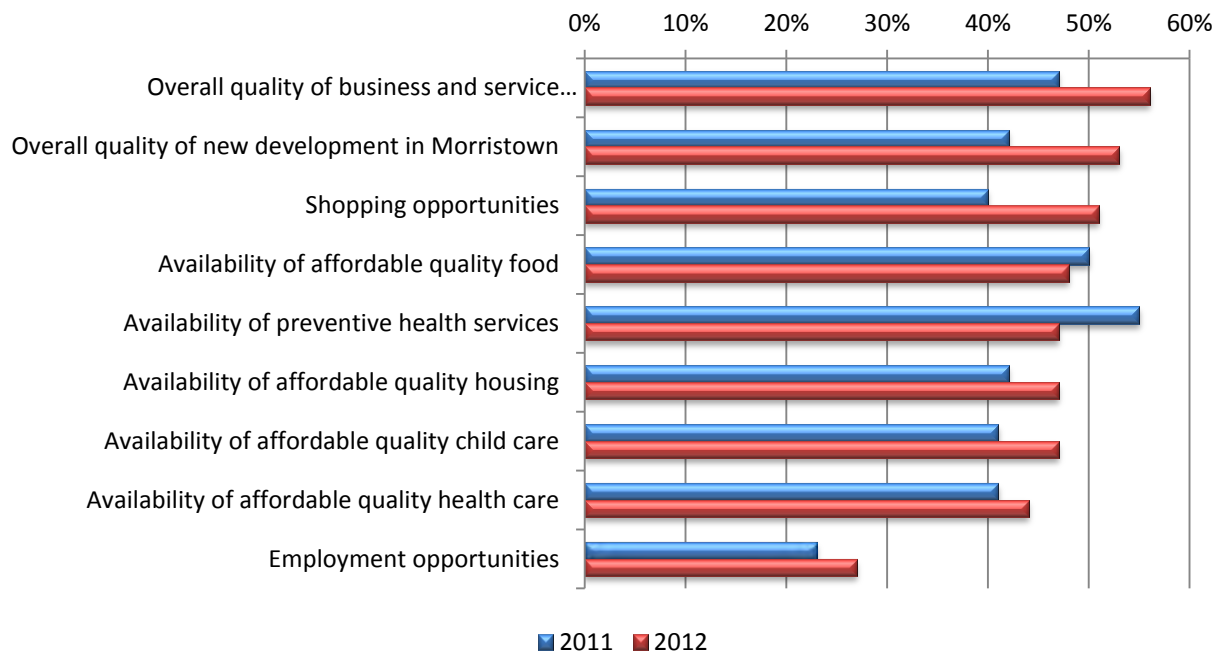
Source: 2012 Citizen Survey – Respondents rating “Good” or “Excellent”

A variety of characteristics of the community was evaluated by those participating in the study. The two characteristics receiving the most favorable ratings continue to be the opportunities to participate in religious or spiritual events and activities and the opportunities to volunteer. We see an improvement in opinions about education and the opportunity to participate in the community. There continues to be a concern with the appearance of the community, acceptance of people of diverse background and the availability of cultural activities. The perception of recreational opportunities fell significantly.

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.

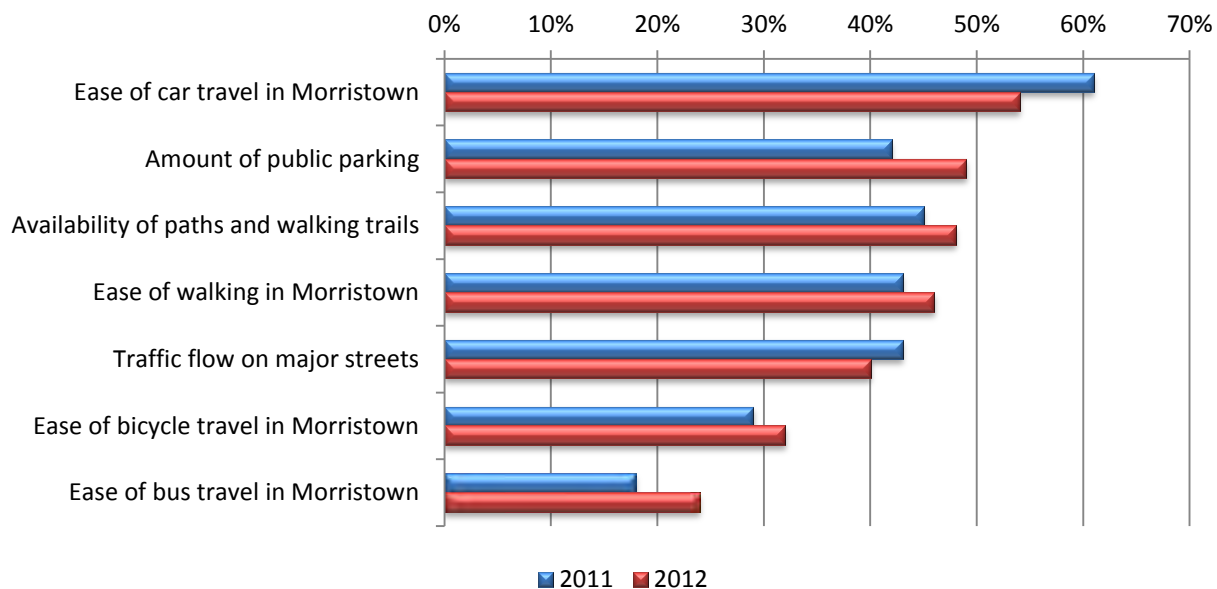
The survey reflected a general improvement in the perception of business and transportation in the City. Travel by car and traffic flow declined in 2012, perhaps due to the two major road construction projects on US25E. The two characteristics receiving the least positive ratings continued to be employment opportunities and the ease of bus travel in Morristown, but both of these areas reflected an improvement over 2011.

## Business Characteristics



Source: 2012 Citizen Survey – Respondents rating “Good” or “Excellent”

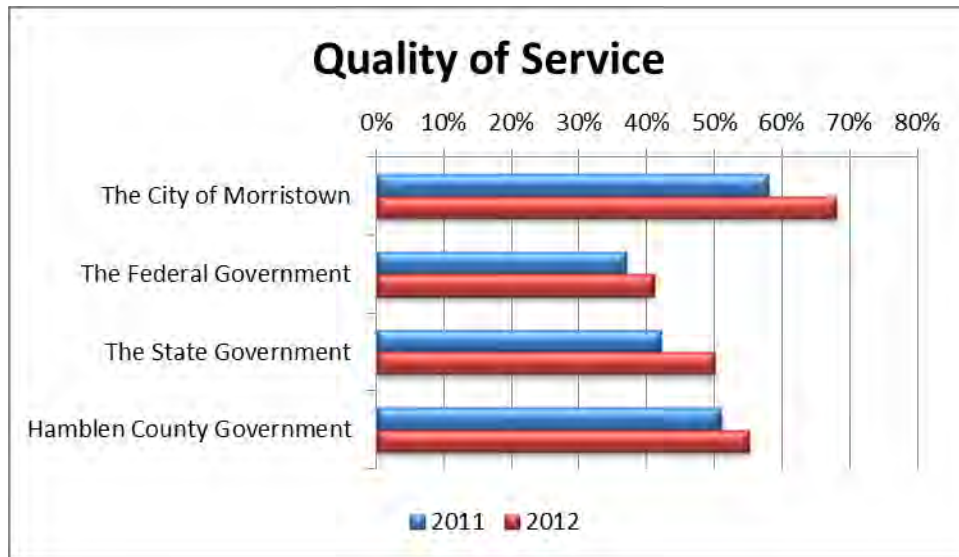
## Transportation Characteristics



Source: 2012 Citizen Survey – Respondents rating “Good” or “Excellent”

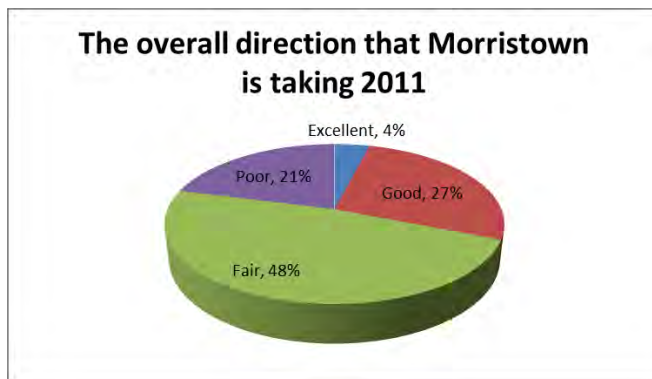
Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, 8 were similar to the benchmark comparison and 23 were below.

Residents in the City of Morristown were somewhat civically engaged. While only 19% 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 similar to the benchmark.

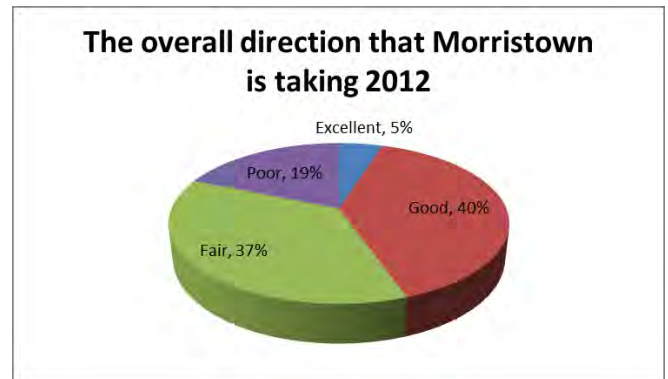


Source: 2012 Citizen Survey – Respondents rating “Good” or “Excellent”

In general, survey respondents demonstrated mild trust in local government. About one half rated the overall direction being taken by the City of Morristown as “good” or “excellent.” While this is up significantly from the prior year it is 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.”



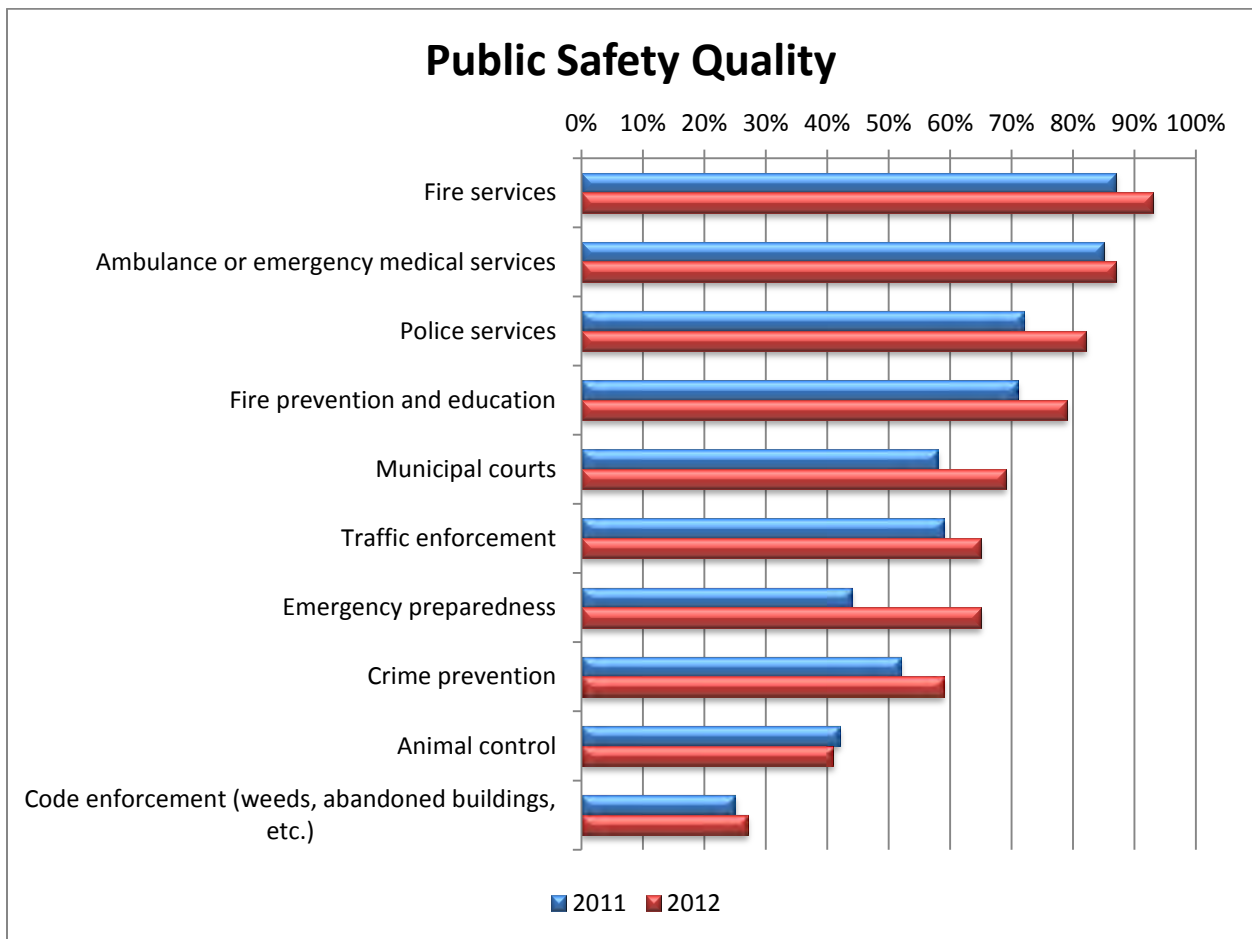
Source: 2011 Citizen Survey



Source: 2012 Citizen Survey

When asked about the overall direction that Morristown is taking, the response was more positive in 2012 than in the prior year’s survey. Respondents indicating that the direction was either good or excellent increased from 31% to 45% in 2012. While this is an improvement, these scores are below other localities participating in the survey nationally and much below survey localities in our population range.

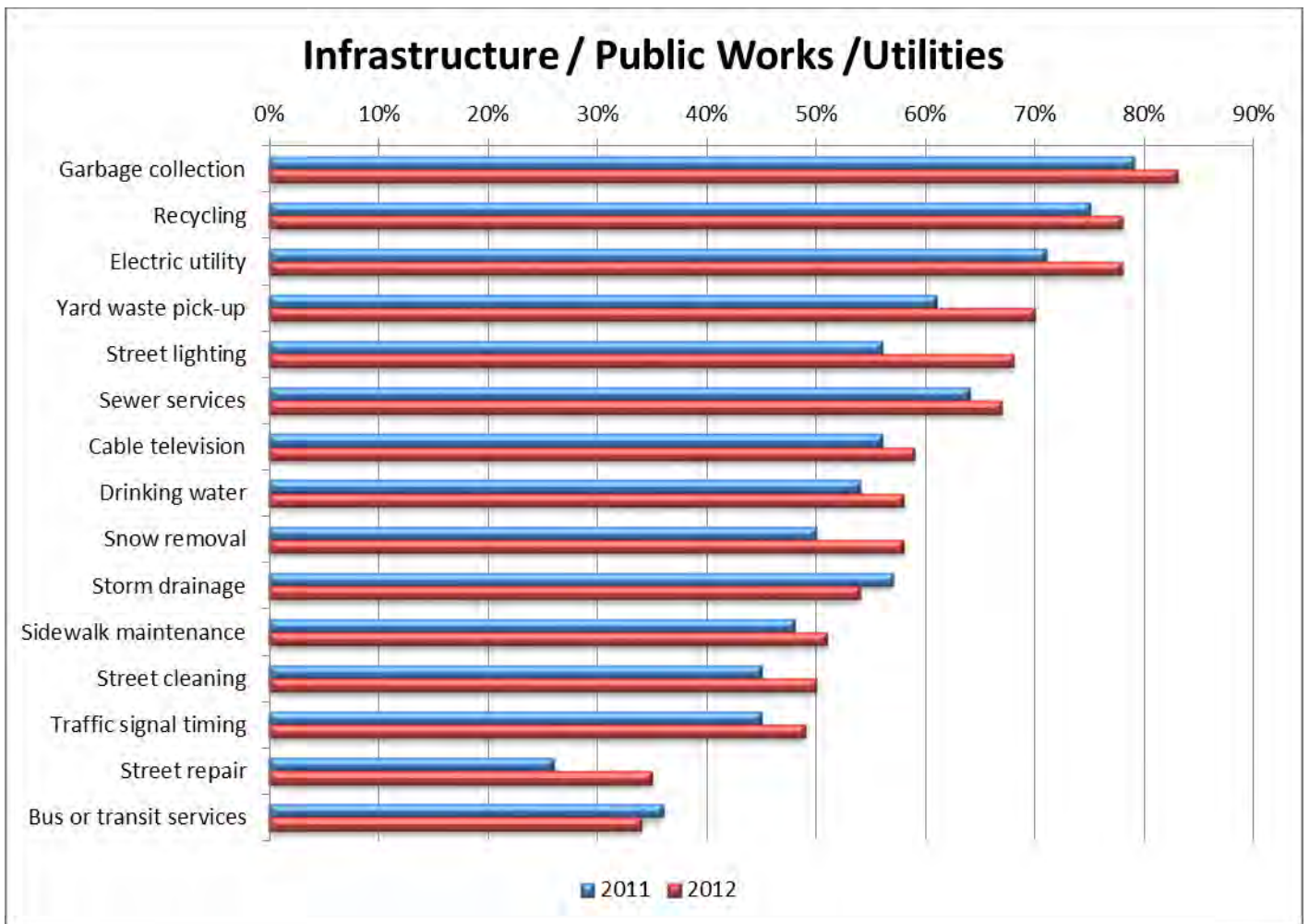
Ratings for the quality of services were generally improved over 2011. City services rated were compared to the benchmark database. Morristown’s performance relative to the benchmark communities improved in 2012. Of the 38 services for which comparisons were available, 1 was above the benchmark comparison, 21 were similar to and 16 were below.



Source: 2012 Citizen Survey – Respondents rating “Good” or “Excellent”

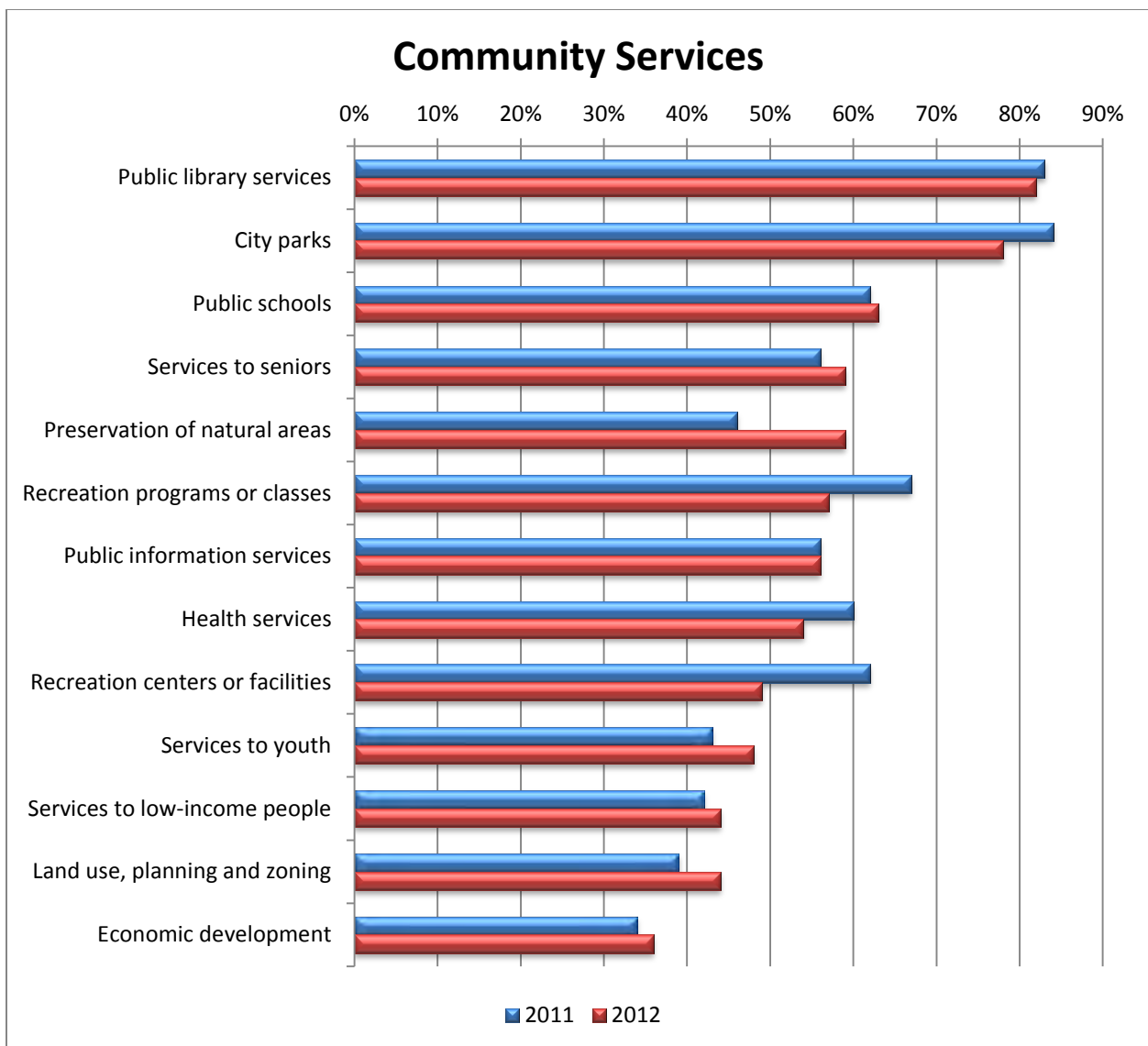
Public safety service quality generally rated well, and all areas showed an improvement over the prior year. Citizens continued to give low marks for animal control and expressed dissatisfaction with code enforcement. Generally, public safety services were comparable to benchmark communities.





Source: 2012 Citizen Survey – Respondents rating “Good” or “Excellent”

Most public infrastructure received good ratings from respondents, with many areas showing significant improvement over 2011. Street cleaning, traffic signals, and bus service showed continued weakness. Street repairs, while still a concern showed significant improvement.



Source: 2012 Citizen Survey – Respondents rating “Good” or “Excellent”

Respondents continued to express concerns with development activities and land use planning, as well services to youth and low income populations. Higher marks were given to the Library, Schools and Parks. Interestingly, ratings for recreational service were the only area which was consistently lower in 2012 than it was in 2011.

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:

- Garbage collection
- Police services
- Services to youth
- Sewer services

Of these services, those deserving the most attention may be those that were below the benchmark comparisons: services to youth and sewer services. There appears to be a general concern with community appearance, 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 four 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 two years, 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 2011 the following industries announced expansions: Clayton Supply Co. / Classic Panel Designs, \$4 Million 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. In 2012 we had three new industrial start-ups: 5R Processors, Cashco, and Koch Tennessee. 2012 saw the construction and implementation of expansion projects for Mahle, JTEKT and Meritor as well as Team Technologies.)*
      - 3. Support activities to further develop our healthcare infrastructure and to recognize healthcare as an industry. *(In the 2011 the following were constructed: Morristown Regional Eye Center, S. E. Retina Center and renovation of the former Kia building as a medical office complex. In 2012 Cherokee Health was expanded.)*
      - 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. *(Three major shopping center developments received zoning approval.)*
      - 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.
  - b. Support and fund tourism activities in the region in proportion to the size of the market. Recognize tourism as an industry that provides \$80 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. *(A study was conducted by the Municipal Technical Advisory Service which indicated that the department was strong, but identified needed upgrades to facilities and the replacement of an aging fleet.)*
- 6. The City will conduct a classification / compensation study to determine if current compensation levels are in line with employee responsibilities. *(The study was conducted and recommendations from that report are reflected in this budget proposal)*

**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 and began 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 and began implementing 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. *(Funding has been secured and a contract has been awarded for the Morris Blvd corridor.)*
- g. Build another east west route other than 11E (Veterans Parkway).
- h. Complete Connector from Exit 4 to Highway 160 *(This TDOT project is slated to be awarded in early summer 2013)*
- 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 completed an upgrade of a series of pump stations in the Witt area increasing the capacity of the industrial park.)*
  - ii. Land
  - 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. *( The Community Appearance task Force developed an action plan for addressing many concerns in this area)*
- b. The City will target derelict buildings and encourage owners to bring them up to standards or demolish them. *(Thirteen structures were demolished in 2011 and eight more in 2012.)*
- 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 was completed and modifications at the plant are underway to address areas of concern)*
  - 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 *(362 vehicles have been removed in the past two years)*
    - 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 second NCS survey was conducted in 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 Development</b>	<b>Financial Stability</b>	<b>Infrastructure</b>	<b>Quality of Life</b>	<b>Open Government</b>
<b>Administrator</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Finance and 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>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 (transportation)</b>	<b>X</b>		<b>X</b>		

## **Budget Ordinance**

Ordinance to be prepared after review by City Council

# Fund Summaries

## All Funds

		FY 2014				
		General	CDBG	LAMPTO	Narcotics	Sewer
<b>Revenues:</b>						
	Property Tax	\$ 8,650,000	\$ -	\$ -	\$ -	\$ -
	Local Option Sales Tax	\$ 10,076,076	\$ -	\$ -	\$ -	\$ -
	Other Local Taxes	\$ 3,856,385	\$ -	\$ -	\$ -	\$ -
	Licenses, Permits & Fees	\$ 1,730,500	\$ -	\$ -	\$125,099	\$ -
	Use of Money & Property	\$ 203,293	\$ -	\$ -	\$ -	\$ -
	Service Charges & Fees	\$ 148,000	\$ -	\$ -	\$ -	\$11,925,000
	Intergovernmental	\$ 9,410,394	\$422,779	\$ 452,813	\$ -	\$25,392,171
<b>Total Revenues:</b>		<b>\$ 34,074,648</b>	<b>\$422,779</b>	<b>\$ 452,813</b>	<b>\$125,099</b>	<b>\$37,317,171</b>
<b>Expenditures/Expenses</b>						
	General Administration	\$ 2,111,960	\$ -	\$ -	\$ -	\$ 826,886
	Public Safety	\$ 14,297,932	\$ -	\$ -	\$ -	\$ -
	Public Works, Streets and Transportation	\$ 8,879,669	\$ -	\$ -	\$660,762	\$31,342,880
	Parks & Recreation	\$ 2,111,981	\$ -	\$ -	\$ -	\$ -
	Civic Support	\$ 1,166,868	\$ -	\$ -	\$ -	\$ -
	Airport	\$ 1,291,444	\$ -	\$ -	\$ -	\$ -
	Community & Economic Development	\$ 1,529,321	\$422,779	\$ 559,212	\$ -	\$ -
	Debt Service	\$ 2,041,340	\$ -	\$ -	\$ -	\$ 4,645,418
	Other	\$ 500,000	\$ -	\$ -	\$ -	\$ -
	Depreciation	\$ -	\$ -	\$ -	\$ -	\$ 2,651,204
<b>Total Expenditures/Expenses</b>		<b>\$ 33,930,515</b>	<b>\$422,779</b>	<b>\$ 559,212</b>	<b>\$660,762</b>	<b>\$39,466,388</b>
<b>Transfers (To) From:</b>						
	General Fund	\$ -	\$ -	\$ -	\$ -	\$ (468,743)
	CDBG Fund	\$ -	\$ -	\$ -	\$ -	\$ -
	LAMPTO Fund	\$ (106,399)	\$ -	\$ 106,399	\$ -	\$ -
	Narcotics Fund	\$ (535,663)	\$ -	\$ -	\$535,663	\$ -
	Sewer Fund	\$ 468,743	\$ -	\$ -	\$ -	\$ -
	Solid Waste Fund	\$ -	\$ -	\$ -	\$ -	\$ -
	Storm Water Fund	\$ 29,187	\$ -	\$ -	\$ -	\$ -
<b>Net Transfers</b>		<b>\$ (144,132)</b>	<b>\$ -</b>	<b>\$ 106,399</b>	<b>\$535,663</b>	<b>\$ (468,743)</b>
<b>Net Increase (Decrease) in Fund Reserves</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (2,617,960)</b>

## All Funds (Cont'd)

FY 2014				
	Storm Water	Solid Waste	Insurance	All Funds Total
<b>Revenues:</b>				
Property Tax	\$ -	\$ -	\$ -	\$ 8,650,000
Local Option Sales Tax	\$ -	\$ -	\$ -	\$10,076,076
Other Local Taxes	\$ -	\$ -	\$ -	\$ 3,856,385
Licenses, Permits & Fees	\$ -	\$ -	\$ -	\$ 1,855,599
Use of Money & Property	\$ -	\$ -	\$ -	\$ 203,293
Service Charges & Fees	\$ 1,268,167	\$ 1,260,000	\$ -	\$14,601,167
Intergovernmental	\$ 3,563,707	\$ 244,414	\$ 3,880,907	\$39,486,278
<b>Total Revenues:</b>	<b>\$ 4,831,874</b>	<b>\$ 1,504,414</b>	<b>\$ 3,880,907</b>	<b>\$78,728,798</b>
<b>Expenditures/Expenses</b>				
General Administration	\$ 107,825	\$ -	\$ 3,880,907	\$ 3,046,671
Public Safety	\$ -	\$ -	\$ -	\$14,297,932
Public Works, Streets and Transportation	\$ 4,052,421	\$ 1,470,095	\$ -	\$46,405,827
Parks & Recreation	\$ -	\$ -	\$ -	\$ 2,111,981
Civic Support	\$ -	\$ -	\$ -	\$ 1,166,868
Airport	\$ -	\$ -	\$ -	\$ 1,291,444
Community & Economic Development	\$ -	\$ -	\$ -	\$ 2,511,312
Debt Service	\$ 500,905	\$ 34,319	\$ -	\$ 7,221,982
Other	\$ -	\$ -	\$ -	\$ 500,000
Depreciation	\$ 141,536	\$ -	\$ -	\$ 2,792,740
<b>Total Expenditures/Expenses</b>	<b>\$ 4,802,687</b>	<b>\$ 1,504,414</b>	<b>\$ 3,880,907</b>	<b>\$81,346,757</b>
<b>Transfers (To) From:</b>				
General Fund	\$ (29,187)	\$ -	\$ -	\$ (497,930)
CDBG Fund	\$ -	\$ -	\$ -	\$ -
LAMPTO Fund	\$ -	\$ -	\$ -	\$ -
Narcotics Fund	\$ -	\$ -	\$ -	\$ -
Sewer Fund	\$ -	\$ -	\$ -	\$ 468,743
Solid Waste Fund	\$ -	\$ -	\$ -	\$ -
Storm Water Fund	\$ -	\$ -	\$ -	\$ 29,187
<b>Net Transfers</b>	<b>\$ (29,187)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Increase (Decrease) in Fund Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (2,617,959)</b>



# General Fund

## CITY OF MORRISTOWN GENERAL FUND FY 2014 Budget

	<i><b>FY 2012 Actual</b></i>	<i><b>FY 2013 Budget</b></i>	<i><b>FY 2013 Projected</b></i>	<i><b>FY 2014 Budget</b></i>
<b>REVENUES</b>				
Total Taxes	23,198,942	22,536,461	22,268,930	22,582,461
Total Licenses, Permits and Fees	1,809,158	1,748,000	1,849,584	1,730,500
Total Use of Money and Property	387,976	183,293	538,530	203,293
Total Service Charges and Fees	137,055	150,756	145,000	148,000
Total Intergovernmental Revenues	4,827,438	7,510,413	4,852,571	9,410,394
<b>Total Revenues</b>	<b>30,360,569</b>	<b>32,128,923</b>	<b>29,654,614</b>	<b>34,074,648</b>
<b>EXPENDITURES</b>				
Total General Government	3,347,135	3,427,762	3,114,006	3,641,281
Total Public Safety	12,963,235	13,735,774	12,858,626	14,297,932
Total Public Works	7,236,018	7,994,457	6,140,635	8,879,669
Total Parks and Recreation	1,746,675	1,792,540	1,750,371	2,111,981
Total Civic Support	1,995,299	1,128,868	1,128,118	1,166,868
Total Miscellaneous	425,620	1,494,940	715,537	1,791,444
Total General Fund Debt Service	1,611,784	2,647,708	2,625,394	2,041,340
<b>Total Expenditures</b>	<b>29,325,765</b>	<b>32,222,049</b>	<b>28,332,687</b>	<b>33,930,516</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
Sewer In Lieu of Taxn & Admin Fee	571,181	537,687	537,687	468,743
Narcotics Transfer (Out)	(353,096)	(391,626)	(278,096)	(535,663)
Solid Waste Transfer (Out)	(219,835)	0	0	0
LAMPTO Transfer (Out)	(117,501)	(82,122)	(82,122)	(106,399)
CDBG Transfer (Out)	(97,645)	0	0	0
CDBG Transfer (In)	0	0	45,000	0
Other Transfers In (Out)	(514,332)	0	0	0
Bond Proceeds	3,750,000	0	0	0
Total Other Financing Sources (Uses)	3,047,959	93,126	251,656	(144,132)
<b>Net Change in Fund Balance</b>	<b>4,082,763</b>	<b>0</b>	<b>1,573,584</b>	<b>0</b>
<b>Beginning Fund Balance</b>	<b>7,363,500</b>	<b>11,446,263</b>	<b>11,446,263</b>	<b>13,045,940</b>
<b>Ending Fund Balance</b>	<b>11,446,263</b>	<b>11,446,263</b>	<b>13,045,940</b>	<b>13,045,940</b>

# Solid Waste Fund

## CITY OF MORRISTOWN SOLID WASTE FUND FY 2014 Budget

	<i><b>FY 2012 Actual</b></i>	<i><b>FY 2013 Budget</b></i>	<i><b>FY 2013 Projected</b></i>	<i><b>FY 2014 Budget</b></i>
<b><u>Revenues</u></b>				
Solid Waste Fees	\$1,300,875	\$1,261,984	\$1,288,431	\$1,260,000
Intergovernmental	241,492	0	0	0
Debt Proceeds	250,000	0	0	0
Transfer From General Fund	219,835	0	0	0
Fund Balance Appropriated	0	240,069	0	244,414
Total Revenues	2,012,202	1,502,053	1,288,431	1,504,414
Landfill				
<b><u>Expenditures</u></b>				
Sanitation	1,421,975	1,281,305	1,214,780	1,179,246
Recycling	182,338	186,504	181,074	290,849
Debt Service	252,563	34,244	34,244	34,319
Total Expenditures	1,856,876	1,502,053	1,430,098	1,504,414
Net Change in Fund Balance	155,326	0	(141,667)	0
Beginning Fund Balance	386,165	541,586	541,586	399,919
Ending Fund Balance	\$541,585	\$301,517	\$399,919	\$155,505

# Stormwater Fund

## CITY OF MORRISTOWN STORM WATER FUND FY 2014 Budget

	<i><b>FY 2012 Actual</b></i>	<i><b>FY 2013 Budget</b></i>	<i><b>FY 2013 Projected</b></i>	<i><b>FY 2014 Budget</b></i>
Operating Revenues				
Storm Water Utility Fees	\$1,438,192	\$1,161,337	\$1,324,775	\$1,268,167
Total Operating Revenues	1,438,192	1,161,337	1,324,775	1,268,167
Operating Expenses				
Drain Way Maintenance	407,576	3,427,136	966,359	3,941,694
Street Cleaning	116,591	109,783	108,231	110,727
Storm Water Management	129,083	167,580	154,845	137,012
Debt Service	9,273	359,101	262,949	500,905
Depreciation	141,536	140,000	141,536	141,536
Total Operating Expenses	804,057	4,203,600	1,633,921	4,831,874
Operating Income (loss) before contributions	634,135	(3,042,263)	(309,146)	(3,563,707)
Non-Operating Activities				
Capital Contributions	0	0	0	0
Bond Proceeds/Reserve	5,000,000	3,042,263	0	3,563,707
Transfer From General Fund	0	0	0	0
Total Non-Operating Activities	5,000,000	3,042,263	0	3,563,707
Change in Net Assets	5,634,135	0	(309,146)	0
Net Assets - Beginning	2,114,239	7,748,374	7,748,374	7,439,228
Prior Period Adjustment	0	0	0	0
Net Assets - Ending	\$7,748,374	\$1,744,681	\$7,439,228	\$7,439,228

# Sewer Fund

## CITY OF MORRISTOWN SEWER FUND FY 2014

	<i><b>FY 2012 Actual</b></i>	<i><b>FY 2013 Budget</b></i>	<i><b>FY 2013 Projected</b></i>	<i><b>FY 2014 Budget</b></i>
<b><u>Revenues</u></b>				
Sewer Penalty and Recovery Fees	\$ 3,547	\$ -	\$ -	\$ -
Interest on Investments	21,401	0	17,500	0
Sewer Service Charges	10,049,655	11,000,000	11,291,784	11,300,000
Sewer Connection Charges	161,650	125,000	153,045	125,000
Pre-Treatment Program	370,441	350,000	435,530	350,000
Septic Haulers	44,500	25,000	35,000	25,000
Bond Proceeds	26,000,000	0	0	0
Reserve - Debt proceeds	0	27,250,000	0	25,392,171
Miscellaneous Revenues	3,040	125,000	133,634	125,000
Total Revenues	36,654,233	38,875,000	12,066,493	37,317,171
<b><u>Expenses</u></b>				
Sewer Administration	2,077,343	1,417,675	1,082,136	1,295,629
Sewage Treatment Plant	1,641,285	9,179,804	1,775,941	9,539,941
Collection System Maintenance	1,824,212	1,809,171	1,833,683	1,660,850
Pumping Station	1,228,950	1,155,363	810,279	1,010,075
Sewer Construction	554,044	20,015,582	4,047,197	19,132,014
Depreciation	2,451,204	2,433,358	2,451,204	2,651,204
Bond Principal	1,859,790	3,019,171	3,019,171	2,589,700
Bond Interest	396,475	1,897,137	750,000	2,010,718
Bond Expense	42,440	45,000	45,000	45,000
Total Expenses	12,075,743	40,972,261	15,814,611	39,935,131
Difference	24,578,490	(2,097,261)	(3,748,118)	(2,617,960)
Change In Net Assets				
Beginning Net Assets	18,214,936	19,174,484	19,174,484	23,118,369
Prior Period Adjustments	-	-	-	-
Beginning Net Assets After Adj.	18,214,936	19,174,484	19,174,484	23,118,369
Ending Net Assets	19,174,484	19,979,563	23,118,369	24,702,452
Operating Revenue	10,654,233	11,625,000	12,066,493	11,925,000
Operating Expenses	9,661,910	10,541,008	8,748,242	10,619,417
Net Operating Income	992,323	1,083,992	3,318,251	1,305,583

# Narcotics Fund

## CITY OF MORRISTOWN

### NARCOTICS FUND

FY 2014 Budget

	<i><b>FY 2012 Actual</b></i>	<i><b>FY 2013 Budget</b></i>	<i><b>FY 2013 Projected</b></i>	<i><b>FY 2014 Budget</b></i>
<b><u>Revenues</u></b>				
Program Income	\$118,947	\$125,099	\$110,000	\$125,099
Transfer From General Fund	353,096	391,626	391,626	535,663
Total Revenues	472,043	516,725	501,626	660,762
<b><u>Expenditures</u></b>				
*Vice	-	108,854	93,732	110,877
Narcotics Enforcement	465,464	516,725	492,377	549,885
Total Expenditures	465,464	516,725	492,377	660,762
Net Change in Fund Balance	6,579	-	9,249	-
Beginning Fund Balance	4,715	11,294	11,294	20,542
Ending Fund Balance	11,294	11,294	20,542	20,542

\*Currently in General Fund but will be moved in 2014

# LAMTPO Fund

## CITY OF MORRISTOWN LAMPTO FY 2014 Proposed Budget

	<i><b>FY 2012 Actual</b></i>	<i><b>FY 2013 Budget</b></i>	<i><b>FY 2013 Estimated</b></i>	<i><b>FY 2014 Budget</b></i>
<b><u>Revenues</u></b>				
ETHRA Reimbursements	\$ 136,202	\$ 125,265	\$ 143,261	\$ 79,584
General Fund Transfer	117,501	82,122	82,122	106,399
Federal Grants	-	-	-	-
State Grants	9,676	20,565	15,000	20,581
Transportation Planning Reimbursements	-	-	16,731	109,216
Section 5307 Reimbursements	255,903	326,615	272,000	218,432
Other County Revenue	92,758	25,000	18,000	25,000
Total Revenues	612,039	579,567	547,114	559,212
<b><u>Expenditures</u></b>				
Transportation Planning Administration	158,968	113,905	149,895	99,480
Section 5307 Admin. And Programs	551,809	439,228	360,053	436,864
Section 5303 Admin.and Programs	10,200	26,434	47,849	22,868
Total Expenditures	720,977	579,567	557,797	559,212
Transfer from General Fund	117,501	82,122	82,122	106,399
Net Change in Fund Balance	(108,938)	-	(10,683)	-
Beginning Fund Balance	313,793	204,855	204,855	194,172
Ending Fund Balance	204,855	204,855	194,172	194,172

# CDBG Fund

## CITY OF MORRISTOWN

### CDBG

FY 2014 Budget

	<i><b>FY 2011 Actual</b></i>	<i><b>FY 2013 Budget</b></i>	<i><b>FY 2013 Projected</b></i>	<i><b>FY 2014 Budget</b></i>
<b><u>Revenues</u></b>				
CDBG Reimbursements	\$565,991	\$303,311	\$295,356	\$350,667
Transfer from General Fund	\$97,645	\$0	\$0	\$0
Other Grants & Reimbursements	\$75,290	\$145,895	\$155,000	\$72,112
Total Revenues	738,926	449,206	450,356	422,779
<b><u>Expenditures</u></b>				
CDBG Administration	100,104	112,582	90,072	112,256
CDBG Programs & Activities	614,002	336,624	371,250	310,523
Total Expenditures	714,106	449,206	461,322	422,779
Transfer to General Fund	97,645	0	0	0
Net Change in Fund Balance	24,820	0	(10,966)	0
Beginning Fund Balance	\$70,241	\$95,061	\$95,061	\$84,094
Ending Fund Balance	\$95,061	\$70,240	\$84,094	\$84,094

# Insurance Fund

## CITY OF MORRISTOWN

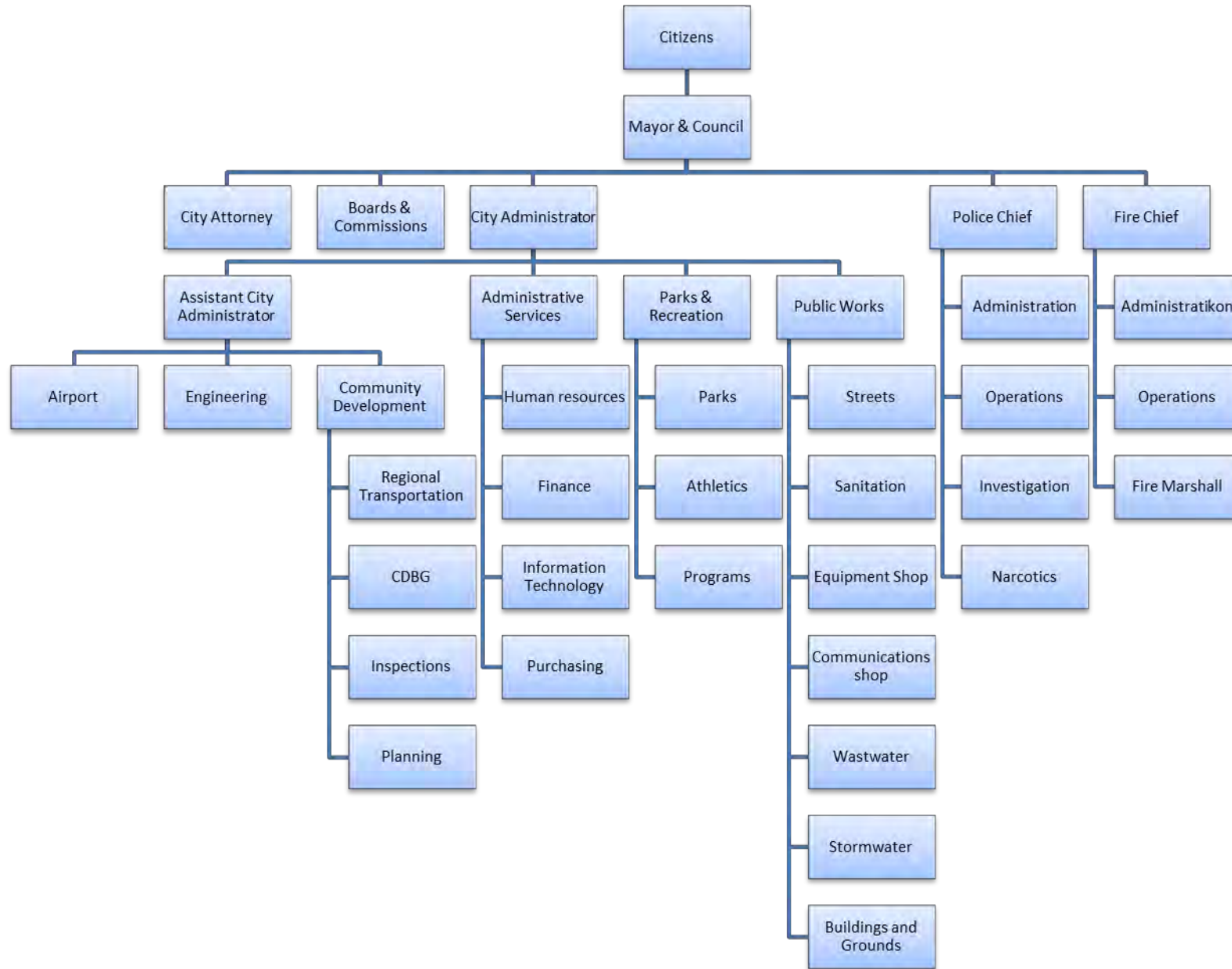
### INSURANCE FUND

FY 2014

	<i><b>FY 2012 Actual</b></i>	<i><b>FY 2013 Budget</b></i>	<i><b>FY 2013 Projected</b></i>	<i><b>FY 2014 Budget</b></i>
<b><u>Revenues</u></b>				
Transfer from General Fund	\$ 514,332	\$ -	\$ -	\$ -
Insurance Reimbursements	252,343	0	18,863	18,863
Reinsurance Reimbursements	0	0	150,000	138,595
Insurance Premium Narcotics	59,686	51,381	61,547	57,028
Insurance Premium LAMPTO	24,567	20,552	25,265	21,374
Insurance Premium Solid Waste	143,244	113,040	145,400	136,868
Insurance Premium General Fund	3,486,576	2,792,402	3,299,225	2,932,083
Insurance Premium Storm Water	70,244	55,902	60,761	58,169
Insurance Premium Sewer	257,806	191,447	221,126	208,722
Insurance Premium CDBG	12,303	10,276	12,611	57,025
Cobra Revenue	18,190	0	28,656	28,656
911 Reimbursement	4,780	2,000	9,020	9,020
Landfill Reimbursement	5,146	2,000	9,020	9,020
Retiree Reimbursement	21,832	0	57,550	57,550
Fund Balance Approp.	0	0	0	147,934
Total Revenues	4,871,048	3,239,000	4,099,044	3,880,907
<b><u>Expenditures</u></b>				
Self Funding - Active	3,224,409	2,662,000	3,025,802	3,051,407
Self Funding - Retirees	373,230	278,500	284,104	290,000
Self Funding - Sewer	94,824	77,600	129,139	137,100
Self Funding - Storm Water	46,793	25,800	34,352	32,800
Self Funding - 911/Landfill	12,342	10,500	7,680	10,500
Self Funding - Solid Waste	56,623	45,600	40,904	45,100
Self Funding - COBRA	18,180	14,000	11,240	14,000
Health Clinic	187,351	125,000	291,214	300,000
Total Expenditures	4,013,752	3,239,000	3,824,435	3,880,907
<b>Net Change in Fund Balance</b>	857,296	-	274,610	-
<b>Beginning Fund Balance</b>	-	857,296	857,296	1,131,905
<b>Ending Fund Balance</b>	857,296	857,296	1,131,905	983,971



# City – Wide Organization Chart



## GENERAL FUND

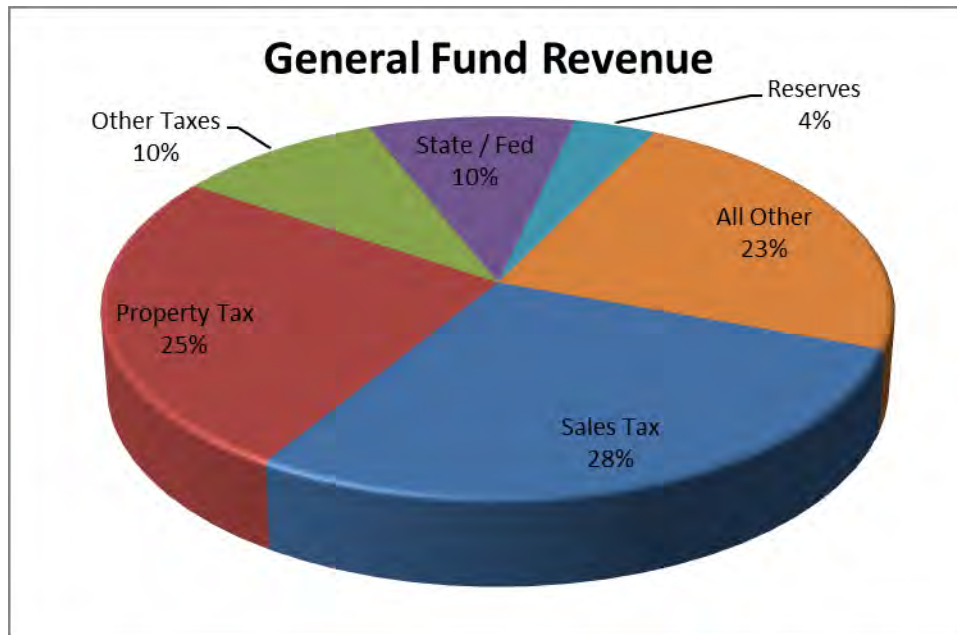


Chuck Hale/Citizen Tribune

Christmas at City Center

# Revenue Analysis

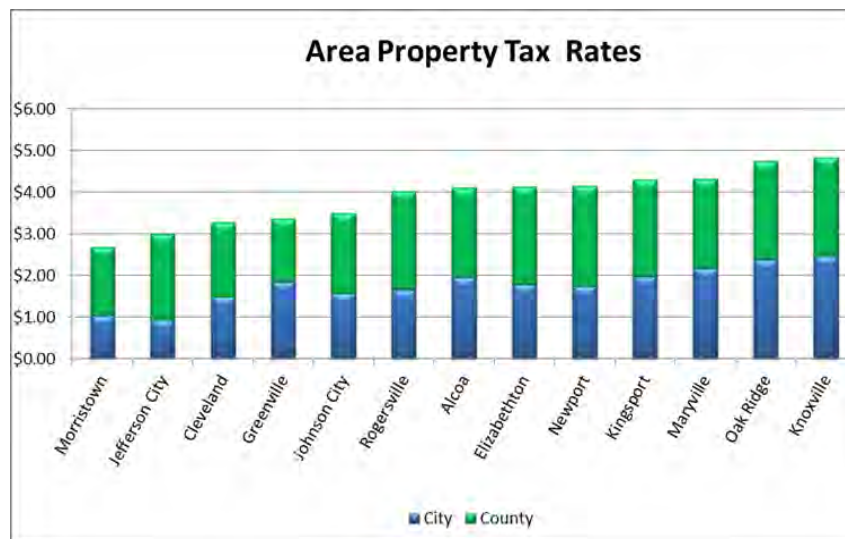
Estimated revenues for the General Fund total \$ 34,572,578, an increase of \$ 1,876,781 or 5.7% more than the FY 2013 adopted budget. Much of the increase is from State funding for special projects such as improvements at the airport. Revenues from local sources are essentially unchanged. Revenues for 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 quarter of the revenues for the General Fund. State and federal funding provide about 10% of the budget.



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 14 budget. Property Tax revenue collections were down in FY 12 with the closing of the Berkline plant, and there was modest growth in property tax revenue for FY 13. Projections for property tax revenue are for stable modest growth. Use of tax increment financing (TIF) for major commercial developments will defer increases in property taxes for a few years.

Source: Tennessee State Board of Equalization

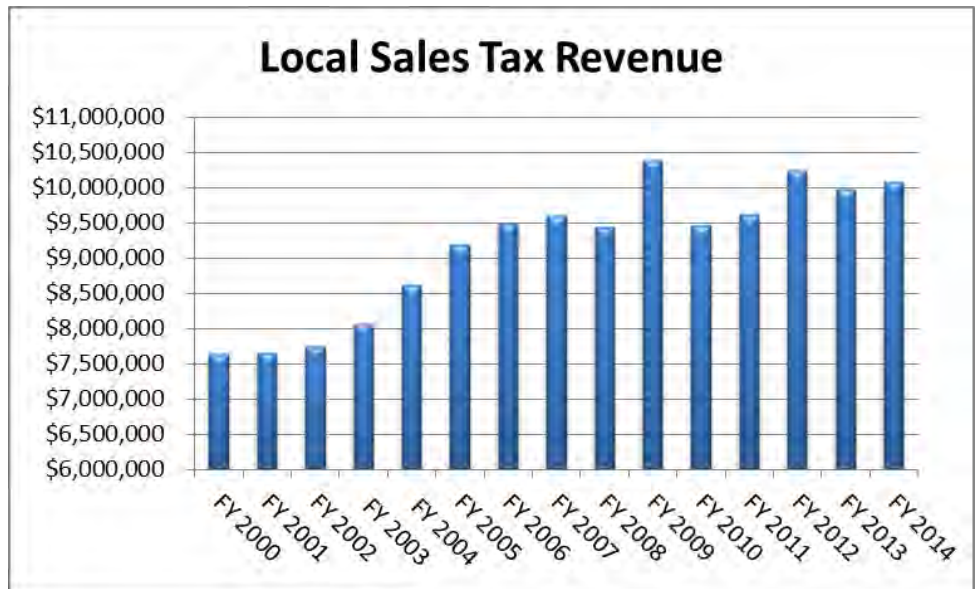


Cable Franchise Tax: Cable franchise taxes declined in FY 2010 and 2011 as households reduced their discretionary budgets. In Fiscal Year 2012 and 2013, collections increased, but budget levels are projected to remain at FY 11 levels for FY 14 until there is greater comfort that recovery is sustained.

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 followed by even stronger numbers in FY 13. Projections for FY 14 are to remain near the budget level for FY 13.

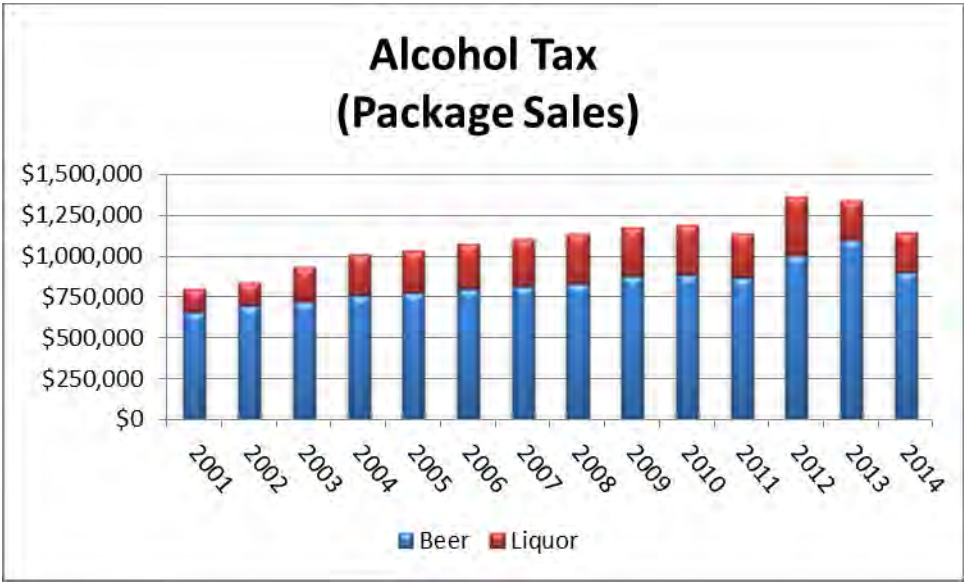
#### Local Sales Tax:

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 2012 was extremely volatile. In order to assess sales taxes, one must take into account several factors. First, of course, is the national recession saw retail sales fall across the nation. A second factor is that some of the surrounding jurisdictions have seen the development of shopping



centers that compete with 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 2003-5, but began to see slowing in 2006. These initial reductions were most likely due to regional competition. Later declines in sales reflect the impact of the recession. In FY 2011, we assumed that the trend of decline turned and actual collections surpassed FY 10 collections. 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 nearly 5%. Despite a stronger local economy, collections for FY 13 are slowing. The major traffic disruption from two highway renovation projects on 25E has hampered retail activity in the east end commercial area. For FY 14, we anticipate that growth will be modest as these road projects continue.

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. Collections rebounded in FY 12 but are projected to decline slightly in FY 13. We conservatively project FY 14 revenue to be close to the low seen in FY 11 until the market stabilizes.



Hotel / Motel Tax:



Receipts from the lodging tax were historically on the increase due to construction of additional rooms and robust economic activity. In the recession years we saw 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 to seek State approval to increase the cap on the lodging tax rate from 5% to 7%. The State Legislature approved a measure, allowing the rate to

be increased and City Council raised the rate in FY 11. With the rate increase, revenue has grown, but slow economic activity is reflected in weak collections. A decline in revenue for FY 14 reflects an additional allocation of these funds for promotion of tourism and downtown marketing. There is a corresponding decrease in expenses to offset these dedicated revenues.

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; as drivers change their behavior, violations, accidents and fines

continued 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 12 with a continued decline in FY 13. Projections for FY 14 anticipate collections to stabilize near FY 13 levels.

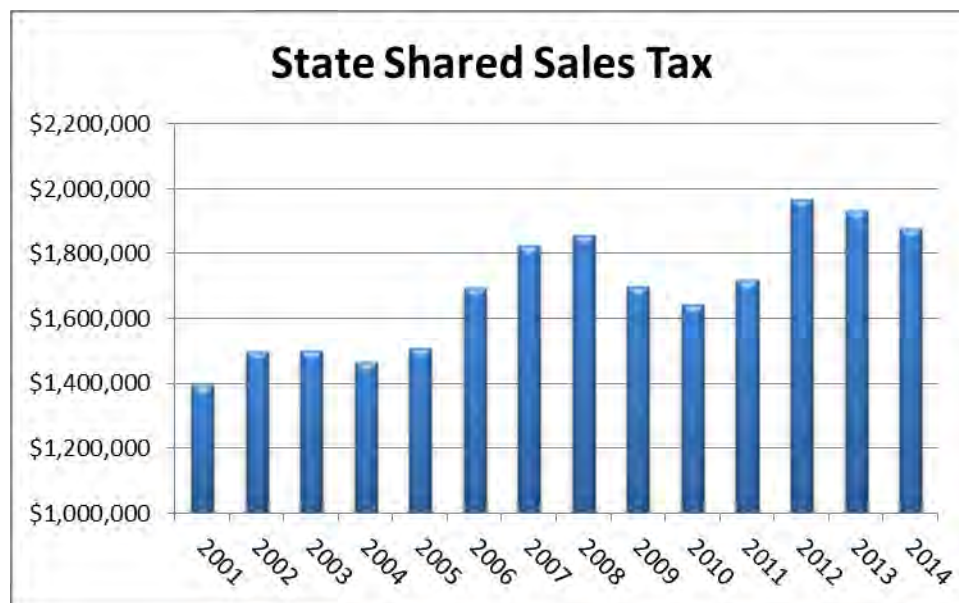
### **Service Charges and Fees:**

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, during the recession, this revenue declined from a high in 2008 to a low in 2010. Since 2010, the State's economy has seen growth and in FY 12 exceeded prerecession levels. In FY 13, we see stabilization with a modest decline. In order to be conservative, we project this revenue with a slight decline in FY 14.



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. In FY 13 this revenue stabilized and in FY 14 modest growth is projected. This increase coincides with a more robust local economy.

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 14.

# Revenue Detail

Description		Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
31100	PROPERTY TAX - CURRENT YEAR	8,486,059	8,650,000	8,513,662	8,650,000
31200	PROPERTY TAX - DEL. CURRENT YEAR	194,902	220,000	200,000	220,000
31300	PROPERTY TAX-INTEREST & PENALTY	201,340	85,000	90,000	85,000
31400	PROPERTY TAX-Prior Year(s)	224,954	120,000	130,000	120,000
31500	IN LIEU TAX- MUS ELECTRIC	956,836	880,000	770,000	880,000
31550	TV CABLE FRANCHISE	315,360	200,000	235,000	200,000
31560	NATURAL GAS FRANCHISE	283,308	400,000	420,000	400,000
31600	LOCAL OPTION SALES TAX	10,236,619	10,076,076	9,975,268	10,076,076
31710	LOCAL BEER TAX 17%	1,006,693	904,358	1,100,000	950,358
31720	ST_TN- WHOLESale LIQUOR TAX	357,455	240,000	240,000	240,000
31800	BUSINESS TAX- GROSS RECEIPTS	1,000,937	921,027	750,000	921,027
31920	LOCAL HOTEL & MOTEL TAX	533,149	440,000	500,000	440,000
32215	LICENSE- BEER	14,574	15,000	15,000	15,000
32610	PERMITS- BUILDING	119,339	-	81,283	85,000
32620	PERMITS- ELECTRIC	15,343	132,000	14,193	15,000
32630	PERMITS- PLUMBING	14,366	-	11,708	11,000
32640	PERMITS- GAS	2,985	-	3,698	3,500
32650	PERMITS- DEVELOPMENT FEES	3,515	5,000	5,000	5,000
32660	PERMITS- SIDEWALKS	3,500	-	4,000	-
32670	PERMITS- SIGNS	2,425	-	-	-
32680	DEVELOPER AGREEMENTS	-	-	6,093	-
32720	SERVER PERMITS	11,875	8,000	14,000	8,000
32730	PERMITS-FARMERS MARKET	3,300	1,000	1,000	1,000
33195	USDA-SUMMER FEEDING PROGRAM	95,251	90,000	90,000	90,000
33292	ARRA GRANTS	165,087	-	141,998	-
33320	ST_TN- TVA REPLACEMENT TAX	336,637	165,840	290,000	165,840
33510	ST_TN- SALES TAX	1,966,037	1,800,000	1,933,369	1,875,000
33515	ST_TN- TELECOMMUNICATIONS TAX	1,627	2,300	1,400	2,300
33520	ST_TN- HALL INCOME TAX	160,710	135,000	114,582	135,000
33530	ST_TN- BEER TAX	14,303	12,000	10,000	12,000
33551	ST_TN- GASOLINE & MOTOR FUEL TAX	750,936	625,000	765,000	864,000
33552	ST_TN- STATE PTS TAX	59,442	55,400	52,000	55,400
33580	ST_TN-TDOT-STREETS	75,389	2,775,151	-	3,019,200
33585	ST_TN- TDOT-AIRPORT GRANT	7,200	776,000	166,859	1,125,000
33590	ST_TN- OTHER STATE REVENUE	60,368	-	50,000	356,000
33592	FED- PD- COPS GRANT	96,647	187,434	45,104	187,434
33593	ST_TN- EXCISE TAX	6,855	50,000	45,000	50,000
33596	ST_TN- AIRPORT MAINT GRANT	12,108	-	17,803	-
33602	ST_TN-COPS_MORE_GRANT	53,701	-	151,847	42,132
33603	ST_TN- FIRE DEPARTMENT REIMB	96,321	-	-	-
33604	FED-DEPT OF JUSTICE GRANT	102,113	-	108,449	-
33605	FED- FIRE DEPARTMENT GRANT	-	-	4,500	-
33606	ST_TN- PROJECT SAFE NEIGHBORHOOD GRANT	5,040	-	-	-
33607	ST_TN- POLICE DEPT GRANTS	23,135	-	26,859	-
33608	ST_TN- PUBLIC WORKS GRANTS	258	-	36	-
33609	ST_TN- PARK & REC GRANTS	-	-	1,500	-
33611	ST_TN- FAST TRACK GRANT	380,163	-	495,603	-
33613	ST_TN-TIGER GRANT	-	-	-	-
33614	ST_TN GOVERNOR HIGHWAY SAFETY GRANT	25,946	-	16,150	-
33617	ST_TN- GREENWAY GRANT	85,237	-	30,922	-
33618	ST_TN- MAINSTREET PROGRAM	-	-	-	-
33619	OCEDTF_REIMBURSEMENT	177	-	-	-
33780	ST_TN- EVENTS DONATIONS	6,541	-	10,490	-

	Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
33800	COUNTY REVENUE	240,000	280,000	280,000	280,000
34700	RECREATIONAL FEES	130,440	145,000	145,000	145,000
34710	R_C PARK & REC DONATIONS	19,635	10,000	-	10,000
34720	DONATIONS	3,418	-	-	-
34721	DONATIONS - FAST TRACK	-	-	225,000	-
34740	DONATIONS - POLICE	1,284	-	33,602	-
34750	MHA COST-SHARING	-	-	3,100	-
34760	LEGACY TREES	210	-	-	-
34770	DONATIONS FIRE DEPT	853	-	-	-
35110	PD- NON-MOVING VIOLATIONS CITY COURT FINES	947,370	900,000	886,942	900,000
35120	SEX OFFENDER REG FEE	3,780	3,000	1,800	3,000
35130	POLICE REPORTS	2,038	5,756	-	2,000
35140	DOCVIEW REPORTS	531	-	-	1,000
35150	PD- MOVING TRAFFIC VIOLATIONS DUI FINES	68,119	84,000	77,000	84,000
35160	POLICE_DEPT_VEHICLE_STORAGE	380	-	-	-
36110	FIRE_DEPT_CHARGE_FOR_SERVICE	3,665	-	-	-
36120	INTEREST- INVESTMENTS	27,311	5,293	8,000	5,293
36210	LEASE/RENTAL CITY PROPERTY	176,518	130,000	145,000	130,000
36230	PROGRAM INCOME-AIRPORT	-	-	20,000	20,000
36300	NON_REV- SALE- FIXED ASSETS	4,701	-	-	-
36300	NON_REV- SALE- REAL ESTATE	-	-	99,000	-
36300	NON_REV-SALE- CONFISCATED ITEMS	-	-	78,960	-
36300	NON_REV-SALE- CONFISCATED ITEMS AUTO DUI	-	-	-	-
36500	INVENTORY GAIN/LOSS	5	-	-	-
36700	OTHER MISCELLANEOUS REVENUE	27,591	38,000	7,015	38,000
36720	INSURANCE REIMBURSEMENTS/CUSTOMER REIMB.	110,072	-	20,912	-
36730	WORKERS COMPENSATIONS INSURANCE REFUND	11,710	-	-	-
36740	DRIVER_LICENSE_VERIFICATION	33	-	-	-
36850	BOND PROCEEDS	3,750,000	-	-	-
36870	DEBT SERVICE REIMB.	4,846	-	-	-
37820	STORM WATER TRANSFER ADMIN & IN-LIEU	29,187	29,187	29,187	29,187
37880	SEWER TRANSFER ADMIN & IN-LIEU	571,181	537,687	537,687	468,743
37830	CDBG ADMIN.	-	-	45,000	-
33840	NON_REV- FUND BALANCE APPROPRIATED	-	556,288	-	1,151,088
	Total Revenue & NON-REVENUE FUNDS	34,710,937	32,695,797	30,292,581	34,572,578



# Expenses by Department

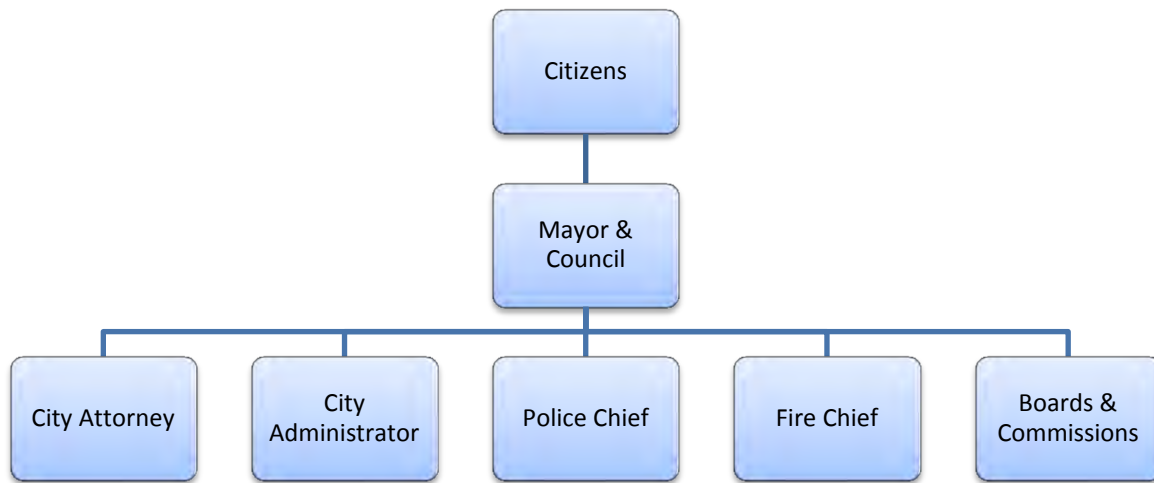
Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>101 General Fund</i>				
41100 - City Council SUBTOTAL	167,992	262,351	142,760	242,129
41110 - Council Elections SUBTOTAL	-	15,000	-	15,000
41200 - City Administrator's SUBTOTAL	435,612	474,825	456,059	507,556
41530 - Finance SUBTOTAL	683,777	657,613	654,968	634,623
41610 - Purchasing SUBTOTAL	74,376	74,465	72,249	75,883
41630 - GF Retiree Benefits SUBTOTAL	309,530	500,000	500,000	500,000
41640 - Computer Operations SUBTOTAL	244,088	282,454	277,493	269,649
41650 - Human Resources SUBTOTAL	176,905	272,454	253,666	250,656
41660 - Legal Services SUBTOTAL	281,012	102,708	124,090	116,463
41700 - Community & Economic Affairs SUBTOTAL	377,190	316,385	309,623	480,189
41710 - Code Enforcement SUBTOTAL	75,580	155,990	87,254	143,752
41750 - Morristown Community Dev. Corp. SUBTOTAL	49,698	46,507	44,177	-
41800 - Engineering SUBTOTAL	381,279	304,063	278,812	311,996
41810 - GIS Department SUBTOTAL	-	-	-	122,562
42400 - Inspections SUBTOTAL	399,626	462,947	412,855	470,822
42110 - Police Administration SUBTOTAL	494,166	483,911	472,707	445,105
42120 - Police Patrol & Traffic Safety SUBTOTAL	4,826,757	5,179,294	4,817,612	5,326,474
42130 - Police Criminal Investigation SUBTOTAL	1,262,897	1,331,914	1,265,455	1,369,727
42140 - Police Vice SUBTOTAL	93,219	108,854	93,732	-
42210 - Fire Administration SUBTOTAL	583,331	587,798	555,478	599,244
42220 - Fire Inspection SUBTOTAL	113,717	120,826	112,074	119,576
42230 - Fire Stations SUBTOTAL	81,810	88,605	91,795	93,837
42240 - Fire Fighting SUBTOTAL	5,485,944	5,811,713	5,432,546	6,321,043
42260 - Fire and Medical Response SUBTOTAL	21,393	22,859	17,226	22,926
43110 - Public Works Admin SUBTOTAL	127,009	166,273	117,365	185,101
43120 - Public Works Buildings & Grounds SUBTOTAL	1,211,055	1,055,343	984,046	972,695
43130 - Public Works Equipment Shop SUBTOTAL	504,804	470,917	443,195	487,845
43140 - Public Works Street Repairs & Maint. SUBTOTAL	860,636	967,825	962,328	939,704
43150 - Public Works Street Lights & Signs SUBTOTAL	739,241	738,285	653,395	897,512
43160 - Public Works Brush Pick-Up & Snow Removal SUBTOT	1,144,230	1,126,568	1,037,845	1,225,221
43180 - Public Works Sidewalks SUBTOTAL	3,872	22,700	8,412	35,000
43190 - Public Works Traffic Devices SUBTOTAL	93,672	135,304	107,865	129,427
43200 - Public Works Communication Shop SUBTOTAL	128,498	122,536	126,238	146,206
43300 - Public Works Pavement Management	2,411,669	3,166,439	1,692,742	3,814,000
43400 - Public Works Health Inspection & Welfare SUBTOTAL	11,330	22,267	7,203	46,958
44410 - Parks & Rec Administration SUBTOTAL	402,162	406,596	386,813	408,350
44420 - Parks & Rec Playgrounds & Programs SUBTOTAL	446,673	438,605	435,019	485,814
44430 - Parks & Rec Parks SUBTOTAL	897,841	947,339	928,538	1,217,817
44600 - Social Services SUBTOTAL	254,200	256,700	255,950	249,700
48100 - Airport SUBTOTAL	116,090	994,940	215,537	1,291,444
49100 - Bonds SUBTOTAL	1,611,784	2,647,708	2,625,394	2,041,340
81000 - Special Appropriations SUBTOTAL	1,741,099	872,168	872,168	917,168
92000 - Transfers to Other Funds SUBTOTAL	1,302,409	473,748	360,218	642,062
Total 110 General Fund	30,628,174	32,695,797	28,692,905	34,572,578

# General Government



Replica of the Liberty Bell in Morristown City Center plaza

# Mayor & Council Organization Chart

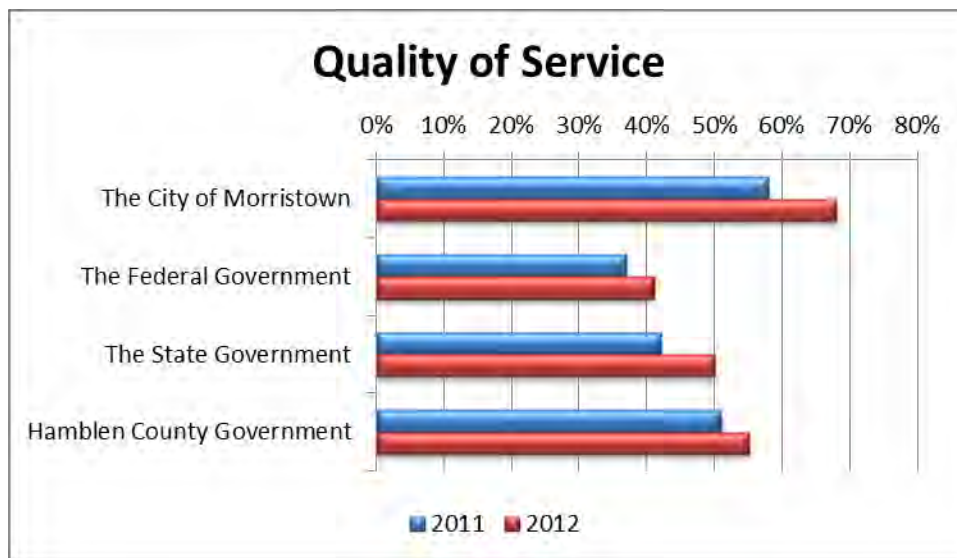


## Mayor & City Council

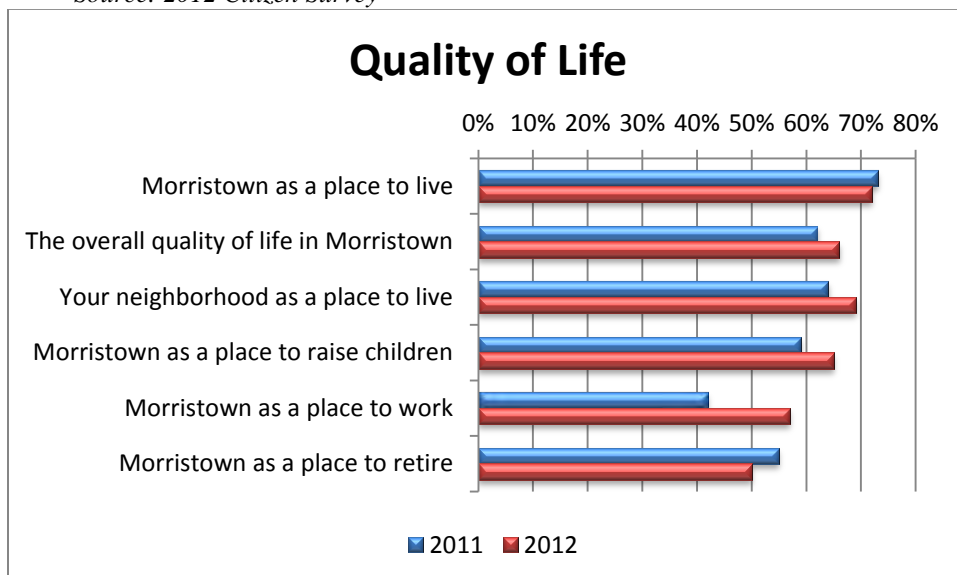
The Mayor and City Council, the legislative and policy-making body of the City, is composed of seven (7) citizens elected to, “serve for a term of four years, and until their successors are elected and qualified.” The Mayor is the presiding officer at official meetings and represents the City at all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

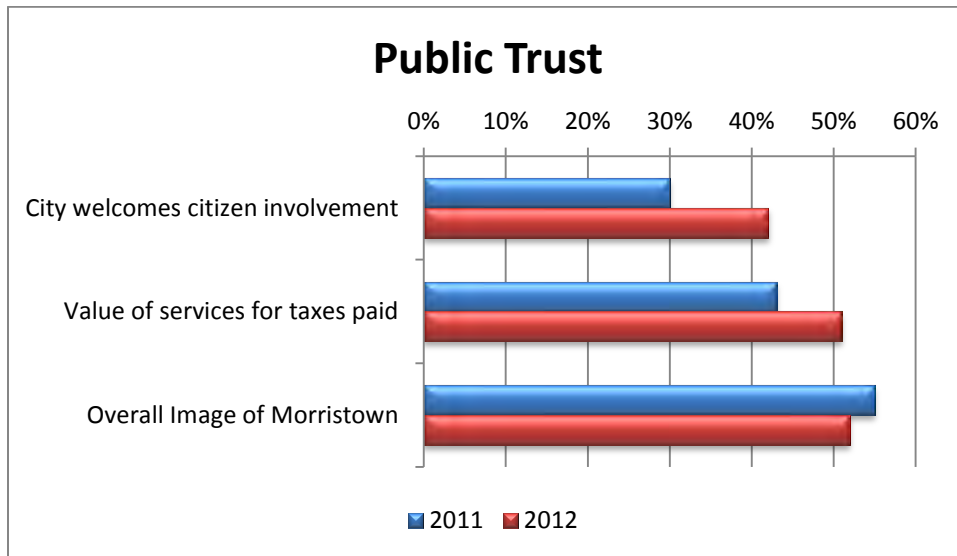
The Mayor and City Council conduct their business in public sessions held in the City Center on the first and third Tuesday of each month. Work sessions are held periodically on an as needed basis to review basic issues before public action is taken.



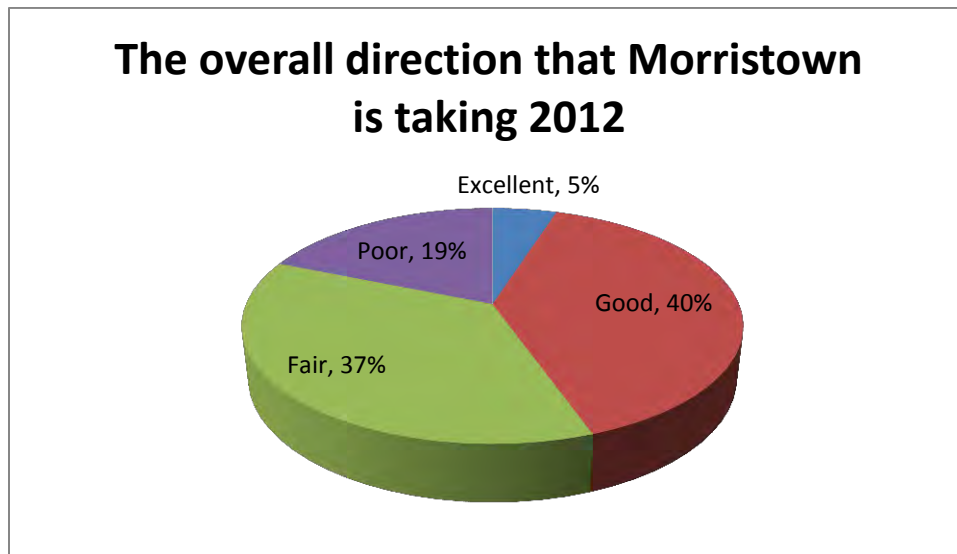
Source: 2012 Citizen Survey



Source: 2012 Citizen Survey



*Source: 2012 Citizen Survey*



*Source: 2012 Citizen Survey*

*The Citizen Survey reflects improvements in most areas, including the overall direction that the community is taking, but Morristown continues to fall short of other communities participating in the National Citizen Survey.*

## ❑ Significant Accomplishments FY 2012-2013:

- Revised the sign ordinance to reflect changing technology and electronic media.
- Completed an extensive street resurfacing program to address concerns about deteriorating street conditions.
- Completed financing for a major wastewater collection system rehabilitation and a stormwater construction program.
- Created an Airport Commission to manage the City's airport, including the selection of a Fixed Based Operator and managing capital projects
- Developed an undated capital Improvement Program (CIP) outlining plans for the next five years in transportation and stormwater infrastructure.
- Made extensive progress in wastewater system improvements, including:
  - Awarding of contracts for multiple rehabilitation to the collection system.
  - Prepared an assessment report on the condition of the Turkey Creek wastewater treatment plant's operation.
  - Conducted a study of the odors generated at the Turkey Creek Plant and how they might be mitigated.
- Reviewed and approved an updated comprehensive Land Use Plan
- Commissioned a review of Fire Department operations and facilities based on findings from the Tennessee Municipal Benchmark Project. MTAS undertook this study and reported findings of strengths, weaknesses and needs for improvements in facilities and equipment.

## ❑ Goals for FY 2013 - 2014:

See Community Vision and Goals

## ❑ Comments on FY 2012 Actual and FY 2013 Projections:

Council began the year with \$100,000 in contingency funds. The projected budget assumes that most 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 2014:

Council Contingency has been reduced by \$10,000 to offset funding the workforce development task force.

## ❑ Personnel Summary

MAYOR AND COUNCIL	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
MAYOR	1	1	1	1	1	1	1	1	1
COUNCIL MEMBERS	6	6	6	6	6	6	6	6	6
TOTAL MAYOR AND COUNCIL	7	7	7	7	7	7	7	7	7

## Budget Expense Detail

Description		Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>41100 - City Council</i>					
OBJECT	Description				
111	SALARIES & WAGES	37,627	37,200	37,200	37,200
134	HOLIDAY BONUS	641	807	987	667
210	FICA	2,615	2,356	2,368	2,348
212	MEDICARE	421	551	539	549
214	EMPLOYEE HEALTH INS	66,173	78,045	64,207	69,569
217	EMPLOYEE LIFE INS	-	152	-	152
219	WORKERS COMPENSATIONS INSURANCE	5,719	-	515	-
310	POSTAL SERVICE	173	150	175	175
321	PRINTING SERVICES	1,089	1,500	750	1,200
330	LEGAL NOTICES	2,465	2,000	2,100	2,100
339	VEHICLE EXPENSE	100	-	-	-
345	TELEPHONE SERVICES	51	100	600	600
371	SUBSCRIPTIONS & BOOKS	327	400	300	400
375	MEMBERSHIPS & DUES	14,502	17,000	15,500	17,000
378	EDUCATION - SEMINARS & TRAINING	40	-	-	-
383	TRAVEL-BUSINESS EXPENSES	8,375	12,000	7,500	12,000
399	OTHER CONTRACTED SERVICES	14,073	2,000	-	-
411	OFFICE SUPPLIES & MATERIALS	817	1,000	700	750
499	OTHER SUPPLIES & MATERIALS	954	1,000	700	800
510	INSURANCE - GENERAL LIABILITY	4,590	4,590	3,304	3,304
523	BUILDINGS - INSURANCE	-	-	690	690
533	EQUIPMENT- RENTAL/LEASE	2,492	1,500	2,625	2,625
689	OTHER MISCELLANEOUS EXPENSES	-	-	-	-
804	COUNCIL CONTINGIECY	4,750	100,000	2,000	90,000
<i>41100 - City Council SUBTOTAL</i>		167,992	262,351	142,760	242,129

# Elections

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

## ☐ Significant Accomplishments FY 2012-2013:

- Conducted an election for four Council seats in May 2013. Three for full terms and one for an unexpired term of 2 years.

## ☐ Goals for FY 2013 - 2014:

- No elections are anticipated.

## ☐ Comments on FY 2012 Actual and FY 2013 Projections:

- There was a municipal election in May 2013.

## ☐ Significant Changes for FY 2014:

- No elections are contemplated in FY 14.

## ☐ Personnel Summary

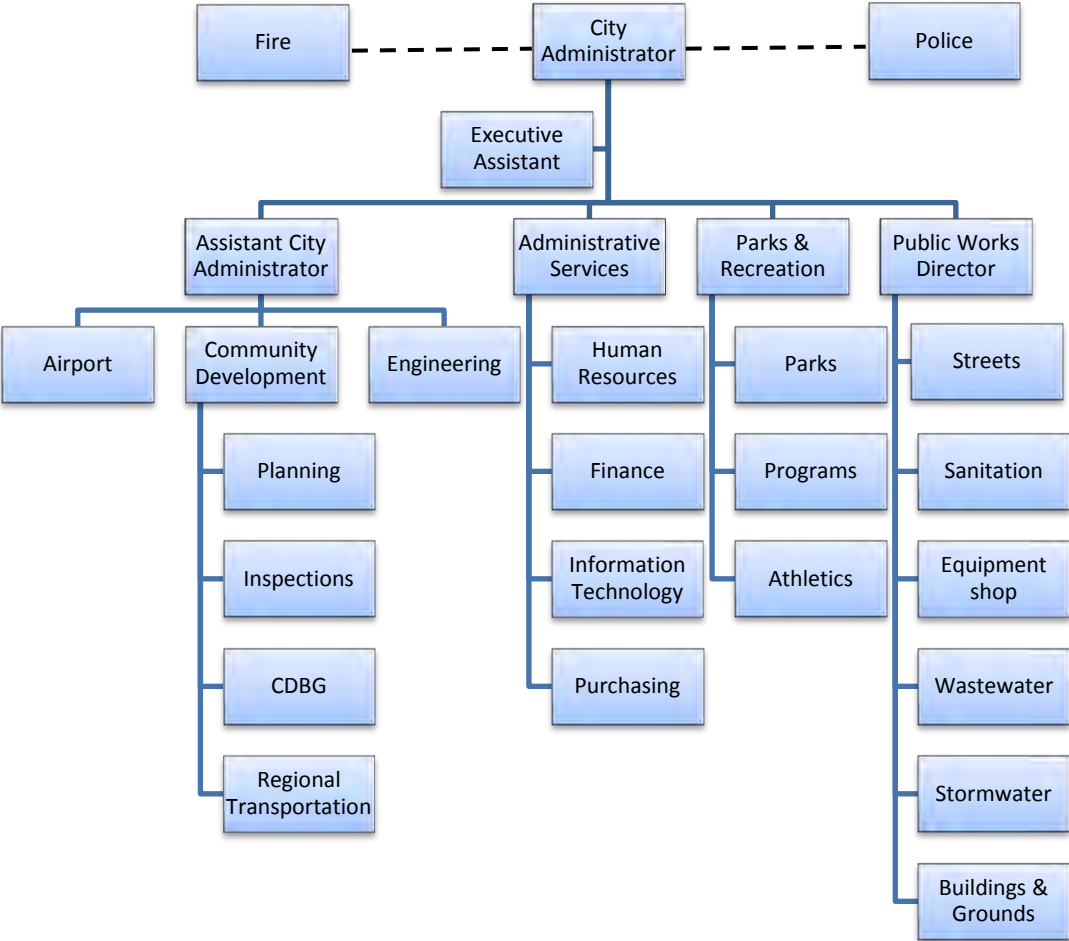
There are no personnel assigned to this department.

## ☐ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>41110 - Council Elections</i>				
330 LEGAL NOTICES	-	-	-	-
399 OTHER CONTRACTED SERVICES	-	15,000	-	15,000
<i>41110 - Council Elections SUBTOTAL</i>	-	15,000	-	15,000



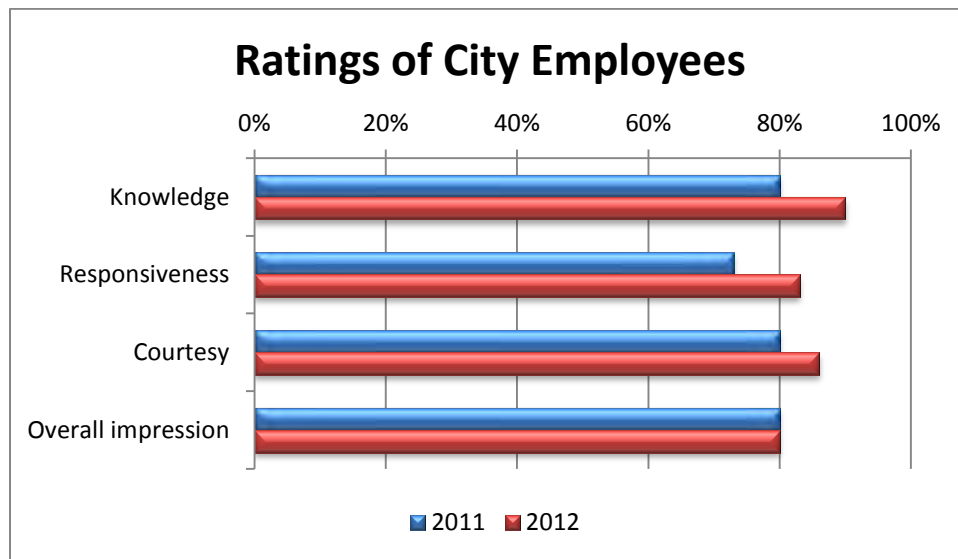
# City Administrator Organization Chart



*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: 2012 Citizen Survey*

*The rating of city employees was one of the few areas that rated higher than benchmark communities in the 2012 citizen survey.*

## ❑ Significant Accomplishments FY 2012-2013:

- Established professional standards for city services.
  - Conducted a citizen survey through the National Citizen Survey.
  - Participated in the Tennessee Benchmark study.
  - Facilitated a comprehensive review of the Fire Department to determine if staffing, configuration, and facilities meet the community's needs.
- Undertook extensive renovation and update of the City's wastewater system
  - Complied with Tennessee Department of Environment & Conservation (TDEC) order concerning the City's wastewater collection system.
  - Completed rehab of the Witt community pump stations as required by Federal court order.
  - Secured a \$25 million bond for the rehabilitation of the wastewater collection system.
  - Began extensive collection system rehabilitation in the Fall Creek, Spring Creek, Barton Springs, and Central City basins.
  - Began Renovation and upgrade of lift stations, including Howell Road, and Joe Carter stations.

- Undertook a complete assessment of the Turkey Creek wastewater treatment plant, including an assessment of the primary generators of odors in the surrounding community.
- Identified rehabilitation and upgrades needed at the turkey Creek wastewater treatment plant to address odor and operational concerns and secured a low interest loan from the State of Tennessee to begin these improvements.
- Began major efforts to address the community's needs for infrastructure improvements
  - Secured a \$5 million bond to construct stormwater system improvements and began design and construction of nearly 30 projects.
  - Completed a resurfacing program that resurfaced 20 miles of streets.
  - Developed a five year capital improvements plan for transportation, stormwater, sewer, buildings, facilities and equipment which had fallen behind with the economic downturn.
- Addressed community concerns about appearance
  - Facilitated a community appearance task force of community leaders concerned with the overall appearance of the City, developing an action plan and assigning community groups to accomplish key tasks.
  - Continued demolition of substandard structures, removal of derelict vehicles and clearing of an extensive number of weed lots.
- Undertook efforts to enhance the quality of service delivery and developed plans to guide future decisions
  - Assisted with the organization and implementation of the newly formed Airport Commission which will manage the City's Airport operation. Serve as ex-officio member and Secretary for the Commission.
  - Reviewed and established a new development process using a single point of contact to shepherd projects.
  - Helped facilitate a review and update of the City's Comprehensive Land Use Plan
  - Facilitated a Class / Comp Study to assess the total compensation of employees and identify issues of inequity and lack of a competitive wage for market conditions.
- Revised and updated City website and Facebook social media sites.
- Identified and facilitate three development projects that will use tax increment financing (TIF) to facilitate retail and restaurant development.

#### □ Goals for FY 2013 - 2014:

- Facilitate economic development
  - 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
  - Encourage industrial development in new and existing businesses, increasing investment and job creation.
- Improve infrastructure of the City's utility systems
  - 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.
- Improve the overall appearance of the community
  - Implement the action plan prepared by the community appearance task force.
  - Enhance the appearance of 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 Parks & Recreation Department to determine if staffing and configuration meets the community's needs.
- Assess how to best provide wastewater services, whether to continue to provide the service directly or through the Morristown Utility System.

#### ❑ **Comments on FY 2012 Actual and FY 2013 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 2014:**

The reception desk has been staffed by two part time positions in a “job sharing” arrangement. The FY 14 budget makes this a single full time position in order to facilitate continuity of service and improve the records management function of this position. This change results in increased costs for benefits.

#### ❑ **Personnel Summary**

CITY ADMINISTRATOR	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
CITY ADMINISTRATOR	1	1	1	1	1	1	1	1	1
ASSISTANT CITY ADMINISTRATOR	1	1	1	1	1	1	1	1	1
CITY CLERK/EXECUTIVE SECRETARY	1	1	1	1	1	1	1	1	1
CITIZEN INFORMATION SPECIALIST	1	1	0	0	0	0	0	0	1
TOTAL CITY ADMINISTRATOR	4	4	3	3	3	3	3	3	4

## Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>41200 - City Administrator</i>				
111 SALARIES & WAGES	283,080	286,154	286,154	320,835
112 OVERTIME	428	1,040	-	1,056
114 SALARIES & WAGES TEMPORARY	20,800	26,000	26,000	-
120 BONUS-ONE TIME	1,991	-	-	-
134 HOLIDAY BONUS	1,067	1,040	1,349	1,056
210 FICA	16,241	19,483	19,437	20,023
212 MEDICARE	4,094	4,556	4,546	4,683
213 TCRS CONTRIBUTION	41,521	46,130	46,022	47,409
214 EMPLOYEE HEALTH INS	34,197	22,299	22,299	47,286
217 EMPLOYEE LIFE INS	-	42	210	1,216
219 WORKERS COMPENSATIONS INSURANCE	3,431	3,500	4,565	4,565
310 POSTAL SERVICE	258	200	200	200
330 LEGAL NOTICES	925	1,500	750	1,500
345 TELEPHONE SERVICES	1,841	1,300	800	1,300
371 SUBSCRIPTIONS & BOOKS	1,064	1,000	1,800	2,000
375 MEMBERSHIPS & DUES	3,371	2,000	4,500	4,500
378 EDUCATION - SEMINARS & TRAINING	105	1,500	1,500	1,500
383 TRAVEL-BUSINESS EXPENSES	6,178	18,000	12,500	15,000
399 OTHER CONTRACTED SERVICES	4,181	4,000	4,000	4,000
411 OFFICE SUPPLIES & MATERIALS	316	500	250	500
413 OFFICE EQUIPMENT	-	3,500	3,500	-
429 GENERAL OPERATING SUPPLIES	288	500	250	500
510 INSURANCE - GENERAL LIABILITY	430	430	353	353
523 BUILDINGS - INSURANCE	-	821	74	74
533 EQUIPMENT- RENTAL/LEASE	3,329	3,000	3,000	3,000
801 GRANTS & OTHER SUBSIDIES	6,475	26,330	12,000	25,000
<i>41200 - City Administrator's SUBTOTAL</i>	<i>435,612</i>	<i>474,825</i>	<i>456,059</i>	<i>507,556</i>

# 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 08	FY 09	FY 10	FY 11	FY 12
Vendor checks prepared	7,208	7,248	5,646	5,742	5,666
Payroll checks prepared	8,418	8,326	5,982	5,423	5,096
Direct Deposit checks prepared	5,355	5,681	4,667	4,701	4,974
Real Estate Tax Payments	12,931	13,207	13,140	12,995	12,373
Personal Property Tax Payments	1,849	1,839	2,161	1,728	1,889
License Payments	1,688	1,598	1,264	593	109
Miscellaneous Payments	14,285	19,303	14,565	16,422	16,529
General Billing Payments	1,212	1,404	1,488	1,925	1,989

## ❑ Significant Accomplishments FY 2012-2013:

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

## ❑ Goals for FY 2013 - 2014:

**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 2012 Actual and FY 2013 Projections:**

In FY 11, professional services reflected an unanticipated expense for the City's share of the reassessment of property by Hamblen County. Since that time, an annual contribution is made to a reserve account to fund this expense.

#### **❑ Significant Changes for FY 2014:**

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	FY 14
ADMINISTRATIVE SERVICES DIRECTOR	0	0	0	0	0	0	0.5	0.5	0.5
FINANCE DIRECTOR	1	1	1	1	1	1	1	0	0
ACCOUNTING CLERK	2	2	2	2	2	2	2	2	2
REVENUE OFFICE MANAGER	1	1	1	1	1	1	1	1	1
ADMINISTRATIVE COORDINATOR	1	1	1	1	1	1	0	0	0
ACCOUNTING TECHNICIAN	1	1	1	1	1	0	0	0	0
SENIOR ACCOUNTING TECHNICIAN	0	0	0	0	0	1	1	1	1
CITY ACCOUNTANT	0	0	0	0	0	0	0	2	2
PAYROLL TECHNICIAN	1	1	1	1	0	0	0	0	0
TOTAL FINANCE DEPARTMENT	7.0	7.0	7.0	7.0	6.0	6.0	5.5	6.5	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 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>41530 -Finance</i>				
111 SALARIES & WAGES	321,174	297,985	297,985	244,954
112 OVERTIME	507	500	500	500
120 BONUS-ONE TIME	3,180	-	-	-
134 HOLIDAY BONUS	2,226	2,467	2,238	1,740
210 FICA	19,658	18,659	18,645	15,326
212 MEDICARE	4,412	4,364	4,360	3,584
213 TCRS CONTRIBUTION	47,065	44,180	44,146	36,288
214 EMPLOYEE HEALTH INS	59,457	73,391	56,841	76,151
217 EMPLOYEE LIFE INS	-	1,240	1,240	1,061
219 WORKERS COMPENSATIONS INSURANCE	7,434	7,583	9,936	9,936
310 POSTAL SERVICE	11,894	9,000	10,000	10,000
321 PRINTING SERVICES	110	500	500	500
330 LEGAL NOTICES	2,460	1,000	1,200	1,200
353 ACCOUNTING & AUDIT SERVICES	46,517	45,000	45,000	45,000
359 OTHER PROFESSIONAL SERVICES	105,800	75,000	110,000	105,000
363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT	2,049	500	500	500
371 SUBSCRIPTIONS & BOOKS	450	250	250	250
375 MEMBERSHIPS & DUES	653	1,750	1,750	1,750
378 EDUCATION - SEMINARS & TRAINING	3,082	3,000	3,000	3,000
383 TRAVEL-BUSINESS EXPENSES	4,995	6,000	6,000	6,000
399 OTHER CONTRACTED SERVICES	20,515	22,500	22,500	22,500
411 OFFICE SUPPLIES & MATERIALS	5,357	5,000	5,500	5,500
413 OFFICE EQUIPMENT	1,369	4,000	4,000	4,000
429 GENERAL OPERATING SUPPLIES	60	250	125	200
510 INSURANCE - GENERAL LIABILITY	1,262	1,056	1,035	1,035
514 OPEB FUNDING	-	23,281		23,281
523 BUILDINGS - INSURANCE	-	207	217	217
533 EQUIPMENT- RENTAL/LEASE	3,437	8,950	7,500	7,500
964 OFFICE EQUIPMENT	8,655	-	-	-
<i>41530 - Finance SUBTOTAL</i>	<i>683,777</i>	<i>657,613</i>	<i>654,968</i>	<i>634,623</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 2012-2013:

- Organized and labeled warehouse items.
- Purchasing Agent moved to City Hall and receiving goods moved to Safety Coordinator. This establishes dual control.
- Fence installed around supply area of the warehouse. This will secure the area for restricted access.
- Records were archived to establish more space at the Warehouse area.

## ❑ Goals for FY 2013 - 2014:

- All supplies inventory to be categorized and verified.
- To review and implement changes in the purchase order process to improve accountability and internal controls.
- To monitor the written Standard Operating Procedures for purchasing.

## ❑ Comments on FY 2012 Actual and FY 2013 Projections:

There were no significant variances in this area.

## ❑ Significant Changes for FY 2014:

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	FY 14
PURCHASING AGENT	1	1	1	1	1	1	1	1	1
TOTAL PURCHASING	1	1	1	1	1	1	1	1	1

## Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>41610 - Purchasing</i>				
111 SALARIES & WAGES	46,365	45,673	45,673	46,586
112 OVERTIME	-	250	-	250
120 BONUS-ONE TIME	530	-	-	-
134 HOLIDAY BONUS	270	283	268	288
210 FICA	2,825	2,865	2,848	2,922
212 MEDICARE	632	670	666	683
213 TCRS CONTRIBUTION	6,798	6,783	6,744	6,918
214 EMPLOYEE HEALTH INS	11,059	11,281	9,479	11,730
217 EMPLOYEE LIFE INS		178	178	183
219 WORKERS COMPENSATIONS INSURANCE	1,144	1,167	1,642	1,642
310 POSTAL SERVICE	439	250	200	200
359 OTHER PROFESSIONAL SERVICES	-	300	200	200
378 EDUCATION - SEMINARS & TRAINING	-	500	500	500
383 TRAVEL	580	500	500	500
399 OTHER CONTRACTED SERVICES	299	-	70	-
411 OFFICE SUPPLIES & MATERIALS	546	600	400	400
499 OTHER SUPPLIES & MATERIALS	33	50	50	50
510 INSURANCE - GENERAL LIABILITY	1,090	912	894	894
523 BUILDINGS - INSURANCE	-	178	187	187
533 EQUIPMENT- RENTAL/LEASE	1,765	2,025	1,750	1,750
964 OFFICE MACHINERY/EQUIPMENT		-		-
<i>41610 - Purchasing SUBTOTAL</i>	<i>74,376</i>	<i>74,465</i>	<i>72,249</i>	<i>75,883</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 2012 Actual and FY 2013 Projections:

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

### ☐ Significant Changes for FY 2014:

There are no major changes in this area.

### ☐ Personnel Summary

No personnel are assigned to this function.

### ☐ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b><i>41630 - Retiree Benefits-General Fund</i></b>				
262 HEALTH INS/RETIREE	309,530	500,000	500,000	500,000
351 MEDICAL SERVICES	-	-	-	-
<b><i>41630 - GF Retiree Benefits SUBTOTAL</i></b>	<b><i>309,530</i></b>	<b><i>500,000</i></b>	<b><i>500,000</i></b>	<b><i>500,000</i></b>

# 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 2012-2013:**

- Updating the City's Website
- 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 2013 - 2014:**

- Work with the planning department to upgrade to the enterprise edition of Energov software.
- Install a Microsoft Exchange Server for in-house email, calendar and other services.
- Automate patch management for all computers at the City.
- 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.
- We are going to upgrade our Active Directory to Microsoft 2008 Server.
- Network Administrator to become certified.

#### **❑ Comments on FY 2012 Actual and FY 2013 Projections:**

During the year, the Network Administrator resigned for another opportunity. His position was replaced from within. With the change in personnel, some I.T. services were contracted out instead of replacing the tech position.

#### **❑ Significant Changes for FY 2014:**

The amount reflected in office equipment reflects the cost of all computer equipment to be replaced city-wide. Planned replacements include 16 mobile data terminals for police patrol, 20 outdated personal computers and server replacements. These replacements reflect an effort to move to a five year replacement cycle for computer equipment and should have negligible impact on future operating expenses.

## ☐ Personnel Summary

INFORMATION TECHNOLOGY	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
IT DIRECTOR	1	1	1	1	1	1	1	1	1
COMPUTER TECHNICIAN	1	1	1	1	1	1	1	1	0
TOTAL INFORMATION TECHNOLOGY	2	2	2	2	2	2	2	2	1

## ☐ Budget Expense Detail

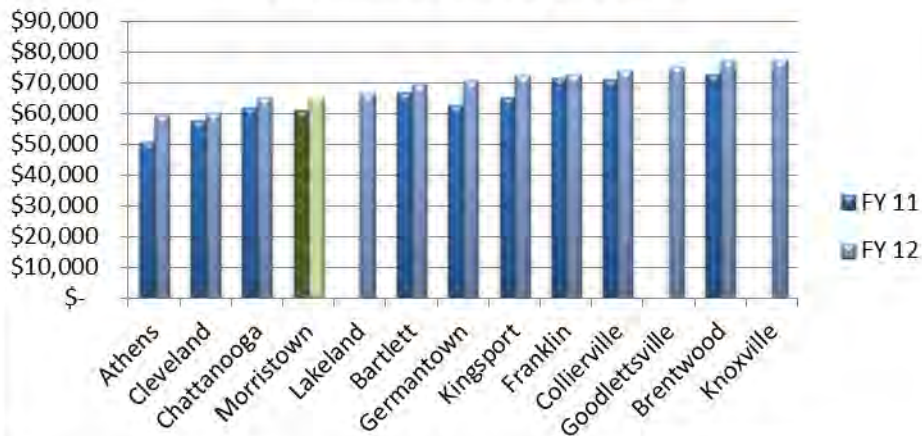
Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>41640 - Computer Operations</b>				
111 SALARIES & WAGES	120,282	118,887	117,358	57,561
112 OVERTIME	34	-	936	-
120 BONUS-ONE TIME	1,060	-	-	-
134 HOLIDAY BONUS	726	741	710	1,131
210 FICA	7,365	7,417	7,378	3,639
212 MEDICARE	1,646	1,735	1,726	851
213 TCRS CONTRIBUTION	17,651	17,561	17,470	8,616
214 EMPLOYEE HEALTH INS	22,467	22,645	19,158	23,356
217 EMPLOYEE LIFE INS	-	464	464	226
219 WORKERS COMPENSATIONS INSURANCE	2,288	2,334	3,624	3,624
226 CLOTHING/UNIFORM/SHOES	176	-	100	100
345 TELEPHONE SERVICES	1,257	2,600	3,600	3,000
359 OTHER PROFESSIONAL SERVICES	53	1,000	600	750
363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT	-	1,000	350	500
371 SUBSCRIPTIONS & BOOKS	18	50	200	200
375 MEMBERSHIPS & DUES	-	600	200	400
378 SEMINARS & TRAINING	1,136	6,000	2,500	3,500
383 TRAVEL-BUSINESS EXPENSES	429	4,000	1,000	2,500
399 OTHER CONTRACTED SERVICES	5,722	4,000	4,000	31,600
411 OFFICE SUPPLIES & MATERIALS	130	200	350	200
413 OFFICE EQUIPMENT	-	-	5,338	-
417 ADP PARTS & COMPONENTS	34	5,000	5,000	5,000
429 GENERAL OPERATING SUPPLIES	765	1,000	500	600
431 GASOLINE & DIESEL FUEL	221	400	150	200
510 INSURANCE - GENERAL LIABILITY	4,819	4,031	3,953	3,953
523 BUILDINGS - INSURANCE	-	789	828	828
533 EQUIPMENT - RENTAL/LEASE	9,925	-	-	250
964 OFFICE EQUIPMENT	45,884	80,000	80,000	117,064
<b>41640 - Computer Operations SUBTOTAL</b>	<b>244,088</b>	<b>282,454</b>	<b>277,493</b>	<b>269,649</b>

# Human Resources

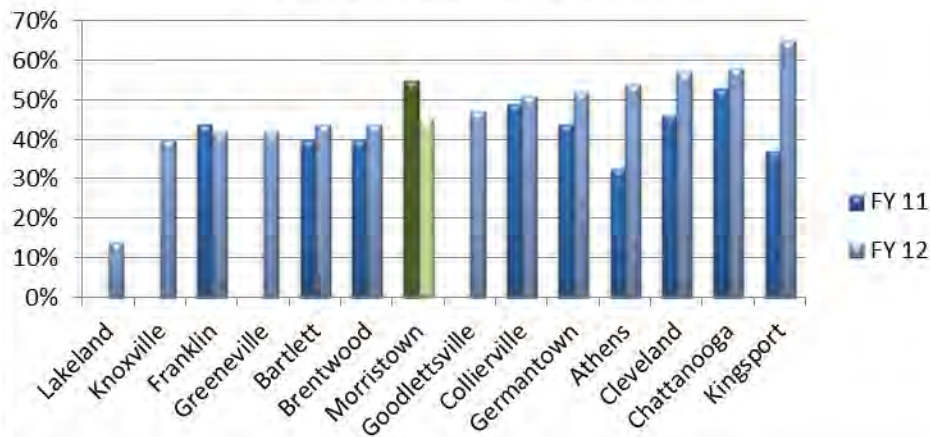
Human Resources is responsible for administering the classification and compensation program; developing policies, rules and regulations for City employees; administering the City's group insurance programs; assisting departments in the personnel management function; keeping apprised of new laws and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

## Tennessee Municipal Benchmark Project

### Personnel Costs per FTE

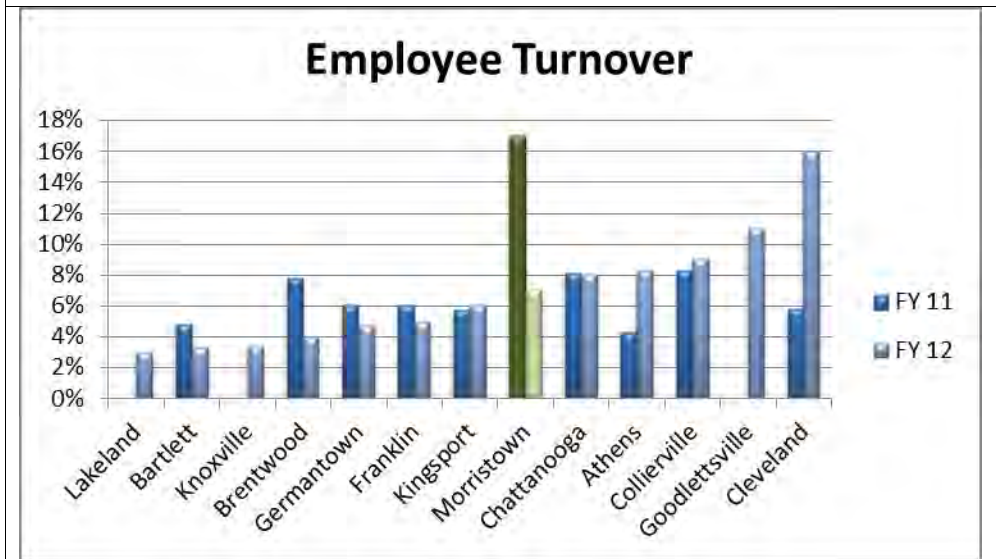


### Benefit to Salary Ratio



In comparison to other communities in the benchmark project, Morristown total costs per position are below average. The ratio of benefits to salary is shrinking with adjustments to salaries.

## Tennessee Municipal Benchmark Project



In FY 11, employee turnover in Morristown stood out among the cities in the benchmarking study. Adjustment of pay, opening of the employee health clinic and the salary survey have helped to reduce turnover.

### ❑ Significant Accomplishments 2011-2012:

- Conducted the Municipal Management Academy from MTAS with the Town of Greeneville.
- Various health topics and employee seminars made available by the Clinic.
- In 2013, 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 31,800 in 2013.
- Began driver’s license checks on all employees.
- A new Civil Services Board was elected for a three year term.

### ❑ Goals for FY 2013 - 2014:

- For Kim Sanders to obtain her Professional in Human Resource (PHR) certification.
- To remain 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.
- Evaluating and improving the employee orientation program
- Implement supervisor training on a regular basis. Part of the training will be for workman’s comp issues.
- Continue training for the City’s supervisors such as MTAS’s Municipal Management Academy (MMA) program.



## ❑ Comments on FY 2012 Actual and FY 2013 Projections:

During 2013, a class comp study was completed and submitted to Council. Also all job descriptions were reviewed and necessary changes made.

## ❑ Significant Changes for FY 2014:

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	FY 14
ADMINISTRATIVE SERVICES COORDINATOR	1	1	1	1	1	1	0.5	0.5	0.5
ADMINISTRATIVE COORDINATOR	0	0	0	0	0	0	0	1	1
HUMAN RESOURCES COORDINATOR	1	1	1	1	1	1	1	1	1
<b>TOTAL HUMAN RESOURCES</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1.5</b>	<b>2.5</b>	<b>2.5</b>

## ❑ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i><b>41650 - Human Resources</b></i>				
111 SALARIES & WAGES	95,883	133,271	133,271	137,726
111 SALARIES & WAGES CIVIL SERVICE	-	7,200	7,200	7,200
112 OVERTIME	763	500	400	500
120 BONUS-ONE TIME	530	-	-	-
134 HOLIDAY BONUS	450	501	200	1,164
210 FICA	5,416	8,771	8,746	9,089
212 MEDICARE	1,212	2,051	2,046	2,126
213 TCRS CONTRIBUTION	13,072	20,695	20,680	21,349
214 EMPLOYEE HEALTH INS	19,568	27,253	16,186	29,384
217 EMPLOYEE LIFE INS	-	338	338	533
219 WORKERS COMPENSATIONS INSURANCE	1,711	1,745	2,798	2,798
289 TUITION REIMBURSEMENT	8,711	5,000	4,000	4,000
310 POSTAL SERVICE	470	200	300	300
321 PRINTING SERVICES	1,699	1,000	750	750
330 LEGAL NOTICES	1,478	750	775	775
371 SUBSCRIPTIONS & BOOKS	-	500	300	400
375 MEMBERSHIPS & DUES	1,284	1,100	800	900
378 EDUCATION - SEMINARS & TRAINING	2,670	11,877	7,500	11,500
383 TRAVEL-BUSINESS EXPENSES	4,065	4,000	2,500	4,000
399 OTHER CONTRACTED SERVICES	7,766	36,750	36,750	6,750
411 OFFICE SUPPLIES & MATERIALS	1,766	500	1,750	1,000
413 OFFICE EQUIPMENT	895	500	250	500
429 GENERAL OPERATING SUPPLIES	451	1,500	500	1,000
499 OTHER SUPPLIES & MATERIALS	340	300	250	200
510 INSURANCE - GENERAL LIABILITY	4,152	3,551	3,482	3,482
523 PROPERTY (CONTENTS) INS	-	601	730	730
533 EQUIPMENT - RENTAL/LEASE	2,552	2,000	1,163	2,500
<b>41650 - Human Resources SUBTOTAL</b>	<b>176,905</b>	<b>272,454</b>	<b>253,666</b>	<b>250,656</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:

- Developed an ordinance establishing the Airport Commission and assisted the new Commission with by-laws and other organizational needs.

## ❑ Comments on FY 2012 Actual and FY 2013 Projections:

There are no major variations in this area.

## ❑ Significant Changes for FY 2014:

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	FY 14
CITY ATTORNEY	1	1	1	1	1	1	1	1	1
CITY JUDGE	1	1	1	1	1	1	1	1	1
TOTAL LEGAL SERVICES	2	2	2	2	2	2	2	2	2

## ❑ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>41660 - Legal Services</b>				
111 SALARIES & WAGES	9,789	-	-	-
111 SALARIES & WAGES - ATTORNEY RETAINER	-	10,655	10,395	12,368
134 HOLIDAY BONUS	291	1,676	292	2,937
210 FICA	24	765	663	949
212 MEDICARE	6	179	155	222
213 TCRS CONTRIBUTION	-	1,810	1,569	2,247
214 EMPLOYEE HEALTH INS	7,163	22,299	10,100	11,591
217 EMPLOYEE LIFE INS	-	42	42	49
219 WORKERS COMPENSATIONS INSURANCE	2,288	2,334	3,153	3,153
349 ATTORNEY CONSULT FEES	45,450	59,000	59,000	59,000
352 LEGAL SERVICES	-	-	35,000	20,000
371 SUBSCRIPTIONS & BOOKS	3,269	2,800	3,523	3,750
399 OTHER CONTRACTED SERVICES	31,585	-	-	-
510 INSURANCE - GENERAL LIABILITY	1,147	960	-	-
523 PROPERTY (CONTENTS) INS	-	188	197	197
532 JUDGEMENT, FEES & COURT COSTS	180,000	-	-	-
<b>41660 - Legal Services SUBTOTAL</b>	<b>281,012</b>	<b>102,708</b>	<b>124,090</b>	<b>116,463</b>

# Community Development



*Fall colors on 7<sup>th</sup> 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	2008	2009	2010	2011	2012
Community and Economic Affairs					
Subdivision application	21	13	26	23	34
Site Plans Reviewed	23	14	18	15	28
Annexation (parcels) / (population)	23 / 28	3 / 0	10 / 0	16 / 0	5 / 0
Annexation (acres)	81	6	67	45	30
Bonds Administered	10	2	3	2	8
Rezoning Requests	10	6	9	3	9
Variance Requests	17	8	2	7	12

## ❑ Significant Accomplishments FY 2012-2013:

- 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 consecutive years.
- Held Arbor Day event in April 2011.
- Provided administrative support to the Morristown Tree Board, Morristown Regional Planning Commission, and Board of Zoning Appeals.

**❑ Goals for FY 2013 - 2014:**

- 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 2012 Actual and FY 2013 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 2014:**

Previously there was planner position in the department who assisted in current planning activities and ran the Morristown Development Corporation, Crossroads Partnership and Main Street programs. One half of the position was allocated to this account. In FY 14, this position is eliminated.

In FY 14, the City of Morristown, in cooperation with Hamblen County Schools, will manage a Safe Routes to Schools project to enhance safety at the site of the Lincoln Heights Elementary and Middle Schools. A budget of \$200,000 is provided for this project.

## ☐ Personnel Summary

COMMUNITY AND ECONOMIC AFFAIRS	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
PLANNER	2	2	2	1.5	1.5	1.5	1.5	1.5	1
DEVELOPMENT DIRECTOR	1	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	0.3
HOUSING COORDINATOR	1	1	1	0	0	0	0	0	0
TOTAL COMM. AND ECONOMIC AFFAIRS	4.5	4.4	4.4	2.8	2.8	2.8	2.8	2.8	2.3

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. With the FY 14 budget the Morristown Development Corporation will no longer be staffed by City personnel and the ½ position allocated to this area was eliminated.

## ☐ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>41700 - Community &amp; Economic Affairs</i>				
111 SALARIES & WAGES	191,604	195,542	195,542	170,573
112 OVERTIME	-	134	280	134
120 BONUS-ONE TIME	1,060	-	-	-
134 HOLIDAY BONUS	1,102	1,254	1,955	1,128
210 FICA	11,713	12,210	12,262	10,654
212 MEDICARE	2,639	2,855	2,868	2,492
213 TCRS CONTRIBUTION	28,040	28,909	29,034	25,225
214 EMPLOYEE HEALTH INS	31,451	31,776	27,004	26,799
217 EMPLOYEE LIFE INS	-	748	748	654
219 WORKERS COMPENSATIONS INSURANCE	3,203	3,267	4,349	4,349
310 POSTAL SERVICE	637	1,000	1,000	-
321 PRINTING SERVICES	35	500	100	-
330 LEGAL NOTICES	391	3,000	3,000	6,000
351 MEDICAL SERVICES	28	-	-	-
359 OTHER PROFESSIONAL SRVCS	-	500	300	500
363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT	65	-	-	3,500
371 SUBSCRIPTIONS & BOOKS	114	500	400	500
375 MEMBERSHIPS & DUES	1,873	2,000	1,500	2,000
378 EDUCATION - SEMINARS & TRAINING	867	2,500	2,200	2,500
383 TRAVEL-BUSINESS EXPENSES	2,093	4,000	3,500	4,000
399 OTHER CONTRACTED SERVICES	25,130	11,500	11,500	8,800
411 OFFICE SUPPLIES & MATERIALS	1,336	3,000	2,000	3,000
413 OFFICE EQUIPMENT	10,186	3,800	3,500	-
429 GENERAL OPERATING SUPPLIES	5	1,500	800	1,500
431 GASOLINE & DIESEL FUEL	765	1,500	1,500	1,500
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	38	300	600	300
499 OTHER SUPPLIES & MATERIALS	215	2,000	1,800	2,000
510 INSURANCE - GENERAL LIABILITY	1,090	912	894	894
523 PROPERTY (CONTENTS) INS	-	178	187	187
533 EQUIPMENT - RENTAL/LEASE	1,776	1,000	800	1,000
689 OTHER MISCELLANEOUS EXPENSES	224	-	-	-
801 GRANTS & OTHER SUBSIDIES	324	-	-	200,000
921 BUILDINGS & IMPROVEMENTS	59,185	-	-	-
<i>41700 - Community &amp; Economic Affairs SUBTOTAL</i>	<i>377,190</i>	<i>316,385</i>	<i>309,623</i>	<i>480,189</i>

# 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.

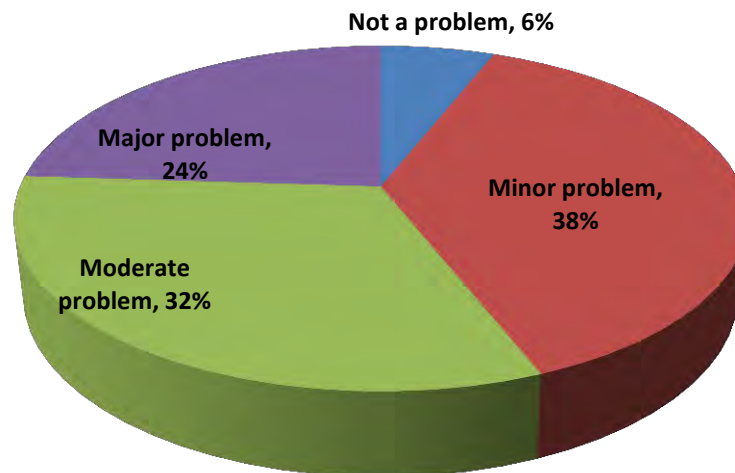
The Codes Enforcement Officer's primary duties are to ensure the overall improvement of the Morristown environment, including scenic quality, safe and sanitary conditions, and citizen response through the enforcement of the codes which are established for the overall well-being of the City.

## ❑ Performance and Workload Measures

Task	2007	2008	2009	2010	2011	2012
Only available from October 2010-December 2010	N/A	N/A	N/A			
Dispatches				329	3,353	1,467
Assists				26	161	162
Notice of Violations				141	833	435
Abandoned Vehicles Removed				65	234	63
Junk Vehicles Citations				7	7	7
Trash/ Debris Citations				9	35	55
Business License Checked				87	22	0
Follow up				265	1,437	607

*Responsibility for Code Enforcement was transferred to the Police Department mid-year in 2010. Performance data reflects the operations under the Police Department.*

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

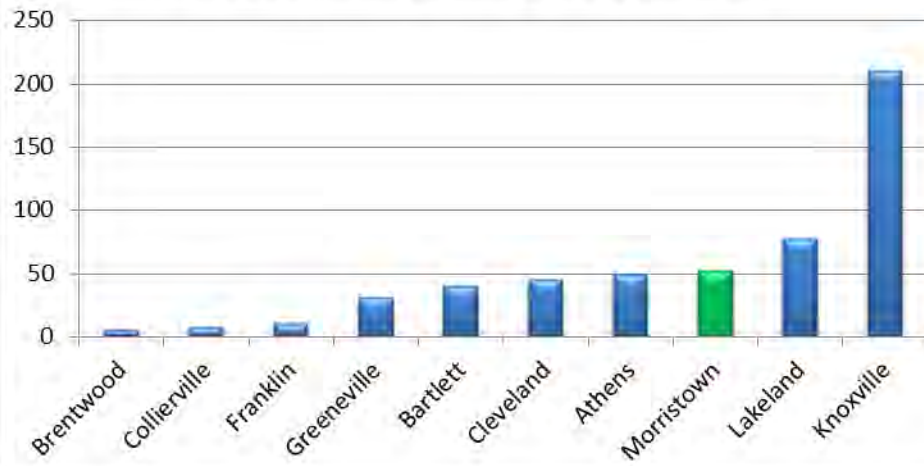


*Source: 2012 Citizen Survey*

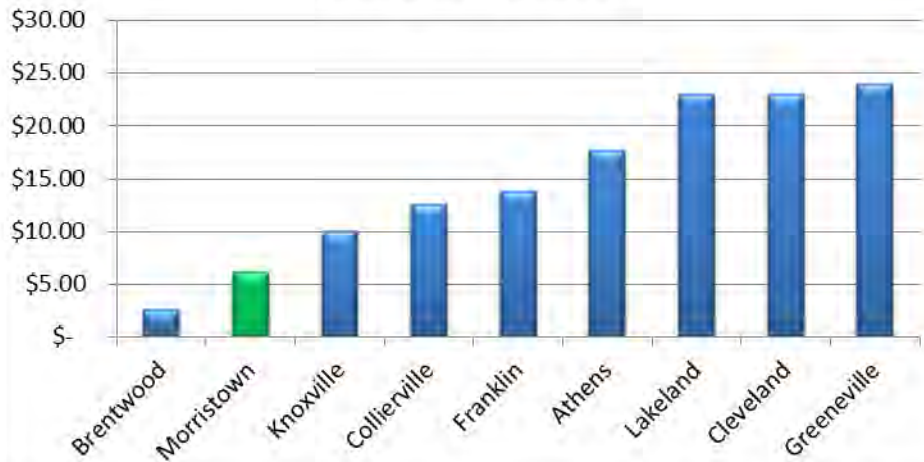


## Tennessee Municipal Benchmark Project

### Inspections per 1,000 Parcels



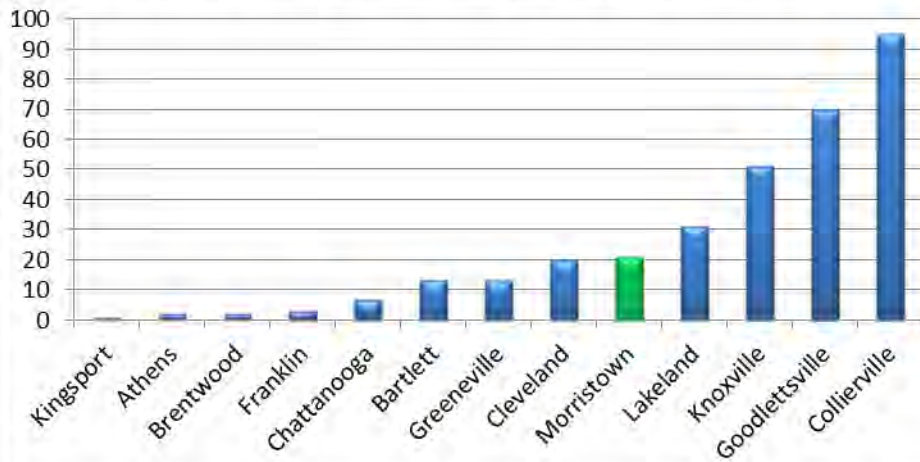
### Cost per Parcel



Despite turnover in the position, moving the responsibility for Code Enforcement to the Police Department has allowed for more inspections at a relatively low cost to taxpayers.

## Tennessee Municipal Benchmark Project

### Cases Brought per 1,000 Population



Despite having the Code Enforcement Officer position open for a significant portion of the year, Morristown has made a significant number of cases when compared to others in the benchmark program.

#### ❑ Significant Accomplishments FY 2012-2013:

- In 2012, the position was moved to be filled by a sworn officer. Since the move to a sworn position, the number of dispatches and citations has increased and fewer complaints have been filed.
- Issued 435 Notice of Violations
- There were over 50 junk cars removed
- There were 123 citations issued for code violations
- Nine overgrown lots were cleared
- A no dumping sign was posted at the corner of Joe Hall Road and Christopher Lane; this has stopped unknown persons from illegally dumping their personal items such as tires, construction material, etc.

#### ❑ Goals for FY 2011 – 2012

#### Codes Enforcement

- To train new codes enforcement officer.
  - Objective: As a new codes enforcement officer, he will be doing codes related enforcement, along with, regular police duties. Additional training in codes related issues will be required to be able to properly enforce them.
  - Performance Indicator: Completed daily activity reports and monthly reports. The monthly reports will be on file in the operations division for review.

- Make a new file for vacant lots, houses, and businesses.
  - Objective: Have a file with owner's contact information, so that they can be contacted quickly and the problem addressed.
    - Performance Indicator: Be able to review the development of the file in the codes enforcement office.

## **Litter Crew**

- To utilize inmates whenever possible, to help beautify the City.
  - Objective: By using inmates, the City can be made cleaner. Having cleaner areas also helps to decrease crime and instill community pride.
    - Performance Indicator: The Litter Crew Coordinator will keep a daily log of areas cleaned and other activities. The log will be forwarded to operations for review.

### **❑ Comments on FY 2012 Actual and FY 2013 Projections:**

Line item 419 is over budget due to the purchase of supplies for the newly formed Litter Crew.

While fuel is not anticipated to be over budget this year as the Codes Enforcement position was vacant for several months due to the former officer's resignation; a significant increase is forecast for next year with rising fuel costs and the acquisition of the Litter Crew transport vehicle which will also be funded in this line item.

### **❑ Significant Changes for FY 2014:**

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 Services includes \$15,000 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	FY 14
CODES ENFORCEMENT OFFICER	1	1	1	1	1	1	1	1	1
LITTER CREW COORDINATOR	0	0	0	0	0	0	0	1	1
TOTAL CODES ENFORCEMENT	1	1	1	1	1	1	1	1	1

## Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>41710 - Code Enforcement</i>				
111 SALARIES & WAGES	39,950	76,095	50,015	76,657
112 OVERTIME	24	-	-	-
120 BONUS-ONE TIME	530	-	-	-
134 HOLIDAY BONUS	286	927	283	582
210 FICA	2,460	4,775	3,118	4,789
212 MEDICARE	556	1,117	729	1,120
213 TCRS CONTRIBUTION	5,411	11,307	7,384	11,339
214 EMPLOYEE HEALTH INS	10,994	22,360	9,416	23,247
217 EMPLOYEE LIFE INS		293	293	286
219 WORKERS COMPENSATIONS INSURANCE	2,144	1,167	1,687	1,687
226 CLOTHING/UNIFORM/SHOES	-	500	100	500
310 POSTAL SERVICE	466	50	250	350
321 PRINTING SERVICES	1,650	-	-	-
330 LEGAL NOTICES	-	200	125	200
345 TELEPHONE SERVICES	452	400	385	400
355 COMPUTER/DATA PROCESSING	-	250	75	250
375 MEMBERSHIPS & DUES	-	75	-	75
378 EDUCATION - SEMINARS & TRAINING	149	1,000	-	500
383 TRAVEL-BUSINESS EXPENSES	674	1,000	-	500
399 OTHER CONTRACTED SERVICES	7,485	30,000	11,500	15,000
411 OFFICE SUPPLIES & MATERIALS	35	100	50	100
413 OFFICE EQUIPMENT	-	100	-	-
419 SMALL TOOLS & EQUIP	-	100	1,100	500
431 GASOLINE & DIESEL FUEL	1,429	3,000	-	4,500
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	125	500	-	500
510 INSURANCE - GENERAL LIABILITY	574	480	471	471
523 PROPERTY (CONTENTS) INS	-	94	99	99
524 VEHICLE - INSURANCE	-	-	-	-
533 EQUIPMENT - RENTAL/LEASE	186	100	175	100
<i>41710 - Code Enforcement SUBTOTAL</i>	<i>75,580</i>	<i>155,990</i>	<i>87,254</i>	<i>143,752</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	2008	2009	2010	2011	2012
Façade Grants Budget	n/a	\$50,000	\$106,744	\$80,103	\$40,000
Façade Grant Project Applications	n/a	9	13	14	8
Façade Grant Projects Completed	n/a	8	5	11	8
Education/Training Scholarships	n/a	\$475.00	\$2,000	\$1,000	\$0
TN Main Street Grants (non-matching)	n/a	\$13,901.00	\$5,746	\$2,000	\$2,000
Other Grants (non-matching)	n/a	\$0.00	\$5,020	\$5,939	\$0
TDOT Enhancement Grants	n/a	\$0.00	\$0	\$1,277,349	\$150,000
Main Street Program Volunteer Hours	n/a	262	349	607	
Total Public-Private Investment Downtown	n/a	\$19,447	\$170,574	\$307,585	

## ❑ Significant Accomplishments FY 2012-2013:

- The Crossroads Downtown Partnership received certification from the Tennessee Main Street Program/National Trust Main Street Center for the third time.
- The Crossroads Downtown Partnership will assumed responsibilities for maintaining the outdoor music service for downtown, management of the annual Christmas parade and decorations, Main Street flags, and DMA membership base.
- Continued to manage the CDBG Building Façade Improvement.
- For the second year, the Partnership teamed with HC Excell to promote downtown businesses as part of a Teacher's Appreciation program. Downtown businesses participated by offering special discounts/gifts to teachers and administrators.
- The Millennium Square Greenway Trailhead project continued to move forward although it was met with several setbacks including two over bids of the project. It is currently back in the redesign phase pending TDOT approval.
- The Farmers Market Grant was application was completed and submitted to the state for approval.
- 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 2013 - 2014:

- Continue to develop the private membership base for the Crossroads Downtown Partnership.
- Seek funding for district identification banners.
- Continue 501 (c) 3 designation for Crossroads Partnership.
- Continue to improve publicity and communications for the Partnership.
- Continue a program to clean/improve empty storefront windows with new displays.
- Continue a branding strategy for downtown.
- Continue a consistent downtown landscape maintenance program.

- Continue to partner with the Morristown Area Chamber of Commerce
- Continue to assist with CDBG funded Building Façade Improvement Program.
- Manage the construction process reimbursements for the Millennium Square Greenway Trailhead project.
- Continue to manage the Farmers Market and pursue the completion of a new facility.

#### ☐ Comments on FY 2012 Actual and FY 2013 Projections:

There are no major variances in this area.

#### ☐ Significant Changes for FY 2014:

In FY 14, the cost of staffing the Community Partnership (Main Street) program will no longer be reflected in this account. The City will continue to support the program as it becomes more self-sufficient, but this support will be a dedication of a portion of the lodging tax rather than in staffing the organization.

#### ☐ Personnel Summary

MCDC	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
PLANNER	0	0	0	0.5	0.5	0.5	0.5	0.5	0
TOTAL MCDC	0	0	0	0.5	0.5	0.5	0.5	0.5	0

With the FY 14 budget the Morristown Development Corporation will no longer be staffed by City personnel

#### ☐ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>41750 - Morristown Community Dev. Corp.</b>				
111 SALARIES & WAGES	28,950	28,216	27,424	-
134 HOLIDAY BONUS	80	139	211	-
210 FICA	1,795	1,758	1,713	-
212 MEDICARE	401	411	401	-
213 TCRS CONTRIBUTION	4,195	4,163	4,057	-
214 EMPLOYEE HEALTH INS	5,529	5,657	4,779	-
217 EMPLOYEE LIFE INS	-	110	65	-
219 WORKERS COMPENSATIONS INSURANCE	572	583	752	-
310 POSTAL SERVICE	98	100	50	-
330 LEGAL NOTICES	542	100	25	-
371 SUBSCRIPTIONS & BOOKS	267	270	250	-
375 MEMBERSHIPS & DUES	1,065	750	250	-
378 EDUCATION - SEMINARS & TRAINING	1,272	1,400	1,350	-
383 TRAVEL-BUSINESS EXPENSES	2,197	2,400	2,500	-
399 OTHER CONTRACTED SERVICES	1,000	-	-	-
411 OFFICE SUPPLIES & MATERIALS	203	250	200	-
429 GENERAL OPERATING SUPPLIES	1,533	200	150	-
<b>41750 - Morristown Community Dev. Corp. SUBTOTAL</b>	<b>49,698</b>	<b>46,507</b>	<b>44,177</b>	<b>-</b>

# 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	2013
Right of Way Management					
Roadway Access Permits		24	4	6	4
Roadway Access Permit Inspections		72	12	18	16
Work in Right of Way					
Atmos Energy		26	15	18	22
ATT		17	9	12	18
Private		4	5	10	3
MUS		0	0	0	0
Inspections		94	60	75	92
Street Inventory & Evaluation (miles)		125	190	190	190

## **❑ Significant Accomplishments FY 2012-2013:**

### Special Projects:

- Revised standard contract documents for City projects and updated insurance requirements to better protect the City
- Updated development standards and made the Departments directives and standards available on line.
- Automated several of the Departments permit processes using the City of Morristown Energov system

### TDOT Projects:

The Department maintains 3 positions that are trained and certified manage TDOT projects. This certification involves annual certification by TDOT that permits the City to manage our TDOT contracts using TDOT's "Local Program."

Engineering staff manages the following active contracts with TDOT that totals nearly 4.5 million dollars:

- STP Funded (\$358,554) - East 2<sup>nd</sup> North Street Rehab
- STP Funded (\$150,000) – Signal Improvements at West 1<sup>st</sup> North & Jackson Street
- STP Funded (\$385,885) – West 1<sup>st</sup> North Street Rehab
- STP Funded (\$150,000) – Signal Improvements at West 1<sup>st</sup> North & High Street
- STP Funded (\$250,000) – Signal Improvements at West AJ & Walters Drive
- STP Funded (\$286,000) – Intersection Improvement at Walters Drive
- HPP Funded (\$870,000) – Morristown Medical District Access Improvements Project
- STP Funded (\$1,000,000) – Signal Communications and Improvements along Morris Blvd & West AJ corridor
- STP Funded (\$500,000) – Walters Drive Rehabilitation from North Economy to Cherokee Drive
- Bridge Fund (\$326,000) – Bridge Rehab at West 2<sup>nd</sup> North over Turkey Creek
- Bridge Fund (\$158,000) – Bridge Rehab at South Henry Street over Turkey Creek

### 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)
- 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 2012 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.
- Continued development of 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.

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
  - Truck Route Maps – Began compiling data to create truck route data.
  - 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 Police Department – Maintained Sexual Offender Registry Act and other maps.
  - Street Maintenance Program – Maintained Street Maintenance Program Maps.
  - Scoping maps for Storm Water Capital Improvements Program

Survey Projects:

The Department provided survey services for the following projects:

- Designed, prepared contract documents, and provided project administration and field oversight for the following special projects
- Surveys and Topographic work related to Wayne Hansard Property Acquisition
- Staked Austin Road Rehab project for street program
- Topographic survey for Witt 1 Pump Station Improvements project
- Fire Department – Fire Station Survey / Mapping / GIS data for ISO
- Airport Survey for Long Range Planning

- Industrial Corridor Mapping for Industrial Development along 11E from US25E and Exit 21
- Morristown College Site Survey used by Fire, Public Works, and Planning
- Butterfly Garden at MLK Park design coordination, topographic survey, and construction staking
- Mapping and survey data for Bridge Rehab Project scoping and coordination
- Parks & Recreation Mapping for Storm Water Pollution Plan development
- ETVID mapping and GIS work for use with Stormwater Improvement Program
- Fish Hatchery Road Survey for use with the Stormwater Improvement and Street Maintenance Program
- ETVID property records research related to industrial development and infrastructure improvement planning
- Pine brook Landfill Deed Research
- Cornerstone Square Topo & Utility Easement research related to sink hole repairs
- 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 Area – Provided deed research, property data and maps for the proposed “Downs” development as required for public hearings and developer agreements with the City
- Morristown Utility Commission – Provided deed research and ownership status for property at Jackson Street related to stormwater and sanitary sewer improvements.
- Norfolk Southern Rail Way – Provided orthometric and topographic maps related to multiple projects and issues.
- King Park Improvements – Provided topographic maps and survey data for HCBOE and City partnership that improved softball field

#### ❑ Goals for FY 2013 - 2014:

- 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 2012 Actual and FY 2013 Projections:

There should be some savings in this area.

#### ❑ Significant Changes for FY 2014:

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	FY 14
CITY ENGINEER	1	1	1	1	0.8	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	0.3
ENGINEERING TECHNICIAN	1	1	2.5	2	2	2	2	2	2
CIVIL ENGINEER	1	1	0	0	0	0	0	0	0
TOTAL ENGINEER	3.375	3.4	3.9	3.3	3.1	3.1	3.1	3.1	3.1

## Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>41800 - Engineering</i>				
111 SALARIES & WAGES	186,166	182,163	175,506	188,833
112 OVERTIME	-	1,000	-	1,000
134 HOLIDAY BONUS	413	813	1,454	813
210 FICA	11,419	11,407	10,972	11,820
212 MEDICARE	2,553	2,668	2,566	2,764
213 TCRS CONTRIBUTION	26,973	27,008	25,978	27,987
214 EMPLOYEE HEALTH INS	34,017	35,093	29,646	37,652
217 EMPLOYEE LIFE INS	-	711	711	741
219 WORKERS COMPENSATIONS INSURANCE	3,546	3,617	4,931	4,931
226 CLOTHING/UNIFORM/SHOES	221	250	250	250
310 POSTAL SERVICE	75	200	100	200
321 PRINTING SERVICES	35	-	-	-
330 LEGAL NOTICES	196	750	-	500
345 TELEPHONE SERVICES	1,191	993	2,500	2,700
359 OTHER PROFESSIONAL SRVCS	28	1,500	-	1,000
371 SUBSCRIPTIONS & BOOKS	-	250	-	250
375 MEMBERSHIPS & DUES	2,163	2,565	2,000	2,565
378 EDUCATION - SEMINARS & TRAINING	325	-	225	250
383 TRAVEL-BUSINESS EXPENSES	1,759	3,000	1,750	2,500
399 OTHER CONTRACTED SERVICES	2,708	-	-	-
411 OFFICE SUPPLIES & MATERIALS	5,577	5,700	2,500	3,500
413 OFFICE EQUIPMENT	-	-	275	-
421 COMPUTER SOFTWARE	-	900	100	900
429 GENERAL OPERATING SUPPLIES	20	6,111	2,500	4,000
431 GASOLINE & DIESEL FUEL	4,274	6,300	2,500	5,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	259	1,800	1,750	2,000
499 OTHER SUPPLIES & MATERIALS	-	900	250	900
510 INSURANCE - GENERAL LIABILITY	2,117	1,771	1,736	1,736
523 PROPERTY (CONTENTS) INS	-	346	364	364
533 EQUIPMENT - RENTAL/LEASE	5,242	6,247	8,247	6,840
806 TIGER GRANT	90,000	-	-	-
<i>41800 - Engineering SUBTOTAL</i>	<i>381,279</i>	<i>304,063</i>	<i>278,812</i>	<i>311,996</i>

# Geographic Information System

A newly formed alliance of the City of Morristown, Hamblen County, Regional 911, and the Morristown Utility System will provide needed GIS data coordination for the four organizations.

A geographic information system (GIS) is a collection of computer hardware, software, and geographic data that is used in concert to capture, manage, analyze, and display all forms of geographically referenced information. With that said, another way to visualize GIS is to think of it as a smart map. One in which we are able to associate database information to points (fire hydrants or manholes), lines (street centerlines or water mains), and polygons (parcel boundaries or soil types). This information, stored in a centralized data repository, can then be used to create maps or perform analysis so that informed decisions can be made.

A GIS management group will provide oversight and guidance with regard to developing GIS policies; develop, populate, and maintain a countywide GIS database; and provide analysis and support to all departments within the four organizations on integrating GIS within their present workflows. One goal of the GIS unit is to carry out its mission in the most practical, cost-effective, and efficient manner possible.

## ❑ Comments on FY 2012 Actual and FY 2013 Projections:

N/A

## ❑ Significant Changes for FY 2014:

This department is newly formed in FY 14.

## ❑ Personnel Summary

GIS DEPARTMENT	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
GIS TECHNICIAN	1	1	1	1	1	0	0	0	1
TOTAL ENGINEER	1	1	1	1	1	0	0	0	1

In FY 11 this department lost one full-time employee responsible for Geographic Information System (GIS) administration and upkeep due to budget cuts. In FY 14, the function will be resurrected as a regional cooperative effort.

## ❑ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>41810 - GIS DEPARTMENT</b>				
111 SALARIES & WAGES	-	-	-	61,200
210 FICA	-	-	-	3,794
212 MEDICARE	-	-	-	887
213 TCRS CONTRIBUTION	-	-	-	8,984
214 EMPLOYEE HEALTH INS	-	-	-	10,687
217 EMPLOYEE LIFE INS	-	-	-	11,760
375 MEMBERSHIPS & DUES	-	-	-	1,500
378 EDUCATION - SEMINARS & TRAINING	-	-	-	2,000
383 TRAVEL-BUSINESS EXPENSES	-	-	-	750
399 OTHER CONTRACTED SERVICES	-	-	-	10,000
411 OFFICE SUPPLIES & MATERIALS	-	-	-	500
413 OFFICE EQUIPMENT	-	-	-	5,000
429 GENERAL OPERATING SUPPLIES	-	-	-	1,500
431 GASOLINE & DIESEL FUEL	-	-	-	1,500
499 OTHER SUPPLIES & MATERIALS	-	-	-	2,500
<b>41810 - GIS Department SUBTOTAL</b>	-	-	-	122,562

# 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	2008	2009	2010	2011	2012
<b>Residential permits</b>	35	69	45	58	82
Residential Building Values	4,234,676	5,124,364	4,312,539	2,954,242	7,705,135
Residential Building Fees	15,857	19,816	16,220	14,713	30,788
Accessory Building Permits	2	19	27	20	35
Accessory Building Values	2,400	925,963	322,960	334,859	839,574
Accessory Building Fees	140	3,905	1,215	1,640	3,695
<b>Commercial permits</b>	42	55	42	32	37
Commercial Building value	6,837,493	14,023,926	14,932,594	5,170,997	4,926,921
Commercial Permit Fees	23,339	41,394	40,999	18,918	18,722
<b>Industrial Permits</b>	2	4	13	7	9
Industrial Values	283,500	605,000	1,249,100	1,984,088	8,827,640
Industrial Permit Fees	1,040	2,265	5,365	6,134	20,798



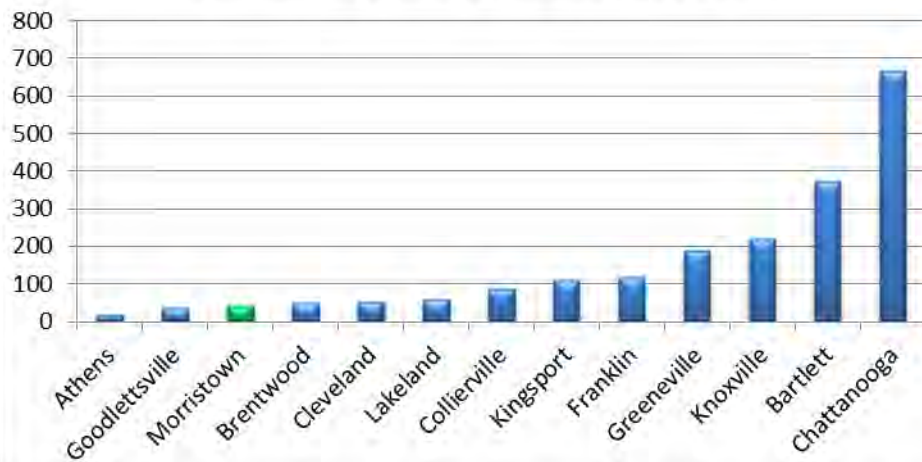
*Industrial development has begun to rebound from the recession and modest residential development has begun. Although commercial development has lagged behind, some significant commercial development projects are planned for the coming year.*

Task	2008	2009	2010	2011	2012
Educational Building Permits	0	0	1	3	6
Educational Building Values	0	0	6,392,100	3,249,928	2,968,638
Educational Permit Fees	0	0	13,446	7,594	8,577
Job Trailer Permits	0	1	3	0	1
Job Trailer Permit Fees		50	150	0	50
Sign Permits	40	38	26	18	20
Sign Permit Fees	1,805	1,395	1,410	500	620
Demolition Permits	4	4	3	14	14
Demolition Permit Fees	200	200	150	700	708
Electrical Permits	270	208	228	174	201
Electrical Permit Fee	15,940	9,626	12,080	7,450	10,515
Gas Permits	34	32	44	43	45
Gas Permit Fees	1,472	1,100	1,645	1,495	1,460
Mechanical Permits	20	37	23	43	71
Mechanical Permit Fees	2,314	15,114	12,592	17,206	31,616
Plumbing Permits	188	118	86	111	160
Plumbing Permit Fees	73,852	32,673	54,337	54,155	95,317
Sewer Connection Permits	35	34	16	6	17
Sewer Connection Permit Fees	42,130	66,500	51,300	33,600	68,500

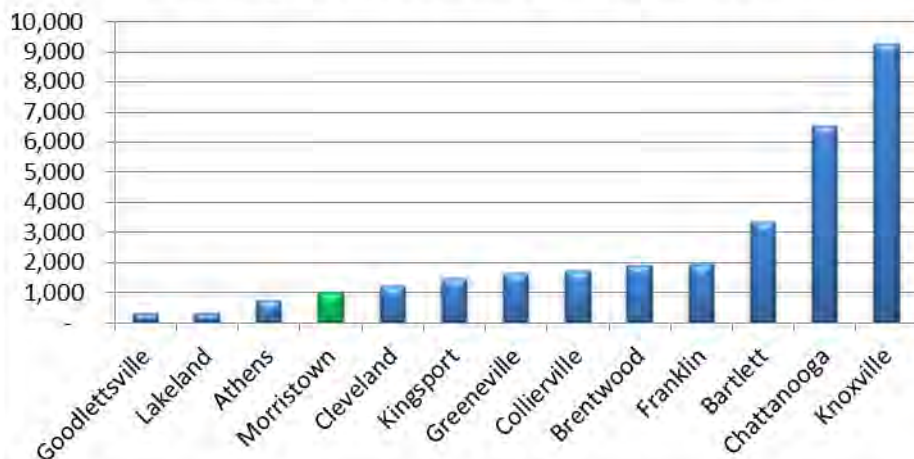
\*Building Permit Data was not broken down into categories for a portion of 2008

## Tennessee Municipal Benchmark Project

### Plan Reviews per Inspector



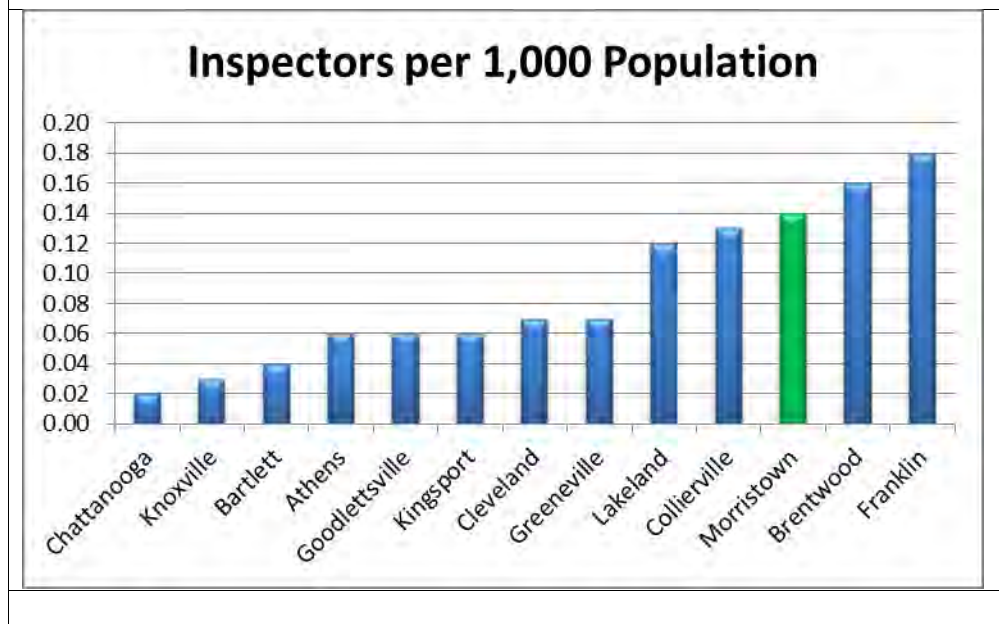
### Building Inspections per Inspector



While workload statistics for building inspectors vary greatly among participants in the benchmarking project, Morristown plan reviews and inspections per inspector are among the lowest in the group.



## Tennessee Municipal Benchmark Project



### ❑ Significant Accomplishments FY 2012-2013:

- Provided certified electrical inspectors to meet the State of Tennessee requirements.
- Completed 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
- Added a Development Assistant to the Development Services Department

### ❑ Goals for FY 2013 - 2014:

- Provide certified electrical inspectors to meet the State of Tennessee requirements.
- Increase training to certified inspectors in order to meet State requirements.
- 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 2012 Actual and FY 2013 Projections:

We anticipate that \$28,000 will be spent to demolish derelict buildings as a part of the Community Appearance program.

### ❑ Significant Changes for FY 2014:

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	FY 14
CHIEF BUILDING OFFICIAL	1	1	1	1	1	1	1	1	1
ADMINISTRATIVE SECRETARY	1	1	1	1	0	0	0	1	1
BUILDING INSPECTOR	1	1	1	1	1	1	1	1	1
PLUMBING AND GAS INSPECTOR	1	1	1	1	1	1	1	1	1
ELECTRICAL INSPECTOR	1	1	1	1	1	1	1	1	1
TOTAL INSPECTIONS	5	5	5	5	4	4	4	5	5

## ☐ Budget Expense Detail

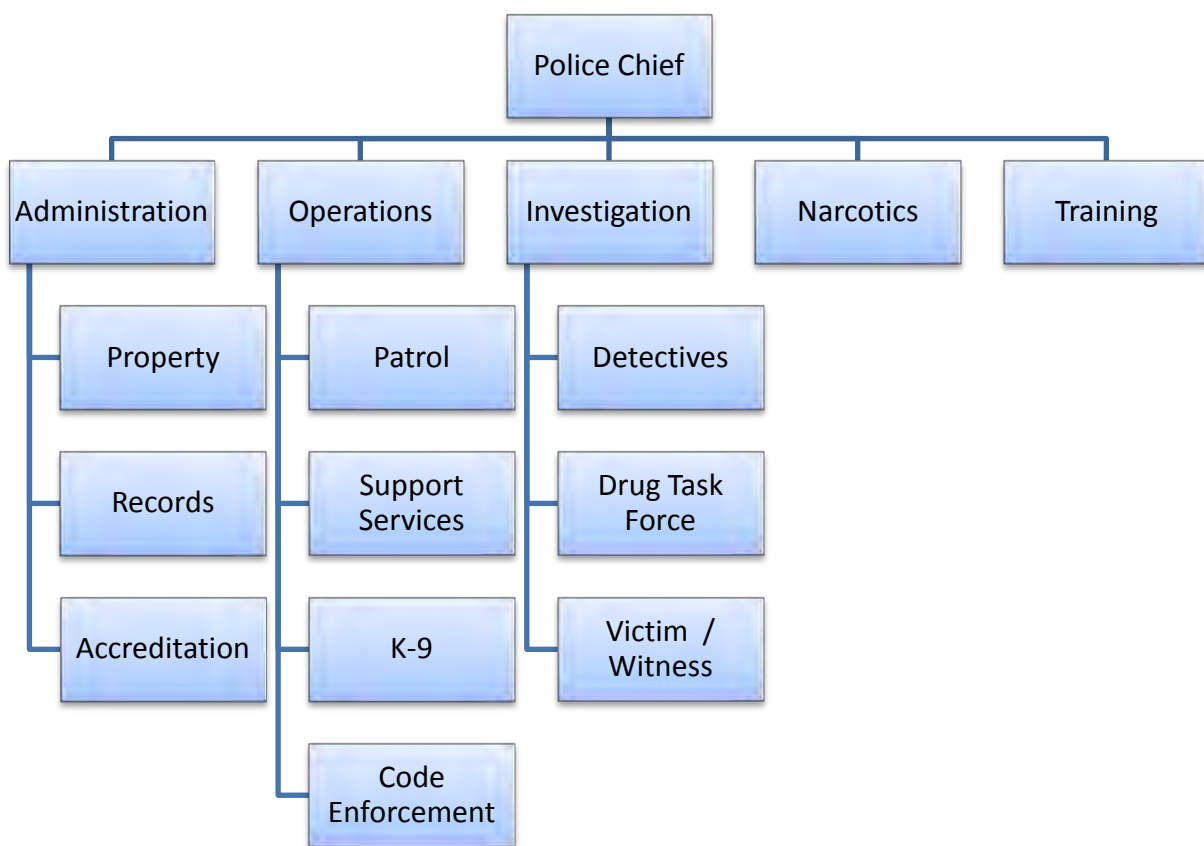
Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>42400 - Inspections</b>				
111 SALARIES & WAGES	240,030	273,228	256,077	280,132
120 BONUS-ONE TIME	2,120	-	-	-
134 HOLIDAY BONUS	3,715	3,990	3,662	4,022
210 FICA	15,062	17,188	16,104	17,618
212 MEDICARE	3,379	4,020	3,766	4,120
213 TCRS CONTRIBUTION	35,684	40,696	38,130	41,714
214 EMPLOYEE HEALTH INS	44,754	56,527	38,309	58,777
217 EMPLOYEE LIFE INS	-	1,051	1,051	1,083
219 WORKERS COMPENSATIONS INSURANCE	4,575	4,667	6,293	6,293
226 CLOTHING/UNIFORM/SOES	852	1,000	1,400	1,000
310 POSTAL SERVICE	102	250	150	250
321 PRINTING SERVICES	-	150	150	200
330 LEGAL NOTICES	138	350	250	350
345 TELEPHONE SERVICES	1,493	-	1,000	1,000
359 OTHER PROFESSIONAL SRVCS	-	3,200	-	2,000
371 SUBSCRIPTIONS & BOOKS	689	400	400	400
375 MEMBERSHIPS & DUES	-	800	800	800
378 EDUCATION - SEMINARS & TRAINING	1,276	2,400	2,400	2,400
383 TRAVEL-BUSINESS EXPENSES	1,498	850	850	850
399 OTHER CONTRACTED SERVICES	27,162	36,300	28,000	36,000
411 OFFICE SUPPLIES & MATERIALS	209	300	250	250
413 OFFICE EQUIPMENT	2,043	1,200	-	-
431 GASOLINE & DIESEL FUEL	5,301	6,000	6,500	6,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	1,536	2,200	500	2,000
499 OTHER SUPPLIES & MATERIALS	330	400	150	400
510 INSURANCE - GENERAL LIABILITY	2,180	1,823	1,788	1,788
523 PROPERTY (CONTENTS) INS	-	357	375	375
533 EQUIPMENT - RENTAL/LEASE	5,497	3,600	4,500	1,000
<b>42400 - Inspections SUBTOTAL</b>	<b>399,626</b>	<b>462,947</b>	<b>412,855</b>	<b>470,822</b>

# ***Police Department***



*One of the new patrol vehicles placed in service in 2012.*

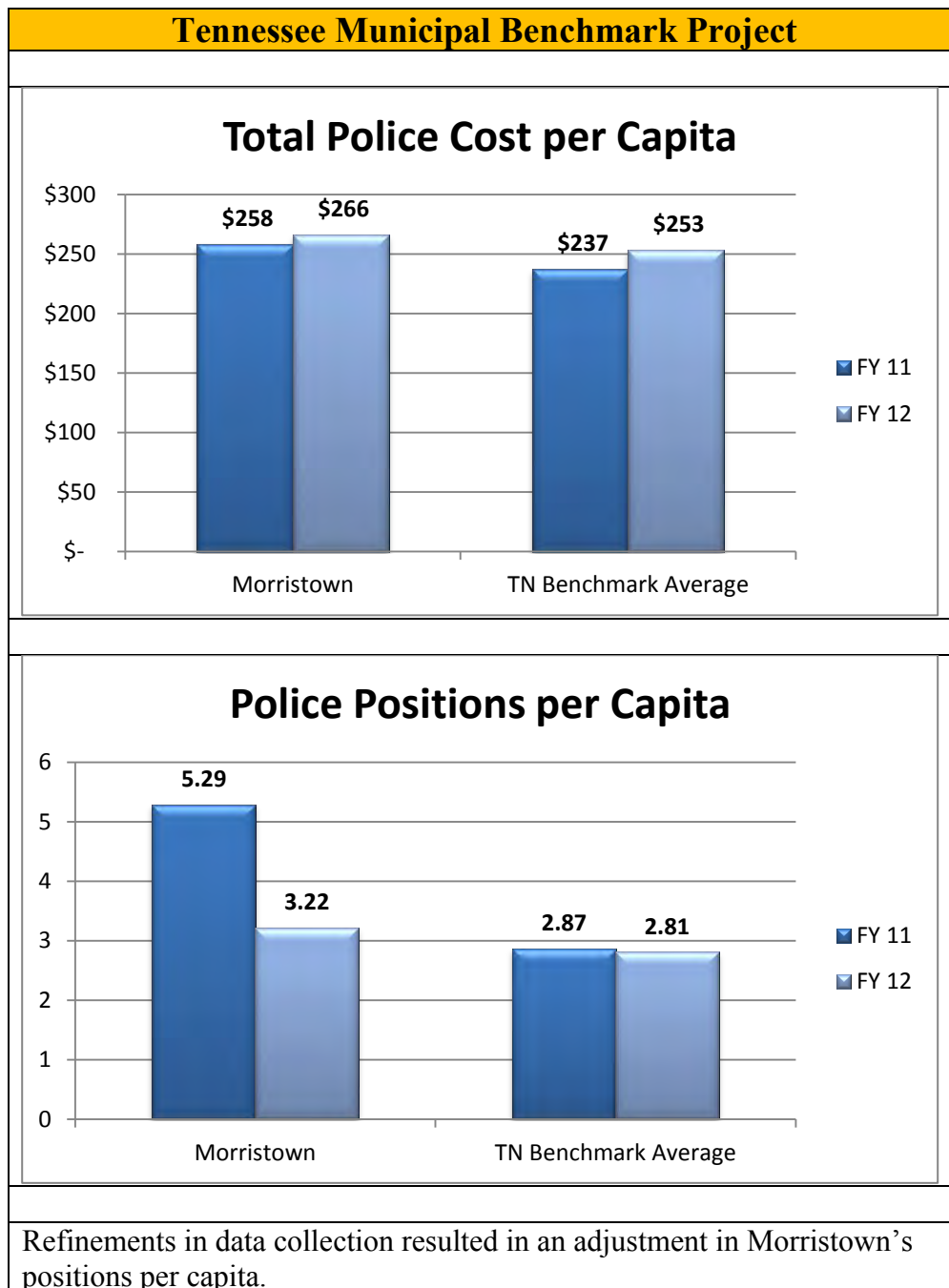
# Police Organization Chart

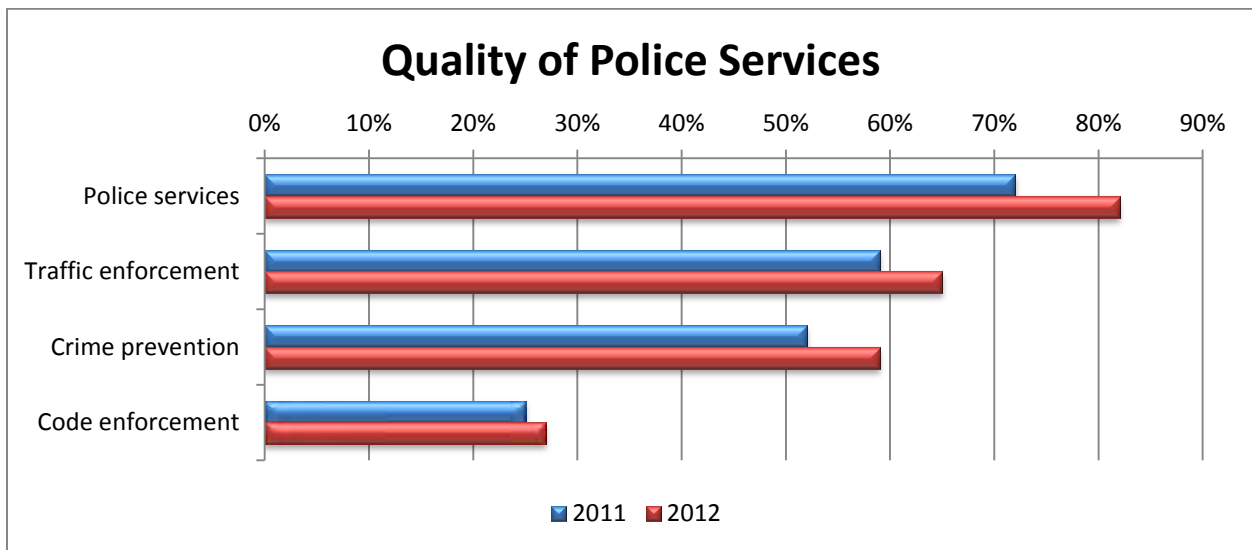


# Police Supervision

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: 2012 Citizen Survey**

## ❑ Significant Accomplishments FY 2012-2013:

### Administration

- Morristown Police Department established a reserve officer program which will assist during critical and special events.
- The Department received the following grants:
  - Justice Assistance Grant-\$16,381 from the Department of Justice to equip officers with new Tasers and Taser Cams for use as less-lethal force options for officers assigned to patrol.
  - Internet Crimes Against Children Overtime Grant-\$9,952.75 6-month sub grantee of the Knoxville Police Department to provide overtime for ICAC investigators and the forensic detective to conduct undercover chats and forensic computer examinations of suspected child predators.
  - Internet Crimes Against Children ARRA Grant-\$6,863.84 (2012 portion only) sub grant from the Knoxville Police Department to provide reimbursement for the salary of the full-time ICAC investigator, Det. O'Keefe, to conduct peer-to-peer investigations and forensic exams to recover evidence in online child predator cases.
  - COPS Hiring Grant-approximately \$200,000 in salary and fringe benefit reimbursement from the Department of Justice for four patrol officers.
  - Governor's Highway Safety Office-\$18,047.06 from the State of Tennessee which provided an additional 629 man hours in 2012 to conduct enhanced patrols targeted toward individuals driving aggressively or under the influence of drugs or alcohol in the city of Morristown.
- Eight new patrol vehicles were placed online allowing for the removal of 8 high mileage (over 150,000 miles), high maintenance vehicles.
- Morristown Police Department assisted in the state accreditation evaluation of two local law enforcement agencies and the Tennessee Highway Patrol.
- The Department conducted a Post Certification Leadership and Management Class for civilian and sworn personnel.

- Major Michelle Jones was appointed as chair person for the East Tennessee Law Enforcement Executive Council.
- Major Gary Lowe received a leadership certification from The Tennessee Association of Chief of Police (TCAP).
- Chief Overholt, Major Jones and Major Lowe all have received the leadership certification through TCAP.
- The total number of traffic crashes reported in the city of Morristown fell nearly 5% in 2012 and the number of injuries decreased by 63 from 2011.
- The Morristown Police Department continues to maintain a higher than average solvability rate for Part 1 Crimes. To date we have seen a reduction of approximately 312 reported crimes. The annual clearance rate is 73.1% for all crimes and 92.86% for Part 1 Crimes.

## ❑ Goals for FY 2013 - 2014:

### Accreditation

- **To attain re-accreditation through the Tennessee Law Enforcement Accreditation Program**
  - Objective: To attain state re-accreditation in order to keep the department's accredited status.
    - Performance Indicator: When re-accreditation through the Tennessee Law Enforcement Accreditation Program has been obtained, this goal will be met.
- **To find a more efficient method for General Order Training.**
  - Objective: Currently, the way General Order training is being conducted is neither efficient nor effective, especially with high liability policies. Google Docs and Power DMS are two options that could be explored for this training.
    - Performance Indicator: Once a new system is in place and the training is being conducted, this goal will be met.

### Administration

- **Develop a single system that allows the community to report crime, code violations, and litter issues.**
  - Objective: To streamline the process the public must follow to report concerns to the MPD and allow for easier tracking and follow-up on reported issues.
    - Performance Indicator: Development and implementation of a single-point system for reporting community concerns.
- **Review geographic response areas and location dispatching to determine if zone boundaries should be adjusted.**
  - Objective: To ensure appropriate police coverage and the quickest possible response times to calls for service and other incidents within the MPD's jurisdiction.
    - Performance Indicator: Review of response areas and final determination of zone boundaries.
- **Provide additional training to senior personnel and managers on the budgeting process.**
  - Objective: To give supervisors and other appropriate personnel a broader understanding of the administrative responsibility, monitoring, and managerial oversight aspects of the budget function.
    - Performance Indicator: Number of personnel who receive additional budget training.

## **Chaplain unit**

- **To provide a \$2,500.00 grant to the department for its “Coffee for Cops” program.**
  - Objective: The Chaplain Unit will purchase up to \$2,500.00 worth of coffee and related supplies for the department, during the calendar year.
    - Performance Indicator: Reviewing the unit’s financial records will show if this goal has been met.
- **To ensure that all unit members are credentialed at the appropriate level of their training and experience.**
  - Objective: All chaplains will be encouraged to complete the necessary process for advanced credentialing by the International Conference of Police Chaplains (ICPC).
    - Performance Indicator: When ICPC records show the process has been completed and the credential awarded, this goal will be met.
- **To provide each chaplain the opportunity to develop his professional skills through ongoing training events.**
  - Objective: The unit will conduct two (2) full day training seminars during the calendar year to review pertinent subjects, such as: Domestic Violence in Law Enforcement, Crime Scene Protocol, Legal Issues Related to Chaplaincy, the Effect of Spirituality on Law Enforcement, etc.
    - Performance Indicator: Upon reviewing the Chaplain Unit’s training records, this goal will be met.

## **Records**

- **To review the current CISCO Offense Codes and to inactivate those codes no longer being used.**
  - Objective: In the past, when a new CISCO Offense Code was needed, it was created; thus, many codes were created and may have been used only one time. A review of these codes would be accomplished and those codes no longer valid/used, would be marked, “Inactivated – Do Not Use.”
    - Performance Indicator: Once all outdated/unused codes are marked “Inactivated – Do Not Use,” this goal will be met.
- **To train current records personnel in all aspects of records functions; including but not limited to, TIBRS, Sex Offender Registry, Monthly/Annual Reports, TITAN, DOCVIEW, etc.**
  - Objective: Currently, each Records Clerk is assigned specific duties. The objective is to have a more in-depth/cross-training of all functions of the Records Division.
    - Performance Indicator: When all Record Clerks become more knowledgeable of the functions of the division, and can perform all reports and data entry, this goal will be met.

## **□ Comments on FY 2012 Actual and FY 2013 Projections:**

An overage in line item 375 (Memberships & Dues) will be seen due to the increase in the volunteer chaplain association fees and the initiation of a K9 software tracking program  
Equipment Rental and Lease (Line item 533) is over budget due to higher than anticipated copier lease expenses charged to this account



## ❑ Significant Changes for FY 2014:

The cost of the Hamblen County EMA director was previously budgeted in this department, but has been moved to outside agency funding for FY 14. The reduction in this area is offset by an increase in that account.

## ❑ Personnel Summary

POLICE SUPERVISION	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
POLICE CHIEF	1	1	1	1	1	1	1	1	1
POLICE RECORDS CLERK	1	2	2	2	3	3	3	2	2
POLICE RECORDS TECHNICIAN	1	1	1	1	1	1	1	1	1
ADMINISTRATIVE SECRETARY	1	0	0	0	0	0	0	0	0
POLICE ACCREDIATION MANAGER	1	1	1	1	1	1	1	1	1
TOTAL POLICE SUPERVISION	5	5	5	5	6	6	6	5	5

## ❑ Budget Expense Detail

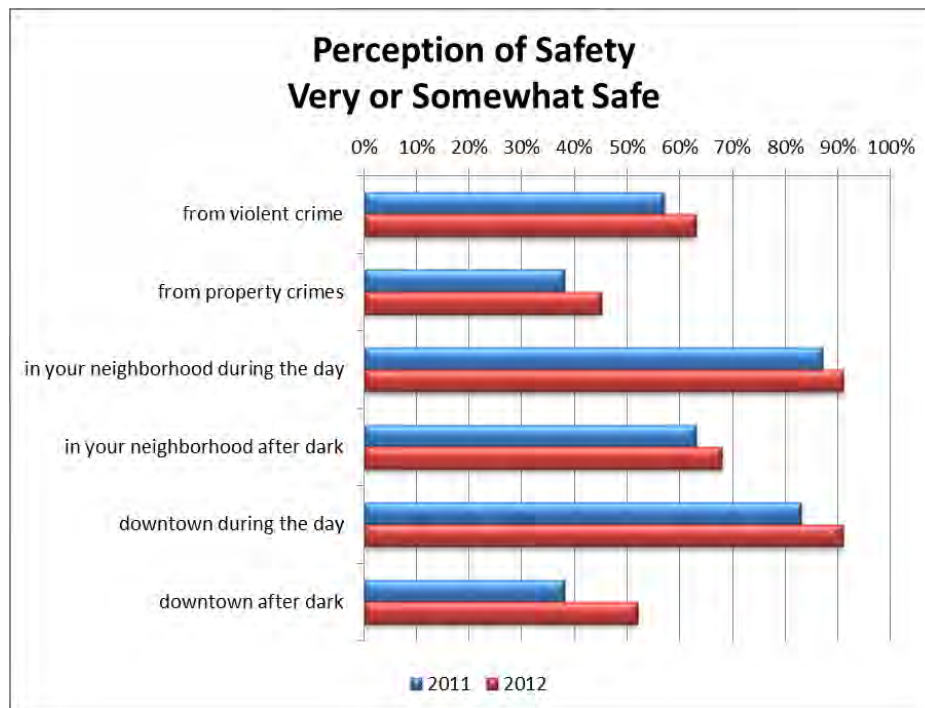
Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>42110 - Police Administration</i>				
111 SALARIES & WAGES	219,003	240,200	235,400	246,714
112 OVERTIME	1,046	1,000	1,000	1,000
120 BONUS-ONE TIME	2,120	-	-	-
134 HOLIDAY BONUS	2,406	2,459	2,641	2,486
115 SUPPLEMENTAL TRAINING PAY	-	4,364	-	3,584
210 FICA	13,482	15,377	14,821	15,735
212 MEDICARE	3,139	3,596	3,466	3,680
213 TCRS CONTRIBUTION	32,418	36,410	35,091	37,255
214 EMPLOYEE HEALTH INS	60,873	56,433	56,851	58,684
217 EMPLOYEE LIFE INS	-	928	928	958
219 WORKERS COMPENSATIONS INSURANCE	6,863	7,000	6,222	6,222
226 CLOTHING/UNIFORM/SOES	808	950	950	950
310 POSTAL SERVICE	1,459	1,200	1,200	1,200
321 PRINTING SERVICES	-	300	300	300
330 LEGAL NOTICES	-	200	200	350
345 TELEPHONE SERVICES	879	750	750	1,100
355 COMPUTER/DATA PROCESSING	34,133	30,108	30,500	30,500
359 OTHER PROFESSIONAL SRVCS	955	1,000	1,000	1,000
361 REPAIR & MAINTENANCE-VEHICLES	325	150	150	150
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	1,605	-	-	-
371 SUBSCRIPTIONS & BOOKS	200	850	850	850
375 MEMBERSHIPS & DUES	2,422	900	1,500	2,650
378 EDUCATION - SEMINARS & TRAINING	235	2,300	2,300	2,300
383 TRAVEL-BUSINESS EXPENSES	6,021	8,140	8,140	8,140
399 OTHER CONTRACTED SERVICES	81,905	45,000	45,000	-
411 OFFICE SUPPLIES & MATERIALS	1,228	1,200	1,200	1,200
413 OFFICE EQUIPMENT	-	5,000	5,000	-
424 JANITORIAL SUPPLIES	-	150	-	-
429 GENERAL OPERATING SUPPLIES	940	800	800	800
431 GASOLINE & DIESEL FUEL	4,543	6,650	5,800	6,650
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	488	500	500	500
510 INSURANCE - GENERAL LIABILITY	6,196	5,182	5,082	5,082
523 PROPERTY (CONTENTS) INS	-	1,014	1,065	1,065
533 EQUIPMENT- RENTAL/LEASE	2,325	2,000	4,000	4,000
615 SEX OFFENDERS ADMINISTRATION	1,150	1,800	-	-
689 OTHER MISCELLANEOUS EXPENSES	5,000	-	-	-
<b>42110 - Police Administration SUBTOTAL</b>	<b>494,166</b>	<b>483,911</b>	<b>472,707</b>	<b>445,105</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

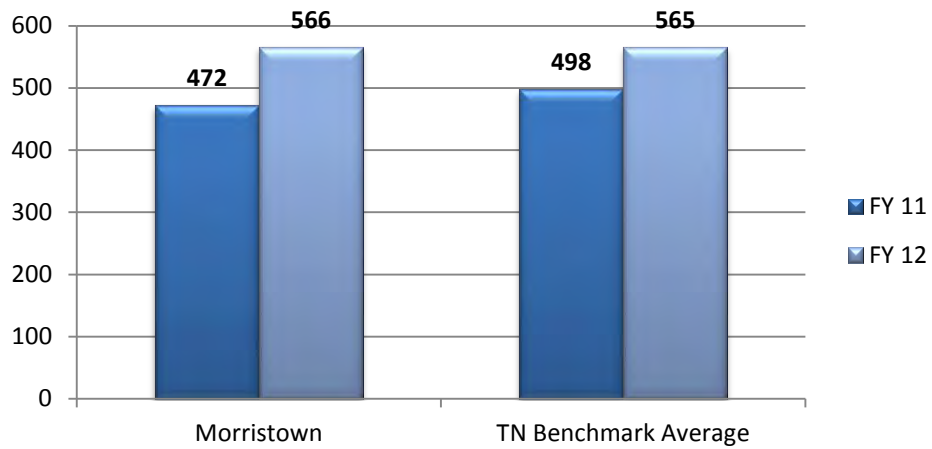
Task	2008	2009	2010	2011	2012
Calls for Service/ Officer Contacts	54,234	47,256	44,959	47,805	45,277
Cases Assigned for Investigation	4,583	4,230	4,566	4,104	3,841
Cases Closed	3,022	3,248	3,297	2,977	2,807
Reported Property Loss	\$3,160,603	\$2,610,224	\$3,255,561	\$3,208,786	\$2,694,980
Property Recovered	\$1,860,134	\$1,648,317	\$2,983,554	\$2,046,370	\$1,670,251
Traffic Crashes	1,652	1,311	1,611	1,408	1,304
Total Physical Arrests	3,435	2,104	2,854	2,555	3,510
Total Arrest Charges	6,487	5,118	4,832	4,947	4,872
Traffic Citations	14,809	11,767	11,245	10,178	12,075
Call for Service Response Time (minutes)	5.63	7.49	3.374	5.75	5.3
Emergency Call Response Time (minutes)	*	2.99	< 3 minutes	3.4	2.31
Community Events	90	83	132	126	118
Narcotics/ Vice Enforcement Charges	144	163	260	333	362



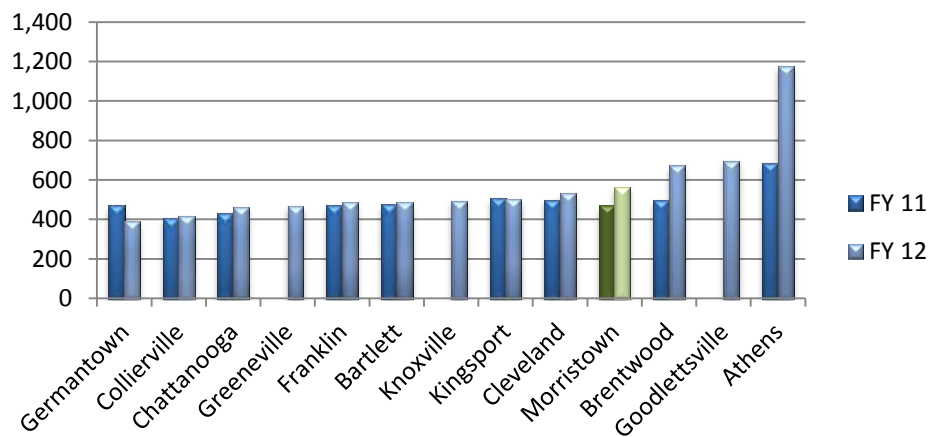
Source: 2012 Citizen Survey

## Tennessee Municipal Benchmark Project

### Calls per Sworn Officer



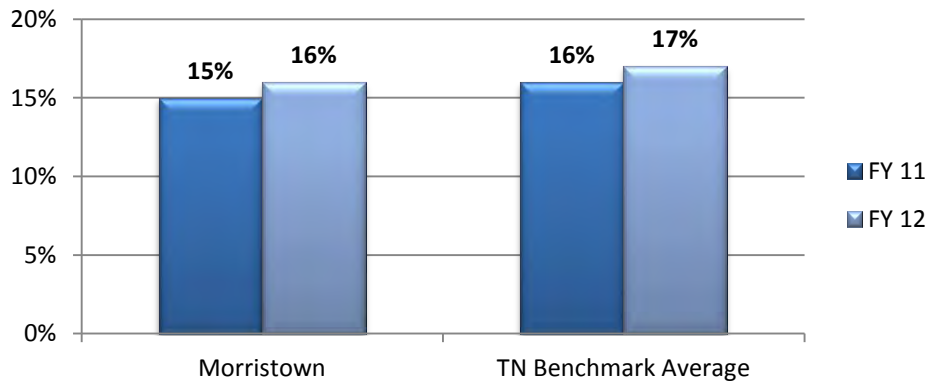
### Calls per Sworn Officer



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 2012-2013:

### Operations

- The Criminal Apprehension Unit (CAU) was allowed to work more days by adjusting manpower. The CAU had a total of 216 arrests and 331 warrants were served.
- The City of Morristown transferred the Codes Enforcement position to a sworn officer. This allows the department to take actions against violators in a more speedy and professional manner. In addition, more accurate records of daily activity have been established.
- The formation of a Litter Pick-up Crew occurred in 2012. A sworn officer was sent to a 40-hour Basic Correction Training program. Under the supervision of the Litter Crew Coordinator, the department uses inmates to perform tasks, such as litter pick-up, painting, landscaping, and other tasks to beautify the City. Since the inception of the program, the City officials and citizens have shown tremendous support and indicated they have seen a difference in the appearance of the city.
- A grant from the Governor's Highway Safety Office was awarded to the department. The department routinely scheduled two officers a week to conduct DUI Enhanced Enforcement. These assignments were also used to supplement officers for traditionally high volume DUI days, such as New Year's Eve and other holidays or special events.

### Training

- The Department conducted seven (7) 40-hour General In-service classes completing the mandatory state training for all sworn employees and reducing training cost by \$20,000.
- 80 hours of training was conducted for 10 new Reserve Officers which will be used to reduce overtime expense.
- Certified instructors assisted with the training of four Basic Recruit Academies
- The Department conducted a Citizen's Police Academy with 24 graduates.

- On October 21st, the department conducted a joint training hostage scenario for SRT, CNT, EOD, and PIOs in Grainger County.

## **Patrol**

- March 2012 Officers assisted the White Pine Police Department with the successful apprehension of a subject who had robbed a pharmacy in White Pine.
- Eight new Patrol Officers began the FTO program. These officers will back fill vacancies in patrol division.
- June 2012, the Morristown Police Department in conjunction with the THP and HCSD conducted a traffic enforcement/ saturation day within the city and county. The MPD issued 87 traffic citations and made 2 arrests. The THP issued 122 traffic citations and made 1 arrest. The HCSD issued 13 citations and made 4 arrests. The detail was successful and another has been set for March 8, 2013.
- August 31, 2012 Officers apprehended a subject who had been charged with armed robbery, assault, drug possession and other charges.
- September 6th 2012 Officers arrested a career criminal that was involved in robbery the month before. Diligent work by patrol officers resulted in finding and arresting the individual.
- October 10, 2012. Officer Pressley observed a vehicle that was suspected of being used in several theft cases, involving several counties. The vehicle was stopped and several thousand dollars in property was recovered. The officer's action resulted in several felony cases being solved.
- Pharmacy Express Robbery November 2012. The quick actions of several patrol officers lead to the capture of two suspects who robbed Pharmacy Express.

## **Special Response Team**

- On January 17th, SRT executed a search warrant for the Narcotics Division at Reese Street for narcotics and other related items.
- On February 14th, SRT members assisted the ICAC Unit in apprehending a male individual for enticing and solicitation of a minor.
- April 4, 2012, SRT executed a search warrant for the Narcotics Division and TBI at 412 Hayter Drive for narcotics and related items.
- On July 20th, SRT and other member of the department conducted "Operation Blue Wave" drug roundup. A total of 26 individuals were arrested that day.
- September 29, 2012, SRT, CNT, and EOD assisted patrol with a delusional individual that was threatening suicide on Calloway Circle. After attempts to talk to the individual failed, SRT members breached the doors. This allowed the robot to gain entry into the apartment; the individual was found deceased inside.
- All SRT members received basic rappelling techniques training.

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

- The EOD team assisted the SWAT team with an armed barricade suspect on Calloway Circle. The robot was used to make entry into the suspect's home.

- Morristown's EOD team responded to two unattended suspicious package calls at Morristown West High School during 2012.
- Morristown's EOD team responded to a suspicious package in the parking lot of Morristown Hamblen Hospital. The package was rendered safe through the use of special tools and the EOD robot.
- The EOD team responded to Parrottsville Elementary School in Cocke County and recovered an inert hand grenade and an HE 50 caliber training round of ammunition.
- The EOD team recovered a suspected Civil War era cannonball. Through x-ray analysis, the metal sphere was determined to be inert and was returned to the owner.
- The EOD team completed five controlled disposals of explosives during 2012. Three of these were in Morristown and two were in Cocke County.
- Two members of the EOD team received one week of advanced training in Nashville, TN.
- The EOD team participated in four community events during 2012. These included Boo Fest, First Baptist Men's Retreat, Touch-A-Truck, and an event at a pre-school.

### **Canine Unit**

- The unit had over 145 Narcotic/explosive deployments, 29 patrol deployments that included building searches, area searches, tracks, and suspect containment. This took patrol officers out of danger.
- March 12, 2012, the unit apprehended an armed suspect that robbed a pharmacy and led officers on a 40 minute pursuit. The suspect was located and apprehended by canine Diego.
- August 31, 2012, the unit apprehended a suspect that was wanted for armed robbery.
- August 2012 two newly assigned canine officers completed a seven week certification course taught by the departmental instructor. This saved the department \$8,000 in training fees.
- 2012 The K-9 unit made over 100 drug arrests.
- 2012 Best Detection K-9 award in Sevierville National Certification class.
- 2012 Morristown K-9 trainer was contracted to train Navy Seal dogs for the military.

### **Support Services**

- Oversaw and coordinated 118 community events, with the majority of these events being conducted by the Support Services Division, and many after their normal duty hours. Events include: parades, Boo-Fest, Easter Eggsellent Adventure, Cherokee Park 4th of July Concert and Fireworks, Touch-a-Truck, Holiday Hope Fund, Food on Foot Back Pack Giveaway, Food on Foot Christmas Present Giveaway, threat and risk assessments, and civic presentations.
- Our members served on several boards including Morristown-Hamblen EMS, Smoky Mountain Area Youth Council, Hamblen County Health Council and Hamblen County Drug Court and Tennessee School Resource Officer Board, Hamblen Child Care Board, Elder Abuse Board, Hamblen County Substance Abuse Coalition and the Criminal Justice Advisory Board for East and West High School.
- School Resource Officers conducted 29 presentations within the school system.
- The Recruiting Unit participated in four (4) recruiting events.
- The Evidence Control Unit conducted two (2) evidence purges.

- Support Services Personnel conducted 17 Crime Prevention presentations
- School Resource Officers contributed to another safe school year with no major incidents happening in the schools they are assigned to.

## **Project Safe Neighborhoods**

- Investigated 110 possible PSN cases which resulted in Seven (7) cases going to the Federal Level for prosecution, taking numerous problem criminals off the streets of Morristown.
- Conducted Interstate Nexis identification on (1) machinegun, (54) firearms, (868) rounds of ammunition, and (11) suspected Federal Firearms violators. These investigations also assisted other local, state and Federal Agencies with Federal Prosecution.
- Assisted the ATFE with distributing Firearms Violation letters at a local Business location in Morristown Tennessee.
- Investigators conducted a NFA Violation study of a firearm for the US Attorney's Office for Federal Prosecution.
- Investigators attended several Community Events and distributed PSN Materials.

## **Honor Guard**

- During 2012 the Morristown Police Department Honor Guard participated in 12 community events which included parades, funerals, memorial services and special events. These events were conducted in conjunction with the Hamblen County Sheriff's Department Honor Guard.

## **❑ Goals for FY 2013 - 2014:**

### **Bicycle Unit**

- **To schedule additional training days for the Bicycle Unit.**
  - Objective: The Bicycle Unit would like to schedule additional training days in order to maintain the needed skills that are required for this unit.
    - Performance Indicator: The unit will be able to perform patrol duties at a higher level of proficiency.
- **To utilize the unit during the Christmas holiday shopping season.**
  - Objective: The Bicycle Unit would have an advantage over vehicle patrol officers, due to their ability to maneuver through the crowded shopping areas.
    - Performance Indicator: Upon utilizing the Bicycle Unit to provide additional patrol for shopping areas, to assist with the determent of criminal activity, this goal will be met.

### **Crime Prevention/Community Relations**

- **To educate the community on the importance of neighborhood watch groups.**
  - Objective: To work with different organizations to help citizens learn how valuable neighborhood watches can be, and how it can reduce crime in their neighborhoods.

- Performance Indicator: Performance will be measured by the increase in request for neighborhood watch meetings. It will also be measured by the decrease in burglaries and vehicle larcenies.
- **To educate the community on the growing problem of prescription drug use.**
  - Objective: To work with other organizations to help identify the signs of drug activity and abuse.
    - Performance Indicator: Performance will be measured by the increase of reported drug activity in our community. Through enhanced patrol and traffic stops in these areas, officers will be able to make arrests and deter this type of activity.

## **Crisis Negotiations**

- **Conduct an advanced training class inviting personnel from surrounding agencies.**
  - Objective: To provide advanced training to MPD negotiators as well as information sharing and networking opportunity with local Crisis Negotiation Units.
    - Performance Indicator: Conducting an advanced negotiation training class open to personnel from surrounding agencies.
- **Teach First Responder Negotiations class to personnel who have not received training.**
  - Objective: To ensure safe and effective response to scenes and critical incidents where negotiation tactics can be utilized to de-escalate and defuse a crisis.
    - Performance Indicator: Conducting a First Responder Negotiation class for personnel not previously trained.
- **Increase the team's proficiency in Spanish language negotiations.**
  - Objective: To provide negotiators with an enhanced ability to communicate in the Spanish language, during crisis negotiations incidents.
    - Performance Indicator: Training in negotiation skills utilizing an interpreter and possibly adding a member to the team, fluent in Spanish.

## **Explosive Ordinance Detection**

- **Obtain recertification for members of the Bomb Squad.**
  - Objective: This goal will enable the members of the EOD unit to maintain national accreditation.
    - Performance Indicator: This goal will be achieved by attending HDS recertification at Redstone Arsenal. This training will be paid for by federal grants.

## **Housing**

- **To educate residents of Morristown Housing on gang activity.**
  - Objective: To help deter gang activity in the Morristown Housing Authority. While having our monthly residents against crime meetings, I will show them signs of gang activity; such as photos of graffiti, tattoos, and other typical gang activity.
    - Performance Indicator: By observing an increase in reported gang activity, this goal will be met.



- **To establish a better relationship between Morristown Housing Authority maintenance staff and assigned personnel.**
  - Objective: To try and develop a relationship with them so they will start reporting suspicious activity, such as drug, fraud, and other illegal activity.
    - Performance Indicator: The increase of reports from Morristown Housing Authority staff will show the goal has been met.

## **K-9 Unit**

- **To decrease the amount of K-9 training related injuries**
  - Objective: Injuries are not only a financial issue, but can also lead to time off work by officers and the K-9. Although some injuries are unavoidable, a conscious effort and approach to reduce injuries will be beneficial to the department and unit.
    - Performance Indicator: A reduction in the records of all injuries will show this goal has been met.
- **To increase the number of K-9 deployments.**
  - Objective: Increasing the use of each K-9 can help reduce crime rate. Increased K-9 deployments will reduce all aspects of crimes to include narcotic and violent crimes.
    - Performance Indicator: A record of all deployments will be kept by the K-9 officers and tallied at the end of the year.

## **Operations**

- **Detail the K-9 Unit to increase drug interdiction efforts.**
  - Objective: Drugs and drug related activity continue to have a negative impact on our community. By detailing the k-9 supervisor and officers to work as a team, drug arrests should increase. The k-9 supervisor will adjust and flex schedules, as needed, to accomplish this goal.
    - Performance Indicator: The k-9 supervisor will keep detailed records of drug interdiction efforts and copies of all related paperwork for review.
- **Increase the utilization of the Bicycle Unit.**
  - Objective: Positive interactions between police and citizens are crucial. Positive interactions result in lower citizen complaints against officers, while building partnerships. The Bicycle Unit will be utilized to ride through business areas and neighborhoods, when available. Supervisors will adjust manpower, as needed, to accomplish this goal.
    - Performance Indicator: Bicycle officers will keep records of the dates and times they ride. These records will be forwarded to operations for review.

## **Patrol**

- **Increase police presence and visibility in residential areas.**
  - Objective: Increased neighborhood patrols will foster better community relations by providing a greater sense of security, due to increased patrols and the opportunities to be seen by residents. The community will also benefit from the increase in deterrence of crime and response to crimes committed in their presence.

- Performance Indicator: Each shift will utilize directed patrols in residential areas, as calls for service and manpower permit. Patrol officers will document their assignment to such patrols by noting them and any resulting activity; to include citizen/resident contacts and suggestions, on the patrol division Enhanced Activity form. Supervisors will keep tally and submit a monthly report to the Operations Major.
- **Increase the number of parking citations throughout the City.**
  - Objective: To reduce the incidence of illegal parking in business and residential areas, through strict enforcement of the Municipal Codes, relating to the placement of vehicles. This will also give investigators another tool to determine who may have been in the area during certain crimes.
    - Performance Indicator: From the officer's daily activity, the number of parking citation can be tabulated. This can be compared to the previous year's numbers in order to determine the rise or fall of this particular category.

## **Public Information Unit**

- **Increase the number of available personnel on the unit.**
  - Objective: To provide additional personnel to be available for response to critical scenes and events requiring information be released to the public.
    - Performance Indicator: Appointment of new Public Information team member.
- **Develop a formal system for writing and releasing positive MPD news releases.**
  - Objective: To increase public awareness of proactive programs and actions taken by the MPD, which have a positive impact on the community.
    - Performance Indicator: Development of a system which involves input from all Public Information Unit members.

## **Recruiting**

- **To update the Recruitment Brochure.**
  - Objective: To provide the most up to date information about the hiring process, salary and benefit information, photos of the different divisions and specialized units. Prospective applicants would have a better understanding of the Morristown Police Department and the opportunities that exist within the organization. These brochures would be handed out at recruiting events, in an attempt to attract more people to apply for a position with the MPD.
    - Performance Indicator: An updated recruiting brochure in place for recruiting events would prove this goal has been met.
- **To have an updated Recruitment Display for community events.**
  - Objective: In an attempt to invite people to apply for a position with the Morristown Police Department, officers attend recruiting events within the community. By having an up-to-date mobile display that exhibits the many different divisions and assignments at the MPD, the community and potential applicants, would be better educated about the jobs and tasks performed by members of the organization.
    - Performance Indicator: The purchase and updating of a new recruitment display board.

## School Resource Officers

- **To send the newest member of the School Resource Officer Program, to TNSRO Training or NASRO Training. Also to have him trained through the Morristown Police Department's Detective Division for investigations and procedures, for investigations into crimes involving minors in the school system.**
  - Objective: To ensure compliance with state laws governing training of school resource officers, and to assist in uniformity among all school resource officers within the department; all newly appointed SRO's should attend a basic SRO forty hour in-service course and be trained by the detective division to investigate crimes. This will also aid in keeping standardized operating procedures among all school resource officers within the department.
    - Performance Indicator: By checking training records, and job performance records.
- **To work with Drivers Education Teachers and Defensive Driving Instructors, either with our agency or perhaps through Walter State or other agencies, to create a block of safe driving instruction for upper classmen primarily concerning D.U.I. and Reckless Driving.**
  - Objective: To promote driving safety among teenagers prior to the most appropriate times (Prom and Graduation); when teen deaths or injuries are statistically higher than normal, largely due to drug and alcohol related crashes and reckless driving.
    - Performance Indicator: By number of classes taught, and attendance of students (Juniors & Seniors).

## Support Services

- **To conduct general order training during our monthly meeting.**
  - Objective: Due to the nature of the Support Services assignment, we normally are together, as a unit, only once a month during the monthly meeting. By conducting general order training at the meeting, we would have more time to spend on each general order and ask questions, while together as a group. This will allow us to have more knowledge of general orders, thereby performing our jobs more effectively and efficiently.
    - Performance Indicator: Reviewing the Support Services meeting minutes, ensuring general order training has been conducted.
- **To have all Support Services personnel more involved in the Morristown Police Department Explorer program.**
  - Objective: One officer assigned to Support Services leads the Explorer program; the same officer would still lead the program, but having all Support Services officers participate in the meetings would give the Explorers more knowledge and different perspectives. This will create a more educational and interesting program.
  - Performance Indicator: Reviewing the Explorer training log to ensure that all Support Services officers participate in meetings and training.

## ❑ Comments on FY 2012 Actual and FY 2013 Projections:

- Line item 351 (Medical) is significantly over budget due to TML Non-Standard Deductions, random drug screens, and medical expenses for new hires.

- Line item 361 (Repair & Maintenance of Vehicles) remains high due to the need to keep older fleet in service until older vehicles can be replaced.
- An overage is projected in the Fuel (line item 431) budget of this division due to cost increases. Fuel consumption has remained as projected. The requested increase is based upon projected 2013-2014 fuel prices.

#### ❑ **Significant Changes for FY 2014:**

- Uniforms (line item 226)-additional funds in FY 2014 are needed to replace Special Response Team uniforms which are not included in the regular uniform allocations. This account also reflects a replacement program for armored vests.
- Repair & Maintenance of Building and Grounds (line item 364) is not projected to be over budget in the current fiscal year, however; an increase is requested as a Range Maintenance account was not included in the new chart of accounts.
- Munitions (Line item 416) is not projected to be over budget in the current fiscal year, however; an increase is expected for the coming year due to increases in Taser recertification standards and costs.
- An increase in General Operating Supplies (line item 429) is anticipated for the coming year as money is needed to fund armorer supplies for maintenance of firearms, K9 training supplies, and prisoner hoods to provide protection to officers from biological hazards.
- “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 as gasoline prices are forecast to increase. 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.
- A budget of \$38,675 is provided to begin replacement of equipment. Planned purchases for FY 14 include tasers, radios and rifles.
- Capital equipment includes replacement of 11 patrol vehicles at a cost of \$299,350. We plan to purchase 8 vehicles from regular operating revenue and three more from a one time draw from reserves. It is hoped that we will be able to sustain an annual replacement of eight vehicles annually over the next five years to make up for deferred equipment replacement during the economic downturn. Replacement of aging radar equipment at a cost of \$46,250 is also included in this budget.
- Replacement of equipment should allow for savings in reduced repairs and maintenance and improved fuel efficiency.

## **Personnel Summary**

POLICE PATROL	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
ADMINISTRATIVE SECRETARY								1	1
POLICE OFFICER	49	51	52	50	45	45	46	47	47
POLICE CORPORAL	0	0	4	3	4	4	4	4	4
POLICE SERGEANT	5	5	5	3	3	3	3	3	3
POLICE LIEUTENANT	5	4	6	6	5	5	5	5	5
POLICE CAPTAIN	3	3	3	5	4	4	4	3	3
POLICE MAJOR	0	0	0	0	2	2	2	2	2
TOTAL POLICE PATROL	62	63	70	67	63	63	64	65	65

## **Budget Expense Detail**

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>42120 - Police Patrol &amp; Traffic Safety</i>				
111 SALARIES & WAGES	2,521,811	2,681,665	2,521,450	2,659,258
112 OVERTIME	105,527	85,000	84,000	85,000
114 WAGES & SALARIES TEMP	1,703	2,000	4,600	2,000
120 BONUS-ONE TIME	33,916	-	-	-
134 HOLIDAY BONUS	23,977	24,930	21,442	24,065
119 HOLIDAY PAY	76,369	78,610	72,756	77,684
210 FICA	167,544	178,077	167,663	176,576
212 MEDICARE	38,904	39,647	34,612	39,296
213 TCRS CONTRIBUTION	396,402	421,640	396,984	418,087
214 EMPLOYEE HEALTH INS	686,471	732,185	567,081	726,344
217 EMPLOYEE LIFE INS	-	10,126	10,126	10,119
219 WORKERS COMPENSATIONS INSURANCE	80,104	74,665	73,727	73,727
226 CLOTHING/UNIFORM/SHOES	32,293	40,000	40,000	54,700
310 POSTAL SERVICE	512	500	500	500
321 PRINTING SERVICES	1,270	2,500	2,500	2,500
333 ADVERTISING	-	500	-	-
345 TELEPHONE SERVICES	12,226	12,250	12,250	12,250
351 MEDICAL SERVICES	1,171	100	5,413	5,500
359 OTHER PROFESSIONAL SRVCS	5,248	7,000	5,000	5,000
360 REP & MAINT-COMMUNICATIONS	418	1,500	1,500	1,500
361 REPAIR & MAINTENANCE-VEHICLES	9,914	34,000	34,000	25,000
364 REPAIR & MAINT-BLDG/GROUNDS	603	1,500	1,000	5,000
375 MEMBERSHIPS & DUES	1,238	1,750	1,750	2,000
378 EDUCATION - SEMINARS & TRAINING	15,726	24,000	24,000	24,000
383 TRAVEL-BUSINESS EXPENSES	12,026	33,450	17,000	25,000
399 OTHER CONTRACTED SERVICES	7,437	10,500	9,000	8,300
411 OFFICE SUPPLIES & MATERIALS	10,736	10,000	8,000	10,000
413 OFFICE EQUIPMENT	8,784	8,000	-	-
416 MUNITIONS	26,133	19,000	19,000	24,000
419 SMALL TOOLS & EQUIP	-	-	-	38,675
420 TIIPS	2,184	10,000	10,000	-
424 JANITORIAL SUPPLIES	73	100	75	100
429 GENERAL OPERATING SUPPLIES	938	-	-	3,000
431 GASOLINE & DIESEL FUEL	241,733	252,700	258,000	268,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	65,366	59,000	65,000	65,000
510 INSURANCE - GENERAL LIABILITY	104,414	87,328	86,103	86,103
523 PROPERTY (CONTENTS) INS	-	17,085	17,947	17,947
533 EQUIPMENT - RENTAL/LEASE	3,597	4,643	2,500	4,643
689 OTHER MISCELLANEOUS EXPENSES	53	-	-	-
801 GRANTS & OTHER SUBSIDIES	19,872	-	-	-
960 MACHINERY & EQUIPMENT	1,716	20,000	20,000	-
971 MOTOR EQUIPMENT	72,496	156,243	198,660	299,350
999 OTHER CAPITAL OUTLAY	35,856	37,100	23,973	46,250
<i>42120 - Police Patrol &amp; Traffic Safety SUBTOTAL</i>	<i>4,826,757</i>	<i>5,179,294</i>	<i>4,817,612</i>	<i>5,326,474</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.

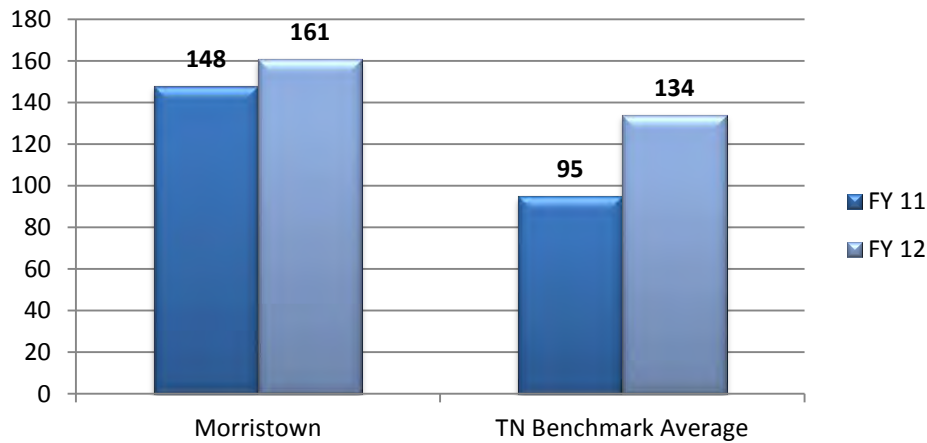
## ❑ Performance and Workload Measures

Morristown Police Department Reported Part 1 Crimes						
Classification	2007	2008	2009	2010	2011	2012
Criminal Homicide	1	1	1	1	1	0
Forcible Rape	28	29	30	29	19	23
Robbery	64	52	36	45	33	46
Assault	674	652	691	656	656	599
Burglary	208	205	157	166	181	154
Larceny	1,834	1,917	1,743	1,973	1,815	1,639
Auto Theft	124	125	82	91	105	93
Arson	16	12	7	7	5	4

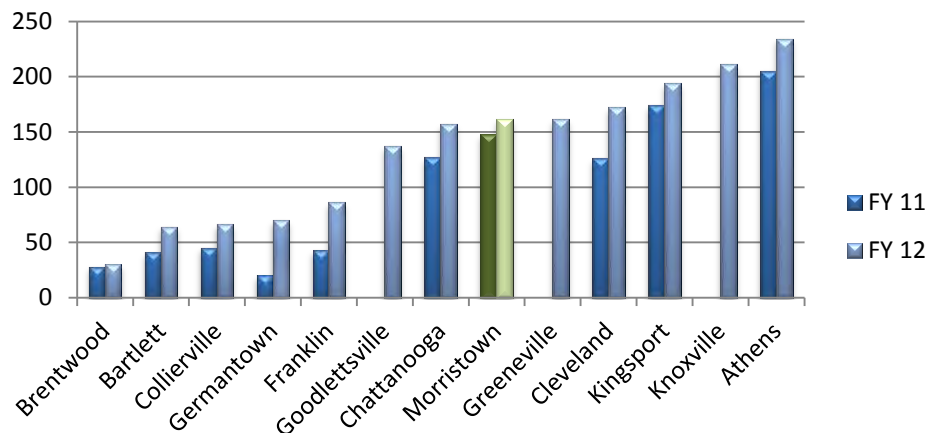
Morristown Police Department Clearance Rate						
Classification	2007	2008	2009	2010	2011	2012
Criminal Homicide			100.0%	100.0%	100.00%	0.00%
Forcible Rape			46.7%	37.9%	94.74%	86.96%
Robbery			72.2%	64.4%	87.88%	82.61%
Assault			87.7%	93.1%	99.85%	99.17%
Burglary			42.0%	25.9%	87.85%	93.51%
Larceny			64.0%	59.1%	95.42%	96.03%
Auto Theft			79.3%	71.4%	96.19%	98.92%

## 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 2012-2013:

### Investigations

- During calendar year 2012 the Detective Division worked numerous investigations with 3,841 cases assigned. In 2012 Detectives closed 2,807 cases; of that 673 cases were closed by investigator arrest. As a result of successful investigations, \$1,670,251 was recovered for the victims of crime in Morristown.
- Detectives arrested suspects in 65 assault cases, 31 auto thefts, 35 burglaries, 1 bomb threat, 5 rapes, 10 robberies, 2 sexual assaults and over 139 forgery and fraud cases.

- In late 2011, a local business reported the theft of \$104,618.09 over a period of four years. This information was obtained after an audit. Detective Corporal Ellis conducted an investigation and learned that an employee had embezzled over \$394,461 from the business. Corporal Ellis discovered that the employee also fraudulently used an ex-employer's bank account to launder the money she was stealing. The case took several months to work during 2012, and resulted in a Grand Jury indictment.
- Detectives investigated and located a subject who committed a bank robbery at the Consumer Credit Union. Most of the money was recovered, as well as a "fake" bomb, used in the robbery.
- Detectives investigated and charged a suspect for the Zoomerz #57 robbery in April.
- Detectives investigated for a rash of business burglaries. This was occurring in four different jurisdictions. With the help from one of the four other jurisdictions, an individual was charged for the crimes.
- In February 2012, investigators charged an individual for the theft of carbide bits from his employer. The business sustained a loss of \$12,712, as a result of the theft.
- August 2012, detectives investigated a home invasion. One suspect has been charged and three others are awaiting grand jury indictments.
- In September 2012, investigators charged three individuals with 8 different thefts of electronic equipment. With the help of another agency, the individuals received additional charges for the same type of theft.
- In 2012, Detective Arnold was responsible for investigating and prosecuting 3 child abuse cases involving drug induced newborns.

### **Internet Crimes Against Children**

- Internet Crimes Against Children (ICAC) investigators charged an individual from a 2011 case, with additional charges. An unidentified female was depicted in 25 image and video files on the individual's computer. With the help of the National Center for Missing and Exploited Children and the Monroe Township, New Jersey Police Department, the girl was identified, located, and interviewed.
- May 2012, ICAC investigators charged an individual with unlawful photography of a minor. Both images and video were found. The individual had placed a hidden camera in his bathroom, and captured videos of the minor in various stages of undress, including full nudity. Additional files, of the same victim, were determined to have been taken while on vacation in Florida. That crime was referred to the Florida Police.
- ICAC investigators encountered a Tennessee Registered Sex Offender in an on-line chat room. The individual initiated a conversation, and wanted to engage in a sexual relationship. He arranged to come to Morristown on February 14th. Investigators obtained a federal search warrant and a federal arrest warrant for the individual. The sex offender admitted in open court that he is a sexual predator and stated that he would have continued to sexually abuse children, if he had not been caught.
- Detective Lieutenant Newman participated in an undercover chat sting operation, conducted by the Knoxville Police Department's ICAC Unit and the Blount County HEAT Unit. The operation resulted in the immediate arrest of seven suspects. Follow-up investigations resulted in 16 additional suspects arrested at a later time.



## ❑ Goals for FY 2013 - 2014:

### Chase/ Victim Witness Unit

- **To utilize the Criminal Apprehension Unit for serving outstanding warrants within the Morristown Police Department.**
  - Objective: Utilizing this unit to search for perpetrators will allow officers more time to focus on other priority cases at the same time.
    - Performance Indicator: To assist officer or detectives with necessary documents needed to forward to the CAU before their search begins.
- **To aid victims in private prosecution cases in the court system.**
  - Objective: To assist victims in understanding what is required to get a conviction in court.
    - Performance Indicator: To provide all the information and documents necessary to private prosecution victims, to include, offense report(s), photos, and/or priors that they may need to get a conviction.
- **To encourage victims of sexual crimes to seek safety at CEASE shelters.**
  - Objective: To get the victims away from the location of the crime and the perpetrator, in order to help them heal and recover emotionally.
    - Performance Indicator: Place victims in an environment where they can be assured that all their needs will be met during their stay; whether at a shelter or with a family, where they can feel safe.

### Criminal Intelligence Unit

- **To train another supervisor to enter field interviews into the C.I.S.C.O. computer software.**
  - Objective: To ensure that field interview information is entered into C.I.S.C.O. in a timely manner, even in the absence of the primary Criminal Intelligence Officer.
    - Performance Indicator: When a supervisor has been selected, trained, and is able to enter field interview information into C.I.S.C.O. without direct supervision, this goal will be met.

### Forensics Unit

- **To train another crime scene technician to be a latent print examiner, as a backup to Detectives Stansell and Sanders and for future help.**
  - Objective: By training another officer as a latent print examiner, we will have a backup possible/eventual change in forensic personnel; there will be constant availability of examiners.
    - Performance Indicator: Upon finding a crime scene technician interested in this task and suitable training, this goal will be met.
- **To work on getting a gun auction/trade together for guns that can be disposed of, thus providing more room for gun storage.**
  - Objective: To try and relieve our issues with cramped gun storage space, we will try to find old cases that should have had the guns disposed of. Those guns will be auctioned or traded with the court's/officer's approval.
    - Performance Indicator: Upon doing an inventory of the guns in storage, then working with the prosecuting officers' and district attorney's office, we will be able to determine which cases

can be disposed of and either hold an auction or trade the ones that we determine can be sold. Once auction or trade is complete, this goal will be met.

- **To obtain a base radio station or improve radio reception in forensics.**
  - Objective: To get better reception in forensics; this can be done by a base station or just finding a way to make the reception better. If this goal is met, it will be easier for officers in the forensics / intoximeter area to communicate with officers on the road. Currently, there is no way to transmit out from the forensics area on the radio.
    - Performance Indicator: Upon finding a way to improve radio reception and a way to transmit on the radio from the forensics area, this goal will be met.

## **Internet Crimes Against Children (I.C.A.C.)**

- **To seek certification for an additional Detective as an EnCase examiner.**
  - Objective: To assist in achieving a consistent rate of successful convictions concerning I.C.A.C. cases through testimony by a certified EnCase examiner as opposed to a “user” of the EnCase software.
    - Performance Indicator: Upon receiving the Encase certification, this goal will be met.
- **To have a Spanish speaking MPD officer more actively participate in I.C.A.C. cases involving Spanish speaking offenders.**
  - Objective: To select and have officially assigned an officer to assist with translation, as needed, during I.C.A.C. investigations. With the ever growing Hispanic population, the I.C.A.C. Unit is affected by language barriers as with any other division. In cases where translation is necessary, it would be most beneficial to the department to have an officer assigned for use within the I.C.A.C. Unit, as the need arises.
    - Performance Indicator: Upon selection of and official assignment of a Spanish speaking MPD officer for as needed use within the I.C.A.C. Unit, this goal will be met.

## **Investigations**

- **To provide training of an additional officer at the National Forensics Academy.**
  - Objective: National Forensics Academy will provide advanced crime scene/forensics training which will be a great benefit to the department.
    - Performance Indicator: successful completion of training
- **To provide training of an additional officer at the F.B.I. National Academy.**
  - Objective: The F.B.I. National Academy will provide a selected supervisor with advanced training, which will be a great benefit to the department.
    - Performance Indicator: successful completion of training
- **To begin the transition of leadership in the Investigations Division into 2014, the projected time frame when Detective Captain will retire.**
  - Objective: To prepare the current Detective Lieutenant so that there is in place a competent, knowledgeable authority in the Investigations Division to move the division forward upon the retirement of Detective Captain Noe. During 2013, the Detective Lieutenant will be further trained in all aspects of the Detective Captain responsibilities, to ensure a smooth transition into the next phase of leadership, upon the retirement of the current Captain.

- Performance Indicator: When the current Detective Lieutenant is actively being trained to accept and administer the responsibilities of the Detective Captain position, this goal will be met.
  
- **To promote “healthy babies” from a law enforcement standpoint within the community. This will be done by informing citizens of the hazards of the use of narcotics while pregnant and the adverse effects on the child; also, to let citizens know of the department’s goal to aggressively prosecute those who choose to consume narcotics while pregnant and deliver addicted babies.**
  - Objective: To make available information to expectant mothers concerning the effects of drug use while pregnant and the legal ramifications faced upon delivery of an addicted baby; distribution via some type of media, i.e. brochure, news article, web site (to be determined).
    - Performance Indicator: Upon preparation and distribution of the aforementioned material, this goal will be met.
  
- **To seek an “official” undercover I.C.A.C. chat class for a Detective.**
  - Objective: To further school a new Detective in undercover chat used within the ICAC Unit, to include current trends and “lingo” used. As an undercover I.C.A.C. “chatter,” a Detective must be aware of how people, especially the younger generation, communicate with others via computer, know their trends, phrases and words, and how to apply them for use within the I.C.A.C. Unit to successfully and believably interact with the perpetrator at the other end, which aids in the successful prosecution of the offender. A class sponsored by an agency who deals directly with internet offenders would offer the most accurate material needed for these tasks.
    - Performance Indicator: Upon the Detective being able to locate and apply for, or having attended this class in 2013, this goal will be met.

#### ❑ **Comments on FY 2012 Actual and FY 2013 Projections:**

- Considerable efforts have been made to maintain the fuel account in this division. Projected expenditures are under the funded amount.
- Current projections for line item 433, based on consumption, will be below funded amount

#### ❑ **Significant Changes for FY 2014:**

- “Travel-Business Expenses” (line item 383) request was increased 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
- Replacement of one detective vehicle is planned at a cost of \$ 27,500. This purchase should provide for future savings in operating and repair expenses.

## □ Personnel Summary

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

## □ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>42130 - Police Criminal Investigation</i>				
111 SALARIES & WAGES	773,575	809,327	784,957	813,056
112 OVERTIME	37,535	28,000	28,319	28,000
120 BONUS-ONE TIME	7,949	-	-	-
134 HOLIDAY BONUS	10,632	11,062	10,288	10,760
210 FICA	50,003	52,600	51,061	52,813
212 MEDICARE	11,656	12,302	11,942	12,351
213 TCRS CONTRIBUTION	119,692	124,544	120,899	125,047
214 EMPLOYEE HEALTH INS	154,699	169,508	155,919	176,205
217 EMPLOYEE LIFE INS	-	3,055	3,055	3,079
219 WORKERS COMPENSATIONS INSURANCE	17,157	17,500	16,661	16,661
226 CLOTHING/UNIFORM/SOES	8,740	9,750	9,750	9,750
310 POSTAL SERVICE	618	500	500	500
321 PRINTING SERVICES	-	200	200	200
345 TELEPHONE SERVICES	4,707	4,500	4,500	4,500
351 MEDICAL SERVICES	140	-	150	150
359 OTHER PROFESSIONAL SRVCS	72	300	300	300
361 REPAIR & MAINTENANCE-VEHICLES	-	700	700	700
371 SUBSCRIPTIONS & BOOKS	-	300	50	50
375 MEMBERSHIPS & DUES	408	500	500	500
378 EDUCATION - SEMINARS & TRAINING	841	3,000	2,000	3,000
383 TRAVEL-BUSINESS EXPENSES	6,700	7,470	5,000	7,000
399 OTHER CONTRACTED SERVICES	823	1,000	-	-
411 OFFICE SUPPLIES & MATERIALS	6,154	6,100	6,100	6,100
413 OFFICE EQUIPMENT	1,390	-	-	-
429 GENERAL OPERATING SUPPLIES	195	1,100	1,100	3,100
431 GASOLINE & DIESEL FUEL	19,132	28,200	20,000	28,200
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	1,519	6,800	2,500	6,800
510 INSURANCE - GENERAL LIABILITY	24,095	20,153	19,763	19,763
523 PROPERTY (CONTENTS) INS	-	3,943	4,142	4,142
533 EQUIPMENT - RENTAL/LEASE	4,463	9,500	5,100	9,500
971 MOTOR EQUIPMENT	-	-	-	27,500
<i>42130 - Police Criminal Investigation SUBTOTAL</i>	<i>1,262,897</i>	<i>1,331,914</i>	<i>1,265,455</i>	<i>1,369,727</i>

# Vice

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

## □ Comments on FY 2012 Actual and FY 2013 Projections:

Spending in this account is consistent with budget allocations.

## □ Significant Changes for FY 2014:

This activity was combined with the Narcotics operation and is reflected in the Narcotics Fund.

## □ Personnel Summary

POLICE VICE	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
DETECTIVE	1	1	0	0	0	0	0	0	0
DETECTIVE CORPORAL	0	0	1	0	0	0	0	0	0
DETECTIVE SERGEANT	0	0	0	1	1	1	1	1	0
TOTAL POLICE VICE	1	1	1	1	1	1	1	1	0

## □ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>42140 - Police Vice</b>				
111 SALARIES & WAGES	55,538	57,429	55,825	-
112 OVERTIME	3,847	3,500	3,500	-
120 BONUS-ONE TIME	530	-	-	-
134 HOLIDAY BONUS	641	649	631	-
210 FICA	3,687	3,818	3,717	-
212 MEDICARE	859	893	869	-
213 TCRS CONTRIBUTION	8,755	9,040	8,802	-
214 EMPLOYEE HEALTH INS	11,405	21,928	9,548	-
217 EMPLOYEE LIFE INS	-	1,525	-	-
219 WORKERS COMPENSATIONS INSURANCE	1,257	1,167	1,182	-
226 CLOTHING/UNIFORM/SHOES	650	650	650	-
345 TELEPHONE SERVICES	912	600	720	-
359 OTHER PROFESSIONAL SRVCS	28	800	650	-
363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT	-	200	50	-
378 EDUCATION - SEMINARS & TRAINING	296	400	400	-
383 TRAVEL-BUSINESS EXPENSES	325	515	250	-
399 OTHER CONTRACTED SERVICES	-	-	-	-
411 OFFICE SUPPLIES & MATERIALS	399	400	400	-
431 GASOLINE & DIESEL FUEL	1,736	2,660	2,350	-
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	173	500	500	-
510 INSURANCE - GENERAL LIABILITY	2,180	1,823	1,788	-
523 PROPERTY (CONTENTS) INS	-	357	375	-
<b>42140 - Police Vice SUBTOTAL</b>	<b>93,219</b>	<b>108,854</b>	<b>92,207</b>	<b>-</b>

# 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.**



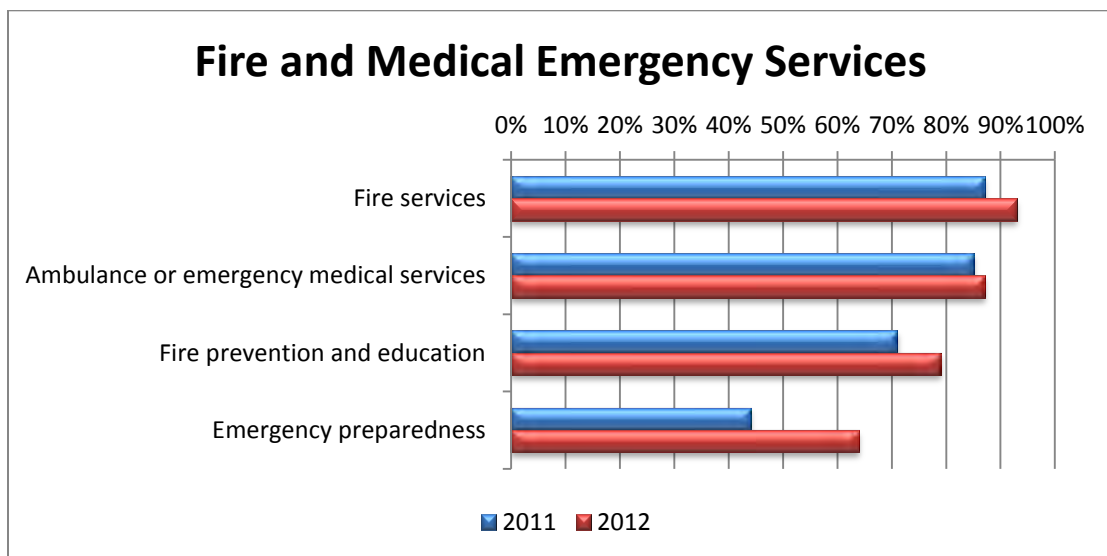
# Fire Supervision

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.

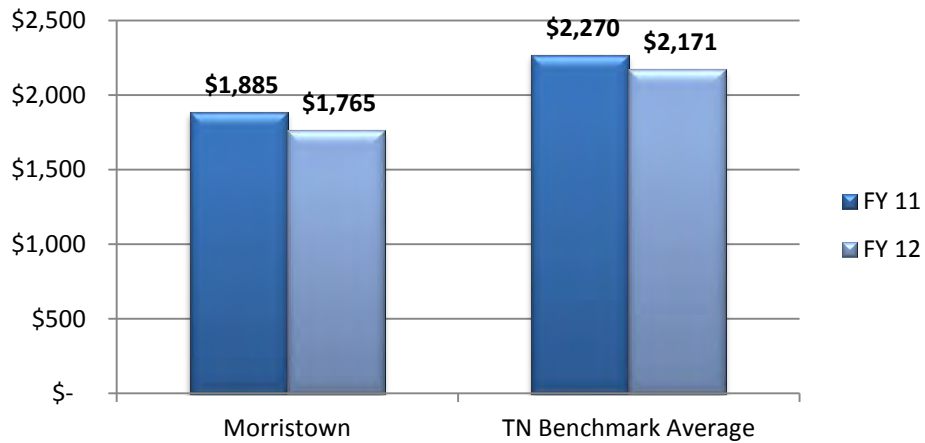
## ❑ Performance and Workload Measures



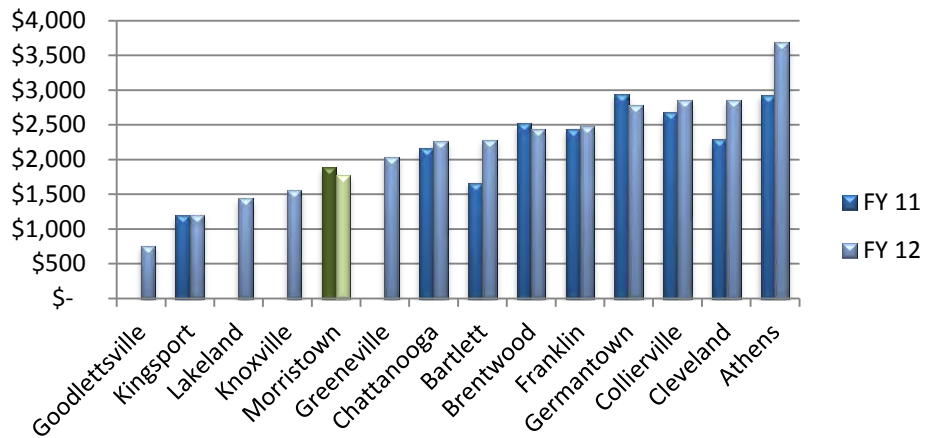
Source: 2012 Citizen Survey

## Tennessee Municipal Benchmark Project

### Cost per Call for Service



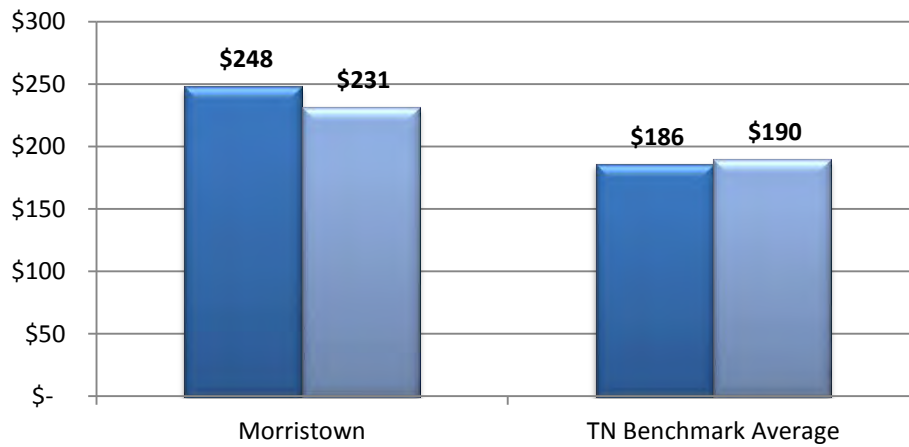
### Cost per Call for Service



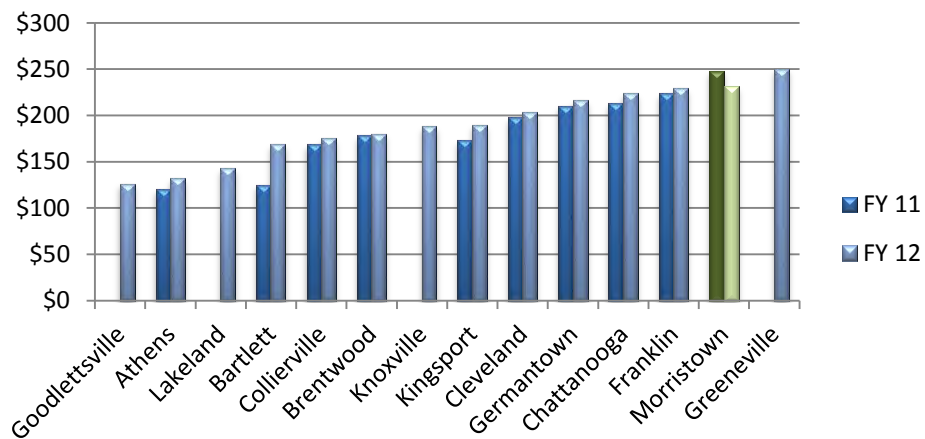
Morristown's cost per fire call is below average due to the larger number of calls for service.

## Tennessee Municipal Benchmark Project

### Total Fire Costs per Capita



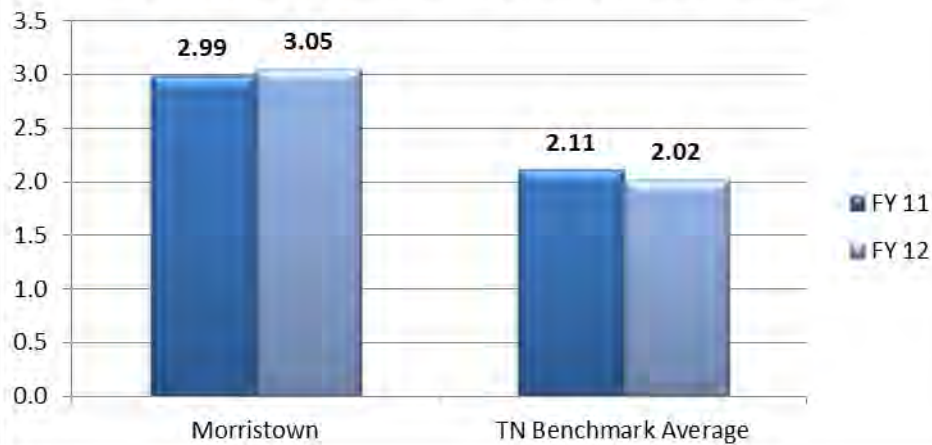
### Total Fire Costs per Capita



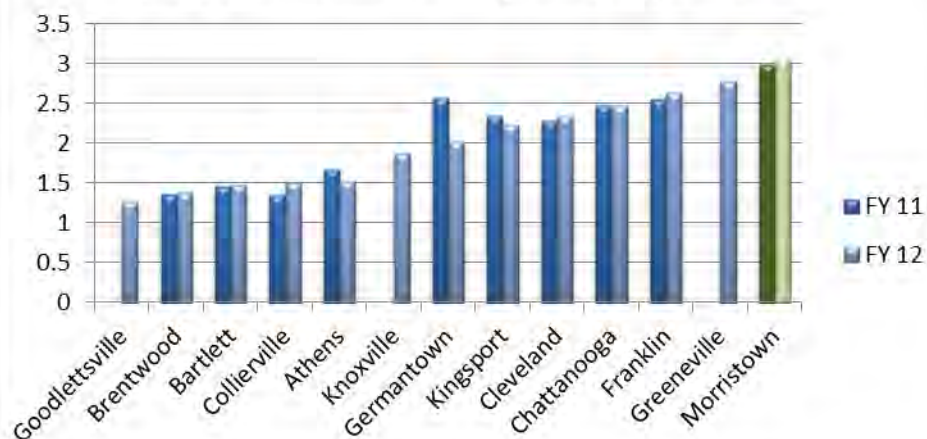
The cost of fire protection in Morristown is higher than most communities in the benchmark study. A study conducted by MTAS in FY 13 suggests that the configuration of our service area and the highly developed industrial base contribute to higher costs.

## 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 contribute to the need for increased staffing in comparison to other communities in the benchmarking study. The policy decision to comply with 2 in / 2 out NFPA standards also contributes these staffing levels.

#### ❑ Significant Accomplishments FY 2012-2013:

- Strived to maintain the integrity of the FY12-13 budget document.
- Ensured the department continued its compliance with Insurance Service Office requirements.
- Worked to encourage and foster an enhanced atmosphere of safety awareness within the organization.
- Encouraged Supervision personnel to attend training in an effort to maintain adherence with nationally recognized standards, practices and procedures.
- Challenged fire personnel to build upon the positive findings of the NCS survey for the Fire Department.

- Worked with the Insurance Service Office's (ISO) field representative when he visited for the purpose of grading our department's Public Protection Rating.
- Strived to heighten the awareness of fire personnel regarding the National Citizen's Survey and encouraged continued positive public relations.
- Continued to foster an awareness of budget efficiency throughout the department.

#### ❑ Goals and Objectives – FY 14:

- 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 (ISO) rating of Class 3.
- 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.
- 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 FY13 Projections:

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

#### ❑ Significant Changes for FY 2014:

- Line item # 533 Equipment Rental has a request for a \$1,650 increase due to a deficit in FY 13; usage should remain consistent in new budget year.

#### ❑ Personnel Summary

FIRE SUPERVISION	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
FIRE CHIEF	1	1	1	1	1	1	1	1	1
DEPUTY FIRE CHIEF	1	1	2	2	2	2	2	2	2
TRAINING OFFICER	0	0	1	1	1	1	1	1	1
ADMINISTRATIVE SECRETARY	1	1	1	1	1	1	1	1	1
LIAISON OFFICER	1	1	1	1	1	1	1	1	1
TOTAL FIRE SUPERVISION	4	4	6	6	6	6	6	6	6

## Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>42210 - Fire Administration</i>				
111 SALARIES & WAGES	395,789	393,053	381,421	400,507
120 BONUS-ONE TIME	3,180	-	-	-
134 HOLIDAY BONUS	5,342	5,388	4,944	5,420
115 SUPPLEMENTAL TRAINING PAY	-	1,900	-	1,900
210 FICA	24,513	24,821	23,955	25,285
212 MEDICARE	5,501	5,805	5,602	5,913
213 TCRS CONTRIBUTION	58,088	58,770	56,718	59,869
214 EMPLOYEE HEALTH INS	67,050	67,991	57,620	70,691
217 EMPLOYEE LIFE INS	-	1,471	1,471	1,508
219 WORKERS COMPENSATIONS INSURANCE	6,063	5,833	3,811	3,811
226 CLOTHING/UNIFORM/SHOES	478	500	450	500
310 POSTAL SERVICE	49	50	50	50
330 LEGAL NOTICES	237	-	-	-
345 TELEPHONE SERVICES	2,228	2,500	2,076	2,500
351 MEDICAL SERVICES	56	56	-	-
371 SUBSCRIPTIONS & BOOKS	260	300	250	300
375 MEMBERSHIPS & DUES	591	700	550	700
378 EDUCATION - SEMINARS & TRAINING	345	500	350	500
383 TRAVEL-BUSINESS EXPENSES	518	700	500	700
386 PUBLIC RELATIONS EXPENSES	-	-	-	-
399 OTHER CONTRACTED SERVICES	171	-	-	-
411 OFFICE SUPPLIES & MATERIALS	491	1,900	1,470	1,900
413 OFFICE EQUIPMENT	1,059	-	-	-
429 GENERAL OPERATING SUPPLIES	200	300	250	300
431 GASOLINE & DIESEL FUEL	5,274	6,500	4,500	6,500
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	98	1,500	1,000	1,500
510 INSURANCE - GENERAL LIABILITY	2,410	2,016	1,976	1,976
523 PROPERTY (CONTENTS) INS	-	394	414	414
533 EQUIPMENT- RENTAL/LEASE	3,340	4,850	6,100	6,500
<i>42210 - Fire Administration SUBTOTAL</i>	<i>583,331</i>	<i>587,798</i>	<i>555,478</i>	<i>599,244</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

<b>Public Education and Fire Safety Programs</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>5 Year Totals</b>
Pub Ed / Fire Safety Programs	157	131	97	105	82	572
Extinguisher Classes	23	10	5	3	6	47
Children	13,386	20,745	7,205	7,777	11,234	60,347
Adults	10,134	7,093	3,320	5,319	6,489	32,355
Literature	25,565	19,168	10,457	11,764	11,483	78,437
Program Hours	289.5	237	150.5	182	110	968

<b>Smoke Alarm Program</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>5 Year Totals</b>
Households Affected	105	169	51	75	75	475
Alarms Installed by FD Personnel	206	196	75	76	93	646
Alarms Given Out for Citizens to Install	198	461	171	135	131	1,096
Batteries Distributed	52	247	72	38	89	498

<b>Fire Inspections</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>5 Year Totals</b>
Code Violations	187	279	194	389	411	1,460
Occupancy Inspections	309	416	363	562	761	2,411

<b>Burn Permits</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>5 Year Totals</b>
Issued	103	111	145	130	116	605
Denied	66	88	96	150	136	536
Requests	169	199	241	280	252	1,141

#### **❑ Significant Accomplishments FY 2012-2013:**

- The Inspection Division has maintained performance measurements by utilizing shift personnel (5 total) through the use of overtime pay from the Firefighting Budget Unit (42240); these certified personnel perform life safety inspections and fire cause investigations.

#### **Public Education Programs**

- Provided 9,006 pieces of fire safety literature to 4,580 children in grades K-5 of the Hamblen County School System in conjunction with the National Fire Safety Council.
- Accommodated all requests for OSHA mandated fire extinguisher classes in local industries.
- Increased the number of Pub Ed/ Fire Safety Programs for children by 144%.

#### **Smoke Alarm Program**

- Increased the number of smoke alarm batteries given away by 234%.
- Inspected the smoke alarms and provided new batteries at the M.A.T.S. Shelter.
- Provided newly constructed Habitat for Humanity homes with interconnected smoke alarms.

#### **Fire Inspections**

- Increased the total number of structures inspected for code compliance by 135%
- Completed fire safety inspections throughout the Downtown district
- Performed life safety inspections in all Special Structures within our jurisdiction, these include Rose Center and Roberts School.

#### **Burn Permits**

- Denied 54% of burning permit requests in a continuing effort to provide a strict oversight of open burning.
- Strict oversight reduced burning permits issued by 12%
- Requests for open burning permits were down by 9%



**❑ Goals and Objectives – FY 13:**

- Provide focused, relevant, well structured, well presented Public Education programs to homeowners, businesses, industries, civic clubs and schools in our jurisdiction.
- Conduct life safety inspections of all non-profit agencies which house, provide care or provide meals to our citizens.
- Place, at no cost to the individual, smoke alarms in the homes of the needy.
- Accompany the State Fire Marshal's Office on their site inspections in Morristown.
- Conduct life safety inspections of the major industries, businesses, institutions, etc.
- Continue to actively enforce life safety requirements in the Downtown region.
- Maintain life safety inspections of Special Structures within our jurisdiction.
- Continue to visit all sites of burning permit requests and provide strict oversight of the permitting system.
- Work to further reduce the number of false alarms in our jurisdiction.
- Work with local businesses, civic clubs, schools and industries to provide OSHA mandated fire extinguisher training.
- Conduct life safety inspections at all City owned facilities.
- Research/Prepare to adopt a new Fire Code per MTAS timeline.
- Ensure fire reports are updated after follow-up investigation per MTAS Report.
- Strive to certify a second fire investigator through the International Association of Arson Investigators.

**❑ Comments on Prior Year Actual and FY13 Projections:**

- There are no significant projections of overages or deficits in this budget area.

**❑ Significant Changes for FY 14:**

- Line item # 378 Education/Seminars and Training has a request for a \$300 increase to ensure funding for registration expenses at training courses.
- Line item # 383 Travel Business Expenses has a request for a \$1,500 increase in order to ensure inspectors/investigators have the opportunity to attend required training for recertification hours or attend non-required training in other categories.
- Line item # 345 Telephone Services has a request for a \$200 increase due to a change in phone plan/contract.
- Line item # 386 Public Education and Training has a request for a \$500 increase due to anticipated rise in costs of materials.

**❑ Personnel Summary**

FIRE PREVENTION & INSPECTION	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
FIRE MARSHAL	1	1	1	1	1	1	1	1	1
ASSISTANT FIRE MARSHAL	0	0	1	1	0	0	0	0	0
TOTAL FIRE PREVENTION & INSPECTION	1	1	2	2	1	1	1	1	1

## Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>42220 - Fire Inspection</i>				
111 SALARIES & WAGES	62,847	62,537	61,289	63,740
120 BONUS-ONE TIME	530	-	-	-
134 HOLIDAY BONUS	832	841	820	846
115 SUPPLEMENTAL TRAINING PAY	-	1,900	-	1,900
210 FICA	3,733	4,047	3,851	4,122
212 MEDICARE	873	947	901	964
213 TCRS CONTRIBUTION	8,921	9,583	9,118	9,760
214 EMPLOYEE HEALTH INS	11,151	11,325	9,587	11,775
217 EMPLOYEE LIFE INS	-	237	237	243
219 WORKERS COMPENSATIONS INSURANCE	6,863	7,000	4,512	4,512
226 CLOTHING/UNIFORM/SHOES	162	300	300	300
310 POSTAL SERVICE	4	100	50	100
345 TELEPHONE SERVICES	376	400	360	600
371 SUBSCRIPTIONS & BOOKS	206	1,000	500	1,000
375 MEMBERSHIPS & DUES	280	400	300	400
378 EDUCATION - SEMINARS & TRAINING	100	1,700	1,885	2,000
383 TRAVEL-BUSINESS EXPENSES	2,491	4,000	7,700	5,500
386 PUBLIC EDUCATION & TRAINING	2,490	3,000	3,000	3,500
399 OTHER CONTRACTED SERVICES	2,087	-	-	300
411 OFFICE SUPPLIES & MATERIALS	331	300	300	300
429 GENERAL OPERATING SUPPLIES	93	300	200	300
431 GASOLINE & DIESEL FUEL	4,811	6,000	5,000	6,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	165	1,000	250	1,000
510 INSURANCE - GENERAL LIABILITY	2,410	2,015	-	-
523 PROPERTY (CONTENTS) INS	-	394	414	414
533 EQUIPMENT- RENTAL/LEASE	1,962	1,500	1,500	-
<i>42220 - Fire Inspection SUBTOTAL</i>	<i>113,717</i>	<i>120,826</i>	<i>112,074</i>	<i>119,576</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 2012-2013:

- Continued to maintain a clean and safe environment at all Fire Department facilities.
- Replaced sofas and recliners at two stations.
- Complied with maintenance mandates on backflow preventers at stations # 1, 2, 5 and 6.
- Continued the maintenance program at affected stations for Mold Spores.
- Continued the in-house maintenance program on yard mowing equipment which proved to be cost effective.
- Painted exterior wooden surfaces at stations 1 & 2.
- Repaired damaged pavement in rear driveway at station #1.
- Replaced kitchen cabinets, countertop and sink at station #4.
- Took necessary measures to help prevent accumulation of standing water in crawl space at station #4.
- Repaired sewer line leak in crawl space at station #4.
- Tested for Mold Spore growth at stations #1 & #4.
- Replaced engine bay door at station #1.
- Replaced the air compressor on the A/C unit at station #5.
- Had the tile floors at all stations professionally stripped/waxed and had carpet cleaned.

## ❑ Goals for FY 2013 - 2014:

- Paint the interior walls of fire station # 2.
- Paint engine bays at stations # 2, 3 & 4.
- Finish concreting the back driveway/parking area at station# 1.
- Install fire alarm systems at stations # 3 and 4.

- Rebuild/replace existing shower stall and insert at station # 3.
- Replace tile in restroom at station # 1.
- Replace worn/torn carpet in firefighter bunkroom at station # 2.
- Continue the upgrade of garage door functions by purchasing newer technology garage door openers.
- Continue to place high importance on fire department facility maintenance and appearance.
- Upgrade landscaping at all six stations.
- Continue to perform in-house maintenance/service on mowing equipment while upgrading existing lawn equipment.
- Safeguard the funding for this budget unit keeping in mind the age of two facilities
- Replace furnishings as needed.
- Maintain the department's goal of judiciously expending appropriated funds.

#### ❑ Comments on FY 2012 Actual and FY 2013 Projections:

- There are no projected deficits are significant overages in this budget area.

#### ❑ Significant Changes for FY 2014:

- Line item # 364 Repair and Maintenance/Bldg. & Grounds has an increase of \$4,000.
- Line item # 399 Other Contracted Services has a request for a \$900 increase.
- Line item # 429 General Operating Supplies has a request of \$400 increase.

#### ❑ Personnel Summary

There are no personnel assigned to this account.

#### ❑ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>42230 - Fire Stations</b>				
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	-	3,000	2,000	3,000
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	33,679	36,000	42,857	40,000
369 REPAIR & MAINTENANCE-OTHER	3,674	3,000	2,000	3,000
399 OTHER CONTRACTED SERVICES	1,872	12,700	12,700	13,600
411 OFFICE SUPPLIES & MATERIALS	327	300	300	300
424 JANITORIAL SUPPLIES	14,159	18,500	17,000	18,500
429 GENERAL OPERATING SUPPLIES	5,684	6,100	6,000	6,500
431 GASOLINE & DIESEL FUEL	73	300	300	300
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	100	100	100	100
510 INSURANCE - GENERAL LIABILITY	8,606	7,197	7,058	7,058
523 PROPERTY (CONTENTS) INS	-	1,408	1,479	1,479
921 BUILDING & IMPROVEMENTS	2,413	-	-	-
994 FURNITURE	11,223	-	-	-
<b>42230 - Fire Stations SUBTOTAL</b>	<b>81,810</b>	<b>88,605</b>	<b>91,795</b>	<b>93,837</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	2008	2009	2010	2011	2012	5 Year Totals
Truck 1	412	372	416	418	97	1,715
Engine 1	440	410	477	529	370	2,226
Engine 2	352	328	398	430	237	1,745
Engine 3	257	231	268	314	167	1,237
Engine 4	253	235	247	288	172	1,195
Engine 5	187	221	228	257	106	999
Engine 6	176	241	281	308	128	1,134
Total	2,077	2,038	2,315	2,544	1,277	10,251

Fire Incidents	2008	2009	2010	2011	2012	5 Year Totals
Fire Classification						
Structure	62	64	67	63	51	307
Outside of Structure	13	9	14	11	13	60
Vehicle	35	33	32	32	26	158
Brush, Trash, etc.	91	63	124	67	88	433
Total	201	169	237	173	178	958

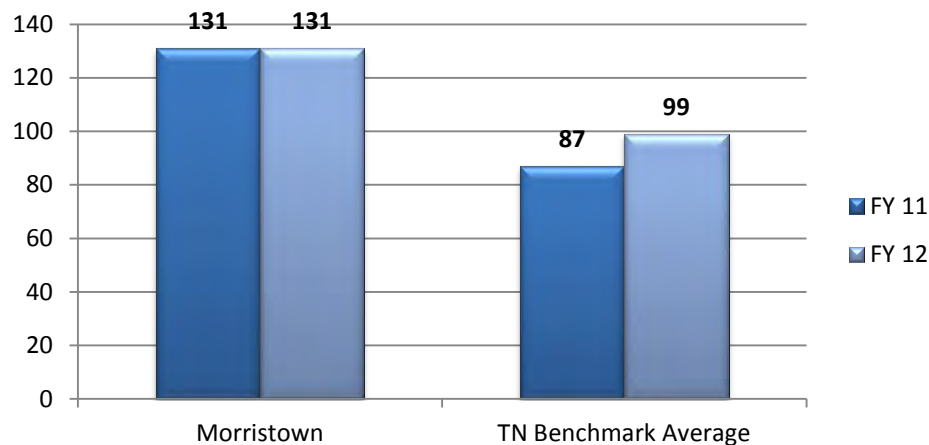
Note that while the number of incidents has remained steady, the number of engine responses has been reduced significantly due to a change in the policy for response to automatic alarms.

Training	2008	2009	2010	2011	2012
NTRFTA Instructors	21	3	3	7	4
Specialized Classes	25	18	14	18	17
Total	46	21	17	25	21

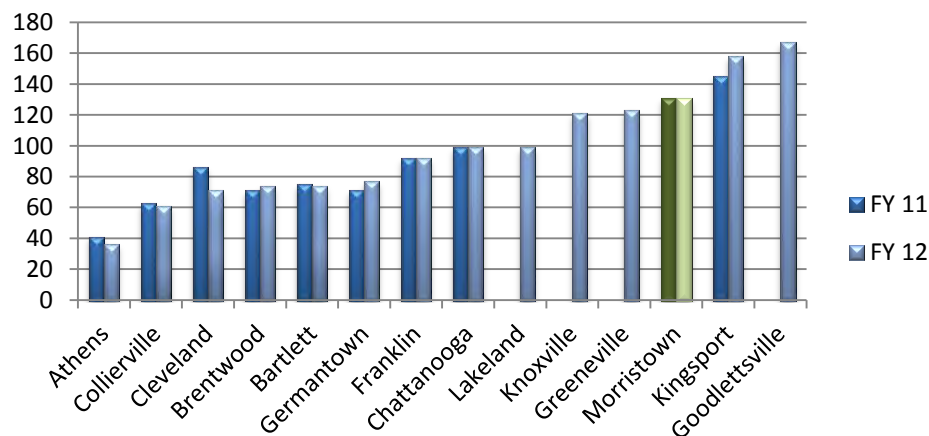
Engine Company Medical Response	2008	2009	2010	2011	2012	5 Year Totals
Truck 1	811	772	849	886	830	4,148
Engine 1	355	254	275	406	466	1,756
Engine 2	400	405	415	403	335	1,958
Engine 3	329	280	296	223	200	1,328
Engine 4	159	184	192	208	213	956
Engine 5	96	111	131	126	113	577
Engine 6	84	81	90	99	74	428
Total	2,234	2,087	2,248	2,351	2,231	11,151

### 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.

## Tennessee Municipal Benchmark Project

### Fire Response Time

This year we began collecting data on percent of target times met across the various time components for fire response, as defined by NFPA 1710. The NFPA recommends the following percentage goal to be met for each time component:

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

	Total Response Time	Ring Time	Call Processing Time	Turnout Time	Travel Time
Athens	95%	N/C	N/C	100%	100%
Bartlett	N/C	N/C	N/C	N/C	52%
Brentwood	55%	N/C	61%	57%	53%
Chattanooga	90%	98%	90%	90%	90%
Cleveland	63%	N/C	34%	52%	63%
Franklin	70%	99%	56%	47%	73%
Germantown	81%	N/C	N/C	N/C	N/C
Goodlettsville	59%	N/C	29%	99%	74%
Greeneville	N/C	95%	N/C	75%	63%
Morristown	48%	96%	25%	30%	63%
Average	65%	97%	40%	62%	67%

Morristown has established a goal of meeting total response time within 6 minutes and 35 seconds for 90% of calls. Significant improvement will need to be made in call processing and turnout time.

### ❑ Significant Accomplishments FY 2012-2013:

- Reduced the number of engine company responses by 1,267 due to proactive changes in guidelines for the number of engines responding to automatic alarms.
- 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 preferred minimum staffing level of 22 personnel for each tour of duty with a preferred minimum staffing for engine companies of 3 personnel each.
- 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.
- Firefighting personnel responded to **3821** calls for service in calendar year 2012, an increase of **34** total calls from the previous year.
- The department **averaged 131.4 calls for service per 1,000 population** as measured by MTAS Benchmarking Survey.

## 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 – 2 hrs.
- Hazardous Materials: Response Practices for First Responders– 8 hrs.
- Trauma Emergencies – 5 hrs.
- Medical Emergencies – 5 hrs.
- Sudden Infant Death Syndrome – 2 hrs.
- Strategy and Tactics: Initial Company Operations – 15 hrs.

### 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 18 training drills:

- Relay Pumping
- Hose Test and Repair Procedures
- Ground Ladders: Routine and Emergency Use
- Response Area Target Hazard Review
- Response Area Structures and Hazards ID
- Safety Stand Down Review and Check
- Hydrant Connections and Hose Lays
- Basic Vehicle Extrication
- Emergency Vehicle Driving Operations (Classroom)
- Emergency Vehicle Driving Operations (Driving Course)
- Skyboom Operations
- Aerial Platform: Set – up and Controls
- Aerial Platform: Fire Scene Placement and Safety (Night)
- Ventilation Techniques and Tactics
- Medical Equipment Review on EMS Ambulances and FD Unit #1
- Firefighter Survival/Get Out Alive
- Electric/Hybrid Vehicle Safety
- Transcaer Rail Car Emergency Repairs



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 2 training sessions
- Child Restraint Technicians 24 events / 44 seats checked
- CPR 22 events / 937 people
- Honor Guard 9 events / 1100 people
- Urban Search & Rescue 2 training sessions

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

- 543 events / 9486 estimated public contact

5. The department sent **32 personnel to 17 different specialized classes**.

- Tennessee Fire Safety Inspectors Association Education Conference
- Cisco Conference
- Municipal Management Academy
- Car Seat Technician Refresher Course
- Fire Chemistry Course
- International Association of Arson Investigators Conference
- Tennessee Public Fire Educators Association Conference
- TFACA Electric Car Course
- Sudden Infant Death Workshop
- TN Advisory Committee on Arson
- Fire Officer I & II
- Fire Instructor I & II
- TN Federation of Fire Chaplains
- Urban Search and Rescue
- TASA Conference: PR & Communications Systems
- Pumper Operations
- Smokey Mountain Weekend sponsored by TFACA (Tn Fire and Codes Academy)

## ❑ Goals for FY 2013 - 2014:

### Firefighting

- Strive to maintain an average for **TOTAL** response time of 6 minutes and 35 seconds to 90% of all emergency calls for service per NFPA 1710 requirement and MTAS recommendation. (The **total time** includes these elements: 1. time it takes for 911 to process call for service, 2. time taken for FD response and 3. concluding when the first unit arrives on scene).
- Strive to maintain a daily safe staffing level for each shift and on each response unit.
- Continue efforts to reduce the number of false alarms.
- Continue our proactive approach aimed at improving the overall impression of the MFD as measured in The National Citizen Survey Benchmark Report.
- Continue departmental efforts to reduce the number of on-the-job injuries by utilizing a safety officer at emergency scenes and utilizing a Safety Committee.
- Maintain all requirements aimed at ensuring continuance of our ISO rating.
- Per State requirements, continue providing outside utility districts with flow/pressure documentation on hydrants within their systems.
- Seek ways to reduce our operational costs yet not forsake our commitment to Safety, First and Foremost.
- Participate in the TN Fire Incident Reporting System.
- Compete for applicable Assistance to Firefighter Grants.
- Adhere to all codes, standards and mandates which ensure operational effectiveness and enhance firefighter safety.

### Training

- Continue to assist and encourage fire personnel to maintain their local, state, and national certifications while encouraging them to gain additional job related certifications or licenses.
- Seek out and 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 and continue 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.
- Ensure continuance and compliance with regulations governing the TN Fire Commission's 40 hour annual in service training program.
- Maintain all training requirements for Insurance Service Office (ISO) compliance.
- Seek out and take advantage of quality training programs which may be available and are within budgetary constraints.

## ❑ Comments on FY 2012 Actual and FY 2013 Projections:

- Projections indicate possible deficits in Line items #361 (Repair and Maintenance of Vehicles) and Line item #378 (Education, Seminars and Travel). The deficits should not be significant.

## ❑ Significant Changes for FY 2014:

- Line item # 226 Clothing/Uniforms/Shoes has an additional \$25,000 in order to begin an annual replacement program for firefighting personal protection equipment (turnouts) which includes bunker pants and coats. Each ensemble cost approximately \$2,000 - \$2,500, so the requested funds should allow us to replace about ten sets of the oldest PPE. The plan is to continue this program year to year. We currently have 84 sets of firefighting gear.

- Line item # 375 Memberships and Dues has \$6,000 increase in order for the department to pay membership for 78 personnel into Target Solutions which is an online training and records management system.
- Line item #971 Motor Equipment has a new frontline fire engine to replace a 1989 model, along with all necessary loose tools and equipment needed to place the unit into service without stripping existing equipment from the older model. Cost for this engine is \$425,000. This engine was recommended to be retired from emergency service by the 2012 MTAS study.

## □ Personnel Summary

FIREFIGHTING	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
FIREFIGHTER	46	47	39	39	36	36	35	36	36
DRIVER/ENGINEER	18	18	21	21	21	21	20	20	20
LIEUTENANT	15	15	18	18	18	18	18	17	17
CAPTAIN	4	4	3	3	3	3	3	3	3
BATTALION CHIEF	3	3	3	3	3	3	3	3	3
TOTAL FIREFIGHTING	86	87	84	84	81	81	79	79	79

## □ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>42240 - Fire Fighting</b>				
111 SALARIES & WAGES	3,063,098	3,245,623	3,153,627	3,333,877
112 OVERTIME	221,737	209,500	185,000	209,500
120 BONUS-ONE TIME	40,805	-	-	-
134 HOLIDAY BONUS	35,297	36,826	1,200	36,853
119 HOLIDAY PAY	97,663	66,090	74,736	67,798
210 FICA	206,371	220,598	211,703	226,178
212 MEDICARE	46,564	51,592	49,511	52,896
213 TCRS CONTRIBUTION	490,191	522,320	501,258	535,531
214 EMPLOYEE HEALTH INS	828,127	878,343	735,600	913,304
217 EMPLOYEE LIFE INS	-	11,783	11,783	12,087
219 WORKERS COMPENSATIONS INSURANCE	93,388	90,998	72,370	72,370
220 UNEMPLOYMENT INSURANCE	1,405	-	-	-
226 CLOTHING/UNIFORM/SHOES	18,110	30,000	25,000	55,000
289 TUITION REIMBURSEMENT	3,238	-	-	-
310 POSTAL SERVICE	132	200	250	300
330 LEGAL NOTICES	128	-	-	-
342 WATER & SEWER	1,840	2,000	1,800	2,000
345 TELEPHONE SERVICES	-	400	400	400
359 OTHER PROFESSIONAL SRVCS	24,184	29,000	25,000	30,000
361 REPAIR & MAINTENANCE-VEHICLES	122	500	1,000	500
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	6,280	8,000	7,000	8,000
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	12	-	-	-
371 SUBSCRIPTIONS & BOOKS	2,520	2,500	2,000	2,500
375 MEMBERSHIPS & DUES	901	1,000	700	7,000
378 EDUCATION - SEMINARS & TRAINING	1,540	4,000	10,971	40,000
383 TRAVEL-BUSINESS EXPENSES	22,781	20,000	10,000	20,000
399 OTHER CONTRACTED SERVICES	948	700	700	700
411 OFFICE SUPPLIES & MATERIALS	421	1,000	1,000	1,000
419 SMALL TOOLS & EQUIP	4,324	-	-	-
429 GENERAL OPERATING SUPPLIES	20,982	15,000	10,000	15,000
431 GASOLINE & DIESEL FUEL	46,607	65,000	48,000	65,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	75,109	70,000	70,000	70,000
510 INSURANCE - GENERAL LIABILITY	114,740	95,965	94,113	94,113
523 PROPERTY (CONTENTS) INS	-	18,775	20,136	20,136
533 EQUIPMENT- RENTAL/LEASE	3,321	4,000	3,600	4,000
689 OTHER MISCELLANEOUS EXPENSES	75	-	-	-
960 MACHINERY & EQUIPMENT	12,095	10,000	6,345	-
964 OFFICE EQUIPMENT	885	-	-	-
971 MOTOR EQUIPMENT	-	100,000	97,743	425,000
<b>42240 - Fire Fighting SUBTOTAL</b>	<b>5,485,944</b>	<b>5,811,713</b>	<b>5,432,546</b>	<b>6,321,043</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	2008	2009	2010	2011	2012	5 Year Totals
Truck 1	811	772	849	886	830	4,148
Engine 1	355	254	275	406	466	1,756
Engine 2	400	405	415	403	335	1,958
Engine 3	329	280	296	223	200	1,328
Engine 4	159	184	192	208	213	956
Engine 5	96	111	131	126	113	577
Engine 6	84	81	90	99	74	428
Total	2,234	2,087	2,248	2,351	2,231	11,151

Medical Calls Most Often Dispatched	2008	2009	2010	2011	2012	5 Year Totals
Call Type						
Unconscious / Person-down	220	185	195	228	164	992
Cardiac Incident	385	330	441	403	455	2,014
Motor Vehicle Collision	267	249	295	315	252	1,378

## ❑ Significant Accomplishments FY 2012-2013:

- Purchased and placed a new Medical/Rescue Unit into service.
- Six fire personnel were presented the prestigious Star of Life Award for actions taken during a medical emergency response.
- Ensured proper certification levels were maintained for fire personnel.
- Fire department medical response travel times met national standards of a desired time of less than 4 minutes.
- Met required in-service training levels for fire personnel.
- Continued to monitor inventory replacement of Fire Department equipment from EMS.
- Ensured compliance with State mandated requirements regarding equipment carried on front-line response vehicles.

**❑ Goals for FY 2013 - 2014:**

- Maintain an average response time compliant with NFPA 1710 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.
- Ensure quality control and review of medical call types which generate FD response.

**❑ Comments on FY 2012 Actual and FY 2013 Projections:**

- There are no significant overages or deficits in this budget area.

**❑ Significant Changes for FY 2014**

- There is a request for a \$500.00 increase in Line item # 226 Clothing/Uniforms.

**❑ Personnel Summary**

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

**❑ Budget Expense Detail**

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>42260 - Fire and Medical Response</i>				
226 CLOTHING/UNIFORM/SOES	3,324	3,500	3,800	4,000
321 PRINTING SERVICES	560	300	300	300
351 MEDICAL SERVICES	136	-	-	-
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	1,300	2,000	1,500	2,000
375 MEMBERSHIPS & DUES	-	150	150	150
378 EDUCATION - SEMINARS & TRAINING	1,474	5,000	2,000	5,000
419 SMALL TOOLS & EQUIP	9,147	6,000	5,000	6,000
429 GENERAL OPERATING SUPPLIES	3,043	3,500	2,500	3,500
510 INSURANCE - GENERAL LIABILITY	2,410	2,015	1,976	1,976
523 PROPERTY (CONTENTS) INS	-	394	-	-
<i>42260 - Fire and Medical Response SUBTOTAL</i>	<i>21,393</i>	<i>22,859</i>	<i>17,226</i>	<i>22,926</i>

# Public Works Department



# Public Works Supervision

This division's three 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 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
43130	Equipment Shop	1,081	1,248	1,161	960	996	533
43140	St. Repairs and Maint.	105	136	120	134	237	88
43150	Street lights and signs	138	104	109	149	149	72
43160	Brush pick up and snow	986	1,062	1,252	1,340	1,136	900
43200	Communications shop	121	136	120	135	248	161
43210	Sanitation	1,120	1,066	1,096	2,796	1,113	825
43240	Sanitary Sewer	792	703	583	689	618	408
43293	Street Ways/Mowing	138	48	84	90	75	54
43294	Street Cleaning	24	16	11	15	24	4
44500	Recycling	651	654	484	551	423	379
	Animal Calls	92	87	103	92	74	52
	Referrals	487	529	460	576	438	392
	Misc.	262	214	123	156	209	257
<b>TOTAL CALLS</b>		<b>5,997</b>	<b>6,003</b>	<b>5,706</b>	<b>7,683</b>	<b>5,740</b>	<b>4,125</b>

MORRISTOWN PUBLIC WORKS CALL LOG - PERCENT OF TOTAL							
Division Code	Division	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
43130	Equipment Shop	18.0%	20.8%	20.3%	12.5%	17.4%	12.9%
43140	St. Repairs and Maint.	1.8%	2.3%	2.1%	1.7%	4.1%	2.1%
43150	Street lights and signs	2.3%	1.7%	1.9%	1.9%	2.6%	1.7%
43160	Brush pick up and snow	16.4%	17.7%	21.9%	17.4%	19.8%	21.8%
43200	Communications shop	2.0%	2.3%	2.1%	1.8%	4.3%	3.9%
43210	Sanitation	18.7%	17.8%	19.2%	36.4%	19.4%	20.0%
43240	Sanitary Sewer	13.2%	11.7%	10.2%	9.0%	10.8%	9.9%
43293	Street Ways/Mowing	2.3%	0.8%	1.5%	1.2%	1.3%	1.3%
43294	Street Cleaning	0.4%	0.3%	0.2%	0.2%	0.4%	0.1%
44500	Recycling	10.9%	10.9%	8.5%	7.2%	7.4%	9.2%
	Animal Calls	1.5%	1.4%	1.8%	1.2%	1.3%	1.3%
	Referrals	8.1%	8.8%	8.1%	7.5%	7.6%	9.5%
	Misc.	4.4%	3.6%	2.2%	2.0%	3.6%	6.2%
<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 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>CALLS FOR SERVICE</b>	<b>1,661</b>	<b>1,669</b>	<b>1,839</b>	<b>2,493</b>	<b>1,874</b>	<b>1,598</b>
<b>CALLS FOR SERVICE RESOLVED</b>	<b>1,643</b>	<b>1,648</b>	<b>1,823</b>	<b>2,449</b>	<b>1,808</b>	<b>1,560</b>
<b>% RESOLVED</b>	<b>98.9%</b>	<b>98.7%</b>	<b>99.1%</b>	<b>98.2%</b>	<b>96.5%</b>	<b>97.6%</b>

**❑ Significant Accomplishments FY 2012-2013:**

- The new position of Public Works director has been filled.
- Continued to maintain yearly training requirements.
- Complied with Work Zone Safety Requirements
- FY2012 answered 5582 phone calls producing 1925 calls for service of which 1898 were resolved. This decrease in calls can be attributed to the solid waste fee understanding.
- 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
- Maintained Sanitation and Recycling Cart inventory

**❑ Goals for FY 2013 - 2014:**

- Continue annual training requirements.
- Continue safety review program in an effort to manage lost time accidents and property damage
- Continue 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
- Manage the new Enterprise Billing Data Base which will require coordination with the Finance and Engineering Departments.
- Migrate the Solid Waste inventory into the new Enterprise Billing Data Base

**❑ Comments on FY 2012 Actual and FY 2013 Projections:**

A new position of Public Works was filled late in the year, allowing for significant savings in this area.

**❑ Significant Changes for FY 2014:**

There will be a full year of expenses for the new Public Works Director.



## **Personnel Summary**

PUBLIC WORKS SUPERVISION	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
PUBLIC WORKS DIRECTOR	0	0	0	0	0	0	0.33	0.33	0.5
SAFETY AND TRAINING COORDINATOR	0.5	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	1
TOTAL PUBLIC WORKS SUPERVISION	1.5	1.5	1.5	1.5	1.5	1.5	1.83	1.83	2

*The personnel summary represents the shared costs of Public Works Director and a Safety and Training Coordinator. The Director is split between General and Sanitation Funds; the Safety Coordinator is split between the General Fund and the Sewer Fund.*

## **Budget Expense Detail**

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>43110 - Public Works Admin</b>				
111 SALARIES & WAGES	72,174	98,523	68,140	105,604
120 BONUS-ONE TIME	530	-	-	-
134 HOLIDAY BONUS	1,452	1,720	3,700	1,602
210 FICA	4,616	6,215	4,454	6,647
212 MEDICARE	1,042	1,454	1,042	1,554
213 TCRS CONTRIBUTION	10,882	14,716	10,546	15,738
214 EMPLOYEE HEALTH INS	16,668	20,688	14,226	23,492
217 EMPLOYEE LIFE INS	-	383	383	406
219 WORKERS COMPENSATIONS INSURANCE	2,093	2,135	2,347	2,347
226 CLOTHING/UNIFORM/SHOES	1,201	3,100	1,775	3,500
310 POSTAL SERVICE	-	25	-	25
321 PRINTING SERVICES	-	100	-	100
330 LEGAL NOTICES	1,383	200	-	200
345 TELEPHONE SERVICES	377	400	380	1,000
351 MEDICAL SERVICES	56	-	-	300
363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT	-	100	-	100
371 SUBSCRIPTIONS & BOOKS	-	50	-	50
375 MEMBERSHIPS & DUES	-	100	-	500
378 EDUCATION - SEMINARS & TRAINING	145	1,500	250	3,000
383 TRAVEL-BUSINESS EXPENSES	901	650	890	3,000
399 OTHER CONTRACTED SERVICES	262	350	70	350
411 OFFICE SUPPLIES & MATERIALS	715	1,900	380	1,500
413 OFFICE EQUIPMENT	210	-	2,023	1,600
424 JANITORIAL SUPPLIES	-	100	-	100
429 GENERAL OPERATING SUPPLIES	9	100	23	300
431 GASOLINE & DIESEL FUEL	921	3,500	-	3,500
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	171	1,700	-	1,700
451 CONCRETE PRODUCTS	-	200	-	-
510 INSURANCE - GENERAL LIABILITY	3,614	3,023	2,965	2,965
523 PROPERTY (CONTENTS) INSURANCE	-	591	621	621
532 JUDGEMENT, FEES & COURT COSTS	4,000	-	-	-
533 EQUIPMENT- RENTAL/LEASE	3,487	2,750	3,150	3,300
689 OTHER MISCELLANEOUS EXPENSES	100	-	-	-
<b>43110 - Public Works Admin SUBTOTAL</b>	<b>127,009</b>	<b>166,273</b>	<b>117,365</b>	<b>185,101</b>

# 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 2012-2013:

- Researched and discovered the source of the roof leak at the City Center and initiated repairs
- Began investigation to the source of the leaks in the garage
- 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
- Completed construction of wash bay at public works Dice Street location satisfying TDEC requirement of storm water permit
- Completed replacement of salt shed roof satisfying TDEC requirement of storm water permit
- Discontinued the janitorial contract services by hiring one full time employee

### ❑ Goals for FY 2013 - 2014:

- To significantly reduce the leaks due to rain water in the City Center garage
- Seek to clean and re-caulk the City Center
- 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

### ❑ Comments on FY 2012 Actual and FY 2013 Projections:

- Projected expenses for repair and maintenance building and grounds projected to be \$20,000 over budget, due to the aging of the equipment and HVAC units at the City Center

#### ❑ Significant Changes for FY 2014:

- Repair and Maintenance item to increase to \$80,000 due to ageing of equipment and other items at the City Center
- Capital equipment included in this department is the replacement of a mower (\$10,000) and a pick-up truck (\$28,500). This equipment 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	FY 14
BUILDING & GROUNDS SUPERVISOR	1	1	1	1	1	1	1	1	1
CUSTODIAN	3	3	0	0	0	0	0	0	1
CREW LEADER	1	1	1	1	1	1	1	1	1
GROUNDSKEEPER	1	1	0	0	0	0	0	0	0
TOTAL PUBLIC WORKS BUILDINGS & GROUNDS	6	6	2	2	2	2	2	2	3

## Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>43120 - Public Works Buildings &amp; Grounds</i>				
111 SALARIES & WAGES	78,673	78,356	75,855	105,866
112 OVERTIME	4,927	6,000	6,000	6,000
114 WAGES & SALARIES TEMP EMP	25,122	25,000	-	25,000
120 BONUS-ONE TIME	1,272	-	-	-
134 HOLIDAY BONUS	1,108	1,282	929	1,533
210 FICA	6,757	6,860	5,133	8,581
212 MEDICARE	1,508	1,604	1,200	2,007
213 TCRS CONTRIBUTION	12,245	12,572	12,153	16,647
214 EMPLOYEE HEALTH INS	22,343	22,524	18,859	35,079
217 EMPLOYEE LIFE INS	-	304	304	402
219 WORKERS COMPENSATIONS INSURANCE	2,448	2,334	6,031	6,031
220 UNEMPLOYMENT INSURANCE	2,822	-	980	-
226 CLOTHING/UNIFORM/SHOES	1,807	2,500	2,394	3,000
310 POSTAL SERVICE	-	25	25	25
321 PRINTING SERVICES	418	-	-	-
330 LEGAL NOTICES	1,652	-	-	-
341 ELECTRICITY	390,646	365,000	322,346	350,000
342 WATER & SEWER	2,527	10,000	53,536	55,000
343 NATURAL GAS & PROPANE	49,563	65,000	43,792	55,000
345 TELEPHONE SERVICES	87,851	87,000	88,782	87,000
351 MEDICAL SERVICES	112	-	168	300
359 OTHER PROFESSIONAL SRVCS	982	1,000	-	1,000
361 REPAIR & MAINTENANCE-VEHICLES	17	1,000	-	2,000
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	10,958	2,500	7,718	3,000
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	43,266	38,000	59,916	80,000
371 SUBSCRIPTIONS & BOOKS	-	-	-	25
375 MEMBERSHIPS & DUES	500	500	750	500
378 EDUCATION - SEMINARS & TRAINING	-	1,500	1,499	1,500
383 TRAVEL-BUSINESS EXPENSES	-	1,000	1,174	1,000
399 OTHER CONTRACTED SERVICES	56,494	54,408	53,884	28,316
411 OFFICE SUPPLIES & MATERIALS	280	200	-	-
413 OFFICE EQUIPMENT	-	200	60	-
419 SMALL TOOLS & EQUIP	5,101	4,000	1,743	4,000
424 JANITORIAL SUPPLIES	13,288	12,000	16,741	12,000
429 GENERAL OPERATING SUPPLIES	13,765	20,000	25,247	20,000
431 GASOLINE & DIESEL FUEL	4,486	5,000	4,277	5,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	782	4,000	1,548	4,000
510 INSURANCE - GENERAL LIABILITY	11,474	9,597	9,411	9,411
523 PROPERTY (CONTENTS) INSURANCE	-	1,877	1,972	1,972
530 BUILDINGS/OFFICE-RENTALS	600	-	-	-
533 EQUIPMENT- RENTAL/LEASE	1,105	1,200	135	1,000
689 OTHER MISCELLANEOUS EXPENSES	-	1,000	50	2,000
921 BUILDING & IMPROVEMENTS	30,982	-	159,434	-
930 IMPROVEMENTS OTHER THAN BUILDINGS	4,668	-	-	-
960 MACHINERY & EQUIPMENT	6,070	-	-	10,000
971 MOTOR EQUIPMENT	-	-	-	28,500
999 OTHER CAPITAL OUTLAY	312,439	210,000	-	-
<i>43120 - Public Works Buildings &amp; Grounds SUBTOTAL</i>	<i>1,211,055</i>	<i>1,055,343</i>	<i>984,046</i>	<i>972,695</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 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Police Vehicles and Equipment		105	105	105	110	110
Undercover Vehicles		9	9	9	9	7
Fire Vehicles and Equipment		26	26	26	26	26
Public Works, Sewer, Storm Sewer Veh and Equip.		168	171	171	171	171
Parks and Rec.		49	49	49	50	53
Admin. Staff		12	12	12	12	12
Animal Control		4	4	4	4	4
<b>Total</b>		373	376	376	382	383

Equipment Shop Work Orders						
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>Police</b>		720	760	802	674	780
<b>Fire</b>		148	156	173	136	71
<b>Public Works</b>		571	624	749	640	799
<b>Parks and Rec.</b>		77	84	96	89	63
<b>All Others</b>		49	42	51	33	38
<b>Total</b>		1,565	1,666	1,871	1,572	1,751

## ❑ Significant Accomplishments FY 2012-2013:

- Converted an old Knuckle Boom Truck to a front line Salt Truck. This was accomplished by shortening the frame and installing a new salt spreader
- Completed an engine rebuild on E-6 Fire Truck
- Though staffing and service level have declined, a satisfactory service level has been maintained contributing to the safe operation of City vehicles and equipment
- Completed technician training on latest computer control systems

**❑ Goals for FY 2013 - 2014:**

- 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 2012 Actual and FY 2013 Projections:**

- Equipment shop expects the expenses for small tools and equipment to exceed budget by \$1,000

**❑ Significant Changes for FY 2014:**

- Budget increase for small tools and equipment from \$7,500 to \$11,300

**❑ Personnel Summary**

PUBLIC WORKS EQUIPMENT SHOP	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
EQUIPMENT MECHANIC	4	4	4	4	4	4	4	4	4
SHOP SUPERVISOR	1	1	1	1	1	1	1	1	1
SHOP SUPERINTENDENT	1	1	1	1	1	1	1	1	1
MECHANIC HELPER	1	1	1	1	1	1	1	1	1
TOTAL PUBLIC WORKS EQUIPMENT SHOP	7	7	7	7	7	7	7	7	7

## Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>43130 - Public Works Equipment Shop</i>				
111 SALARIES & WAGES	276,559	270,947	265,776	277,744
112 OVERTIME	15,981	10,000	8,000	10,000
120 BONUS-ONE TIME	3,710	-	-	-
134 HOLIDAY BONUS	3,222	3,583	2,860	3,621
210 FICA	17,970	17,641	17,151	18,065
212 MEDICARE	4,055	4,126	4,011	4,225
213 TCRS CONTRIBUTION	42,815	41,769	40,610	42,772
214 EMPLOYEE HEALTH INS	76,448	78,816	66,002	81,957
217 EMPLOYEE LIFE INS	-	1,044	1,044	1,076
219 WORKERS COMPENSATIONS INSURANCE	8,712	8,166	7,595	7,595
220 UNEMPLOYMENT INSURANCE	50	-	-	-
226 CLOTHING/UNIFORM/SHOES	3,922	6,816	6,329	7,000
310 POSTAL SERVICE	91	-	-	-
321 PRINTING SERVICES	75	-	-	-
330 LEGAL NOTICES	140	-	-	-
343 NATURAL GAS & PROPANE	116	600	100	300
345 TELEPHONE SERVICES	749	-	1,127	1,000
351 MEDICAL SERVICES	473	-	1,048	1,000
359 OTHER PROFESSIONAL SRVCS	-	500	-	500
361 REPAIR & MAINTENANCE-VEHICLES	159	500	-	500
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	211	-	-	-
378 EDUCATION - SEMINARS & TRAINING	1,040	2,000	-	2,000
383 TRAVEL-BUSINESS EXPENSES	-	300	-	300
399 OTHER CONTRACTED SERVICES	-	-	100	2,800
411 OFFICE SUPPLIES & MATERIALS	260	500	207	500
413 OFFICE EQUIPMENT	1,188	2,000	45	-
419 SMALL TOOLS & EQUIP	7,639	7,500	8,522	11,300
424 JANITORIAL SUPPLIES	3,714	2,000	3,000	3,000
429 GENERAL OPERATING SUPPLIES	1,376	1,000	325	1,000
431 GASOLINE & DIESEL FUEL	3,437	2,800	4,111	4,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	1,222	1,900	2,179	2,000
510 INSURANCE - GENERAL LIABILITY	2,410	2,015	1,976	1,976
523 PROPERTY (CONTENTS) INSURANCE	-	394	414	414
533 EQUIPMENT- RENTAL/LEASE	-	1,200	663	1,200
689 OTHER MISCELLANEOUS EXPENSES	18	-	-	-
960 MACHINERY & EQUIPMENT	-	2,800	-	-
971 MOTOR EQUIPMENT	27,044	-	-	-
<i>43130 - Public Works Equipment Shop SUBTOTAL</i>	<i>504,804</i>	<i>470,917</i>	<i>443,195</i>	<i>487,845</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 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Hot Mix Asphalt			538	32	2,504	1,516
Cold Mix Asphalt			121	12	11	4
Crack Sealer			3	-	0	0
Work Orders Generated					77	
Work Orders Completed					44	

### ☐ Significant Accomplishments FY 2012-2013:

- Started an aggressive pothole repair maintenance plan utilizing three to four crews saw cutting and repairing potholes. A total of 1,516 tons of asphalt was used for these repairs.
- Repaired sinkhole and tile failure at 2304 Morningside Drive
- Repaired and or installed 700 ft. of asphalt curb using 10 ton of asphalt.
- Replaced collapsed storm manhole and defected tiles that caused a street depression on North Daisy Street at East Fifth North Street
- Replaced collapsed CMP storm tile that caused a street depression on Joe Hall Road, also installed headwalls and reworked concrete spillway.
- In the process of replacing 30 year old tandem axle dump truck
- In the process of replacing 13 year old backhoe

### ☐ Goals for FY 2013 - 2014:

- 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
- Replace high mileage single axle dump truck used for hauling asphalt
- Replace high mileage 10 year old pickup truck

### ☐ Comments on FY 2012 Actual and FY 2013 Projections:



- Expenses for asphalt are expected to exceed this object code's budget, the additional emphasis on patching of potholes and minor street repair resulted in higher expense.

#### ❑ Significant Changes for FY 2014:

Capital Equipment in this account includes:

Replace Single Axle Dump Truck	\$ 77,000
Replace Pickup	\$ 21,500

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

#### ❑ Personnel Summary

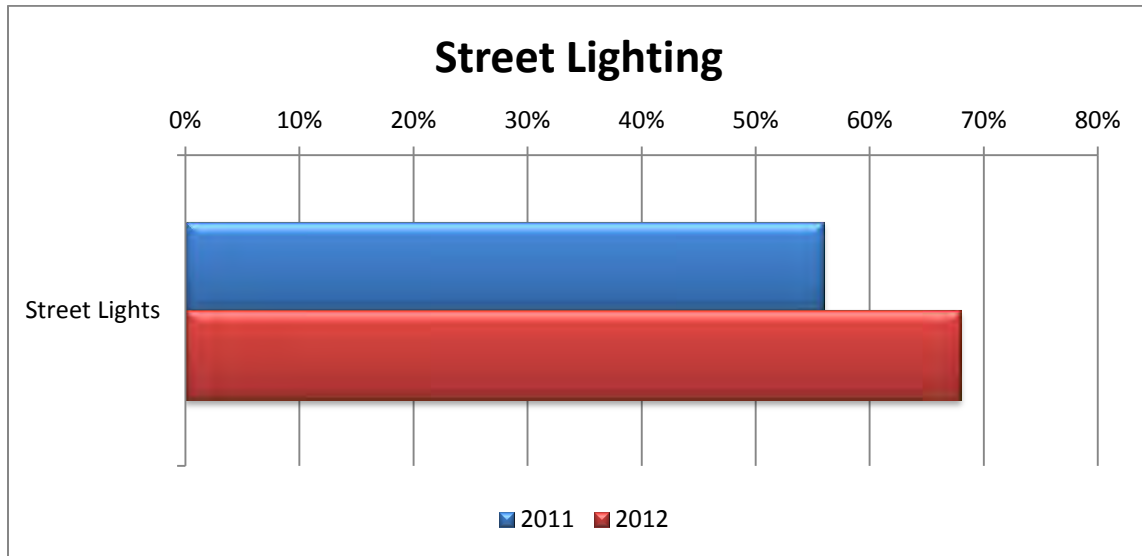
PUBLIC WORKS REPAIRS & MAINTENANCE	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
CREW LEADER	1	1	1	1	1	1	1	1	1
GENERAL SUPERVISOR	1	1	1	1	1	1	1	1	1
HEAVY EQUIPMENT OPERATOR	2	2	2	2	2	2	2	2	2
MEDIUM EQUIPMENT OPERATOR	6	6	6	6	5	5	5	5	5
TOTAL PUBLIC WORKS REPAIRS & MAINTENANCE	10	10	10	10	9	9	9	9	9

## Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	<sup>+</sup> Estimated 12-13	Budgeted 13-14
<i>43140 - Public Works Streets Repairs &amp; Maint.</i>				
111 SALARIES & WAGES	312,393	326,671	316,889	336,798
112 OVERTIME	3,943	8,500	7,322	8,500
120 BONUS-ONE TIME	4,769	-	-	-
134 HOLIDAY BONUS	5,268	5,816	5,016	5,865
210 FICA	19,477	21,141	20,412	21,772
212 MEDICARE	4,266	4,944	4,774	5,092
213 TCRS CONTRIBUTION	46,779	50,057	48,331	51,551
214 EMPLOYEE HEALTH INS	93,174	101,279	84,678	105,309
217 EMPLOYEE LIFE INS	-	1,268	1,268	1,299
219 WORKERS COMPENSATIONS INSURANCE	10,619	10,500	10,965	10,965
226 CLOTHING/UNIFORM/SHOES	5,461	5,500	5,085	6,000
330 LEGAL NOTICES	30	-	-	-
345 TELEPHONE SERVICES	373	800	376	1,000
351 MEDICAL SERVICES	747	252	1,879	2,000
359 OTHER PROFESSIONAL SRVCS	2,375	-	-	-
361 REPAIR & MAINTENANCE-VEHICLES	-	1,000	1,000	1,000
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	14,487	17,150	28,472	22,000
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	1,400	-	-	-
378 EDUCATION - SEMINARS & TRAINING	900	400	1,200	1,200
383 TRAVEL-BUSINESS EXPENSES	-	400	400	400
399 OTHER CONTRACTED SERVICES	1,715	1,500	-	2,000
411 OFFICE SUPPLIES & MATERIALS	176	300	220	300
413 OFFICE EQUIPMENT	269	1,200	-	-
419 SMALL TOOLS & EQUIP	2,431	4,000	3,616	4,000
424 JANITORIAL SUPPLIES	3	250	200	200
429 GENERAL OPERATING SUPPLIES	16,865	15,000	4,434	8,000
431 GASOLINE & DIESEL FUEL	38,882	50,000	34,167	45,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	19,254	7,350	17,505	17,000
451 CONCRETE PRODUCTS	4,699	8,000	271	3,000
455 CRUSHED STONE & SAND	52,906	21,500	4,095	8,000
465 ASPHALT	128,884	100,000	157,000	160,000
510 INSURANCE - GENERAL LIABILITY	12,048	10,076	9,882	9,882
523 PROPERTY (CONTENTS) INSURANCE	-	1,971	2,071	2,071
533 EQUIPMENT- RENTAL/LEASE	1,400	500	800	1,000
689 OTHER MISCELLANEOUS EXPENSES	-	500	-	-
971 MOTOR EQUIPMENT	14,588	190,000	190,000	98,500
999 OTHER CAPITAL OUTLAY	40,056	-	-	-
<i>43140 - Public Works Street Repairs &amp; Maint. SUBTOTAL</i>	<i>860,636</i>	<i>967,825</i>	<i>962,328</i>	<i>939,704</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: 2012 Citizen Survey*

### □ Performance and Workload Measures

TRAFFIC SIGNAGE						
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Regulatory Signs Replaced			95	59	282	169
Street Signs Replaced			95	46	81	76
Misc. Signs Replaced			5	26	-	6
Warning Signs Replaced			17	9	30	33
Parking Signs Replaced			9	8	15	26
Guide Signs Replaced			7	2	-	25
School Signs Replaced					1	2
Signs Repaired or Straghtened					433	350
Work Orders Generated					836	636
Work Orders Completed					833	636

**❑ Significant Accomplishments FY 2012-2013:**

- Stripped 107 miles of city streets.
- Applied thermo plastic street markings.
- Completed the change out of 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
- Designed and decaled new Dodge Challenger Police Cruisers
- Replaced six plus year ole computer and updated Flexi Sign Software used to produce all signage, current computer and software are antiquated
- Replaced 30 + year old walk behind paint machine

**❑ Goals for FY 2013 - 2014:**

- Work toward replacement of 6” street sign blanks with 9” blanks per MUTCD
- Initiate sign reflectivity plan and aggressively evaluate signs with Retroreflectometer, an MUTCD requirement regarding reflectivity of traffic signage
- Continue to maintain an adequate level of sign and pavement marking maintenance given budget constraints

**❑ Comments on FY 2012 Actual and FY 2013 Projections:**

- The anticipated increase in electric costs from the exit 8 project will be delayed for a year.

**❑ Significant Changes for FY 2014:**

In FY 14, Morristown will be the lead agency for a regional wayfinding signage project. This project will cover Morristown, Hamblen, Jefferson, and Jefferson City, with each locality contributing a portion of the local match. The primary funding for the project is from TDOT, who will cover 80% of the costs. The program will be coordinated by Morristown Planning staff through the LAMTPO regional umbrella. Phase one of this project is budgeted under other miscellaneous expenses in this department for FY 14.

**❑ Personnel Summary**

PUBLIC WORKS STREET LIGHTS & SIGNS	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
GENERAL SUPERVISOR	1	1	1	0	0	0	0	0	0
UTILITY WORKER	0	0	0	1	0	0	0	0	0
TRAFFIC TECHNICIAN	1	1	1	1	2	1	1	1	1
TOTAL PUBLIC WORKS STREET LIGHTS & SIGNS	2	2	2	2	2	1	1	1	1

## Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>43150 - Public Works Street Lights &amp; Signs</i>				
111 SALARIES & WAGES	63,760	31,371	65,820	31,985
112 OVERTIME	61	2,000	1,500	2,000
120 BONUS-ONE TIME	530	-	-	-
134 HOLIDAY BONUS	117	283	457	288
210 FICA	3,788	2,087	4,202	2,125
212 MEDICARE	857	488	983	497
213 TCRS CONTRIBUTION	9,328	4,940	9,950	5,031
214 EMPLOYEE HEALTH INS	16,127	11,237	9,386	11,721
217 EMPLOYEE LIFE INS		120	120	123
219 WORKERS COMPENSATIONS INSURANCE	2,144	1,167	1,087	1,087
226 CLOTHING/UNIFORM/SHOES	591	755	565	700
341 ELECTRICITY	566,231	600,000	488,790	600,000
343 NATURAL GAS & PROPANE	536		100	150
351 MEDICAL SERVICES	109	28	-	-
361 REPAIR & MAINTENANCE-VEHICLES	198	500	500	500
371 SUBSCRIPTIONS & BOOKS	-	350	350	350
378 EDUCATION - SEMINARS & TRAINING	100	400	400	400
383 TRAVEL-BUSINESS EXPENSES	-	400	400	400
399 OTHER CONTRACTED SERVICES	563	-	-	-
411 OFFICE SUPPLIES & MATERIALS	174	100	35	100
413 OFFICE EQUIPMENT	1,081	3,000	-	-
419 SMALL TOOLS & EQUIP	898	4,300	4,000	3,000
421 COMPUTER SOFTWARE	-	4,500	-	-
424 JANITORIAL SUPPLIES	-	200	100	100
429 GENERAL OPERATING SUPPLIES	39,223	37,000	37,000	30,000
431 GASOLINE & DIESEL FUEL	6,616	7,500	6,533	7,500
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	2,401	5,700	1,262	4,000
510 INSURANCE - GENERAL LIABILITY	459	384	376	376
523 PROPERTY (CONTENTS) INSURANCE		75	79	79
689 OTHER MISCELLANEOUS EXPENSES	48	-	-	195,000
960 MACHINERY & EQUIPMENT	23,302	19,400	19,400	-
<i>43150 - Public Works Street Lights &amp; Signs SUBTOTAL</i>	<i>739,241</i>	<i>738,285</i>	<i>653,395</i>	<i>897,512</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: 2012 Citizen Survey*

### ❑ Performance and Workload Measures

Brush and Bulk Waste Collection (tons)						
	FY 2008	FY 2009	FY 2010	FY 2011	FY2012	*FY2013
<b>Brush</b>	2,954	3,327	3,238	2,691	3,431	3,334
<b>Bulk Waste</b>	3,431	3,290	2,843	2,953	2,663	2,746
<b>Leaf Collection</b>	unknown	unknown	unknown	2,000	1,950	2,052
<b>Total</b>	6,385	6,617	6,081	7,644	8,044	8,132

\* FY 2013 tons are projected

### ❑ Significant Accomplishments FY 2012-2013:

- 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
- Converted an old Knuckle Boom Truck to a Front Line Salt Truck. This was accomplished by shortening the frame and installing a new salt spreader
- 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 2013 - 2014:**

- 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 2012 Actual and FY 2013 Projections:**

- Fuel expenses is projected to be on budget
- Vehicle parts, oil, fluids and tires budget is projected to be over budget by \$8,600 with increased maintenance for an aging fleet.
- Salt expenses will near budget figure due to severe snows in January and February

**❑ Significant Changes for FY 2014:**

- Projected fuel cost for FY 2014 will increase by \$5,000
- Projected vehicle parts, oil, fluids and tires budget cost for FY 2014 will increase with the aging fleet.
- Capital equipment purchases include tailgate salt spreaders (\$25,000), three pick-up trucks (\$65,000) and a zero turn mower (\$10,000). This equipment replaces older equipment which will allow for reduced operating and maintenance expense.

**❑ Personnel Summary**

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

## Budget Expense Detail

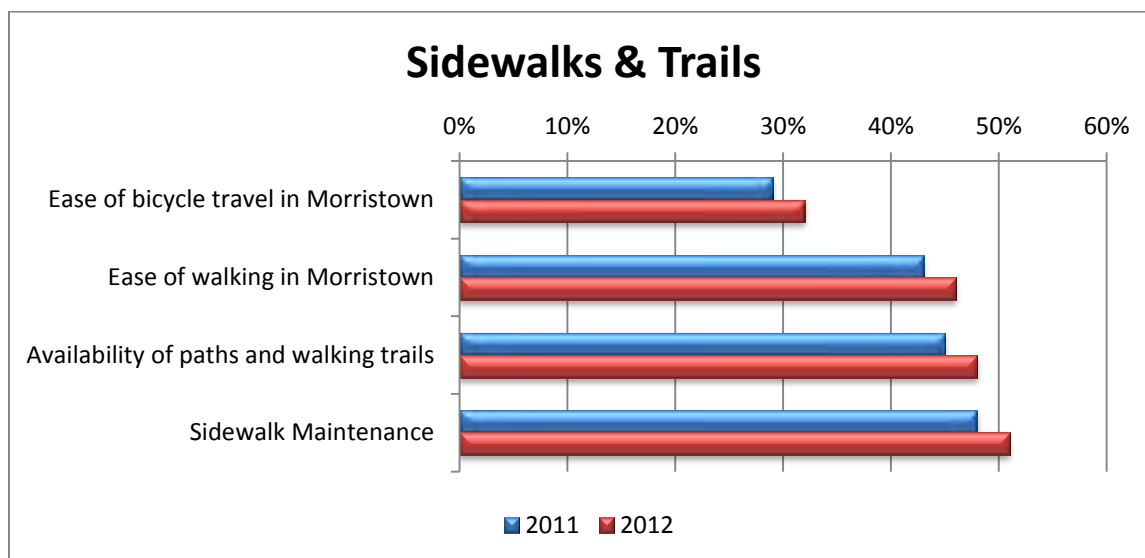
Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>43160 - Public Works Brush Pick-Up &amp; Snow Removal</i>				
111 SALARIES & WAGES	328,183	343,407	314,063	351,076
112 OVERTIME	23,400	17,500	17,500	17,500
114 WAGES & SALARIES TEMP EMP	34,945	40,000	41,600	40,000
120 BONUS-ONE TIME	5,723	-	-	-
134 HOLIDAY BONUS	3,803	4,689	3,280	4,703
210 FICA	23,532	25,147	23,339	25,623
212 MEDICARE	5,271	5,881	5,458	5,993
213 TCRS CONTRIBUTION	51,729	53,669	49,155	54,797
214 EMPLOYEE HEALTH INS	110,933	131,489	93,799	113,381
217 EMPLOYEE LIFE INS	-	1,420	1,420	1,242
219 WORKERS COMPENSATIONS INSURANCE	12,012	11,317	11,340	11,340
220 UNEMPLOYMENT INSURANCE	100	-	-	-
226 CLOTHING/UNIFORM/SHOES	5,931	6,350	5,398	7,350
310 POSTAL SERVICE	41	50	9	50
321 PRINTING SERVICES	1,040	-	-	-
330 LEGAL NOTICES	1,463	200	475	400
343 NATURAL GAS & PROPANE	-	-	43	-
345 TELEPHONE SERVICES	1,165	-	1,691	500
351 MEDICAL SERVICES	731	-	876	1,000
359 OTHER PROFESSIONAL SRVCS	-	700	-	700
362 REPAIR & MAINTENANCE-OPERATIONS EQUIPMENT	14,713	-	19,794	15,000
378 EDUCATION - SEMINARS & TRAINING	135	400	225	400
383 TRAVEL-BUSINESS EXPENSES	-	500	241	500
399 OTHER CONTRACTED SERVICES	475	-	-	-
411 OFFICE SUPPLIES & MATERIALS	-	100	-	100
419 SMALL TOOLS & EQUIP	2,718	6,500	8,263	6,500
424 JANITORIAL SUPPLIES	-	150	-	150
429 GENERAL OPERATING SUPPLIES	695	1,500	1,217	1,500
431 GASOLINE & DIESEL FUEL	78,960	85,000	83,393	90,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	61,576	66,100	74,685	70,000
458 SALT/SODIUM CHLORIDE	10,122	60,000	42,000	50,000
510 INSURANCE - GENERAL LIABILITY	10,499	8,781	8,611	8,611
523 PROPERTY (CONTENTS) INSURANCE	-	1,718	1,805	1,805
562 LANDFILL FEE/DISPOSITION CHARGES	244,157	245,000	219,166	245,000
689 OTHER MISCELLANEOUS EXPENSES	18	-	-	-
960 MACHINERY & EQUIPMENT	-	9,000	9,000	-
971 MOTOR EQUIPMENT	110,159	-	-	90,000
999 OTHER CAPITAL OUTLAY	-	-	-	10,000
<b>43160 - Public Works Brush Pick-Up &amp; Snow Removal SUBTOTAL</b>	<b>1,144,230</b>	<b>1,126,568</b>	<b>1,037,845</b>	<b>1,225,221</b>



# Sidewalks

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

## ❑ Performance and Workload Measures



*Source: 2012 Citizen Survey*

## ❑ Significant Accomplishments FY 2012-2013:

- 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 2013 - 2014:

- 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 2012 Actual and FY 2013 Projections:

- Limited work was accomplished in this area, resulting in savings.

## ❑ Significant Changes for FY 2014:

- 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 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>43180 - Public Works Sidewalks</i>				
399 OTHER CONTRACTED SERVICES	-	-	-	25,000
419 SMALL TOOLS & EQUIP	-	-	150	-
429 GENERAL OPERATING SUPPLIES	-	-	118	-
431 GASOLINE & DIESEL FUEL	-	100	100	-
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	-	100	100	-
451 CONCRETE PRODUCTS	1,783	20,500	6,144	10,000
455 CRUSHED STONE & SAND	2,089	2,000	1,800	-
<i>43180 - Public Works Sidewalks SUBTOTAL</i>	<i>3,872</i>	<i>22,700</i>	<i>8,412</i>	<i>35,000</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	2013
Signal Inventory Management & Mapping		30	4	21	21
Emergency Signal Calls				28	31
Non Emergency Calls for Service				490	123

## ❑ Significant Accomplishments FY 2012-2013:

- 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 2013 - 2014:

- 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 2012 Actual and FY 2013 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 2014:**

- There is no major change in this area.

❑ **Budget Expense Detail**

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>43190 - Public Works Traffic Devices</i>				
111 SALARIES & WAGES	1,310	-	2,200	2,200
112 OVERTIME	2,768	-	8,000	8,000
210 FICA	244	-	-	632
212 MEDICARE	57	-	-	148
213 TCRS CONTRIBUTION	596	-	-	1,497
214 EMPLOYEE HEALTH INS	749	-	-	-
341 ELECTRICITY	33,809	34,000	38,000	38,000
343 NATURAL GAS & PROPANE	-	500	250	500
359 OTHER PROFESSIONAL SRVCS	-	1,500	500	1,500
360 REP & MAINT-COMMUNICATIONS	-	5,000	3,500	4,000
361 REP & MAINT-VEHICLES	-	1,000	250	1,000
365 REP & MAINT-TRAFFIC SIGNALS	39,662	53,750	35,000	40,000
371 SUBSCRIPTIONS & BOOKS	-	250	100	250
375 MEMBERSHIPS & DUES	239	680	600	650
378 EDUCATION - SEMINARS & TRAINING	-	2,400	1,500	2,400
383 TRAVEL-BUSINESS EXPENSES	1,272	-	350	350
399 OTHER CONTRACTED SERVICES	30	-	-	-
411 OFFICE SUPPLIES & MATERIALS	-	200	100	200
419 SMALL TOOLS & EQUIP	-	3,700	4,000	4,000
429 GENERAL OPERATING SUPPLIES	3,804	5,000	1,500	3,000
431 GASOLINE & DIESEL FUEL	-	2,500	1,000	2,500
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	589	3,100	750	3,100
438 PARTS, TRAFFIC SIGNALS	8,545	15,000	9,800	13,000
499 OTHER SUPPLIES AND MATERIALS	-	4,200	465	2,500
510 INSURANCE - GENERAL LIABILITY	-	2,111	-	-
523 PROPERTY (CONTENTS) INSURANCE	-	413	-	-
<i>43190 - Public Works Traffic Devices SUBTOTAL</i>	<i>93,672</i>	<i>135,304</i>	<i>107,865</i>	<i>129,427</i>

## 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 2012-2013:**

- Completed all FCC mandated narrow-banding
- Completed all communication sites FCC mandated narrow-banding
- Completely upgraded the police and fire dispatch console systems with added features to improve services to those respective departments
- Installed new VOIP (Voice Over IP) phone system
- Upgraded CAD System located at 911
- Upgraded Map Server at 911
- Continue to upgrade traffic signals
- Continued with training in safety and service skills

### **❑ Goals for FY 2013 - 2014:**

- 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
- 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
- Update and upgrade traffic signals on Morris Boulevard and Andrew Johnson Highway corridor

### **❑ Comments on FY 2012 Actual and FY 2013 Projections:**

- There are no major differences from the budget in this area.

## ❑ Significant Changes for FY 2014:

- There are no significant changes in this department.

## ❑ Personnel Summary

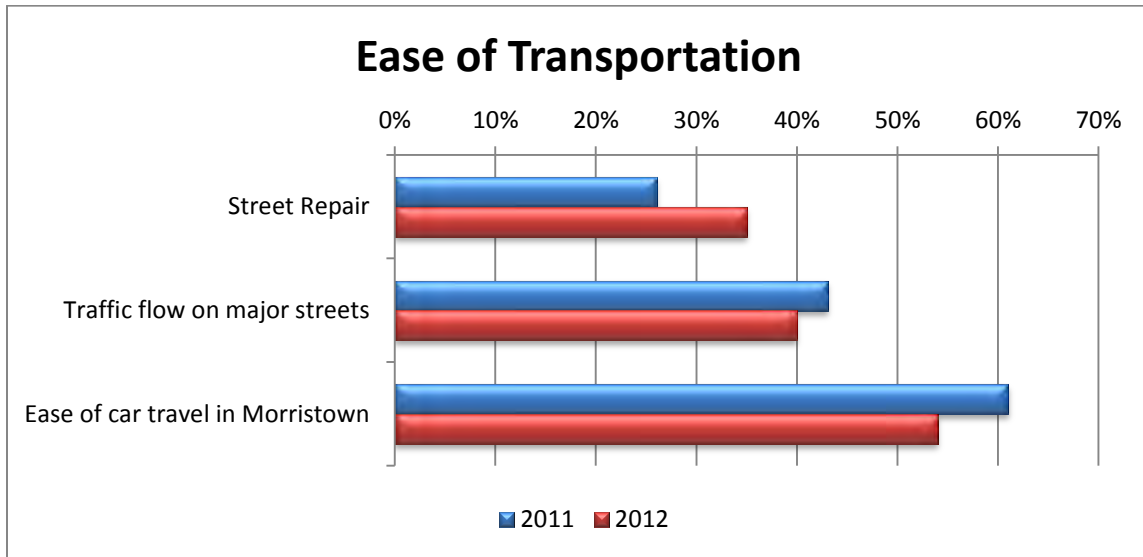
PUBLIC WORKS COMMUNICATION SHOP	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
COMMUNICATIONS TECHNICIAN	1	1	1	1	1	1	1	1	1
ASSISTANT COMMUNICATIONS TECHNICIAN	0	1	1	1	1	1	0.65	0.65	1
TOTAL PUBLIC WORKS COMMUNICATION SHOP	1	2	2	2	2	2	1.65	1.65	2

## ❑ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>43200 - Public Works Communication Shop</i>				
111 SALARIES & WAGES	77,788	67,460	76,127	80,319
112 OVERTIME	1,030	1,000	2,756	2,500
120 BONUS-ONE TIME	1,060	-	-	-
134 HOLIDAY BONUS	715	730	382	741
210 FICA	4,843	4,290	4,914	5,181
212 MEDICARE	1,092	1,003	1,149	1,212
213 TCRS CONTRIBUTION	11,587	10,157	11,636	12,267
214 EMPLOYEE HEALTH INS	21,344	22,524	18,860	23,421
217 EMPLOYEE LIFE INS	-	304	304	312
219 WORKERS COMPENSATIONS INSURANCE	2,288	2,334	2,383	2,383
226 CLOTHING/UNIFORM/SOES	815	50	1,521	1,100
310 POSTAL SERVICE	38	-	-	-
345 TELEPHONE SERVICES	376	400	564	400
351 MEDICAL SERVICES	45	-	-	-
359 OTHER PROFESSIONAL SRVCS	-	200	-	200
360 REP & MAINT-COMMUNICATIONS	-	-	-	350
361 REPAIR & MAINTENANCE-VEHICLES	19	300	474	2,000
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	-	2,000	-	2,000
363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT	-	-	-	1,500
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	-	1,000	530	1,000
371 SUBSCRIPTIONS & BOOKS	-	-	-	300
378 EDUCATION - SEMINARS & TRAINING	-	1,500	-	1,500
383 TRAVEL-BUSINESS EXPENSES	-	500	-	500
399 OTHER CONTRACTED SERVICES	-	-	-	500
411 OFFICE SUPPLIES & MATERIALS	44	200	-	300
424 JANITORIAL SUPPLIES	7	-	-	50
429 GENERAL OPERATING SUPPLIES	48	60	100	100
431 GASOLINE & DIESEL FUEL	2,665	2,000	2,226	2,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	169	2,000	242	2,000
510 INSURANCE - GENERAL LIABILITY	2,524	2,111	2,070	2,070
523 PROPERTY (CONTENTS) INSURANCE	-	413	-	-
<i>43200 - Public Works Communication Shop SUBTOTAL</i>	<i>128,498</i>	<i>122,536</i>	<i>126,238</i>	<i>146,206</i>

# 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: 2012 Citizen Survey*

## ❑ Significant Accomplishments FY 2012-2013:

- 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 2013 - 2014:

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

## ❑ Comments on FY 2012 Actual and FY 2013 Projections:

- Historically the amount received from the State Gas Tax has been used to do street projects in FY 12 and FY 13 the City undertook a significant resurfacing program, repaving 20 miles of streets financed by a bond issue.

## ❑ Significant Changes for FY 2014:

The following street projects are planned for construction in FY 14:

Project	Cost	Funding
Streets		
Morristown Medical District Access	390,000	TDOT/CITY 80% / 20%
Road Rehab	500,000	CITY 100%
Walters Drive Turn Lane	236,000	TDOT/CITY 80% / 20%
Walters Drive Rehab from Cherokee to N. Economy	225,000	TDOT/CITY 80% / 20%
Bridge Rehab at West 2 <sup>nd</sup> N at Turkey Creek	163,000	TDOT/CITY 80% / 20%
Signalization		
Morris Blvd & West AJ Signal Communications	900,000	TDOT 100%
West 1 <sup>st</sup> N & High Street Signal Improvements	150,000	TDOT 100%
West 1 <sup>st</sup> N & Jackson Signal Improvements	30,000	TDOT 100%
Walters Drive Signal Improvements	200,000	TDOT 100%
Other Projects		
Railroad Spur & Crossing Maintenance	20,000	CITY 100%
Freedom Energy Industrial Access	1,000,000	TDOT 100%

## ❑ Personnel Summary

No personnel are assigned to this department.

## ❑ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>43300 - Public Works Pavement Management</i>				
330 LEGAL NOTICES	2,581	-	-	-
958 STREET INFRASTRUCTURE IMP	2,409,088	3,166,439	1,692,742	3,814,000
<i>43300 - Public Works Pavement Management SUBTOTAL</i>	<i>2,411,669</i>	<i>3,166,439</i>	<i>1,692,742</i>	<i>3,814,000</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 2012-2013:

- 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 2013 - 2014:

- Maintain current level of service

## ❑ Comments on FY 2012 Actual and FY 2013 Projections:

- No major variances from budget are expected.

## ❑ Significant Changes for FY 2014:

- There are no significant changes in this function for FY 14.
- Replacement of the pick-up truck assigned for mosquito control will cost \$28,000.

## ❑ Personnel Summary

No Personnel are assigned to this function.

## ❑ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>43400 - Public Works Health Inspection &amp; Welfare</b>				
112 OVERTIME	-	5,000	-	5,000
210 FICA	-	310	-	310
212 MEDICARE	-	73	-	73
213 TCRS CONTRIBUTION	-	734	-	734
219 WORKERS COMPENSATIONS INSURANCE	-	-	1,612	-
378 EDUCATION - SEMINARS & TRAINING	-	500	-	500
383 TRAVEL-BUSINESS EXPENSES	-	250	-	250
419 SMALL TOOLS & EQUIP	601	600	-	400
424 JANITORIAL SUPPLIES	-	300	-	250
429 GENERAL OPERATING SUPPLIES	3,852	5,000	-	3,000
431 GASOLINE & DIESEL FUEL	4,789	8,000	4,650	6,500
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	941	1,500	-	1,000
510 INSURANCE - GENERAL LIABILITY	1,147	-	941	941
971 MOTOR EQUIPMENT	-	-	-	28,000
<b>43400 - Public Works Health Inspection &amp; Welfare SUBTOTAL</b>	<b>11,330</b>	<b>22,267</b>	<b>7,203</b>	<b>46,958</b>

# Parks & Recreation Department





## MISSION STATEMENT

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

## VISION STATEMENT

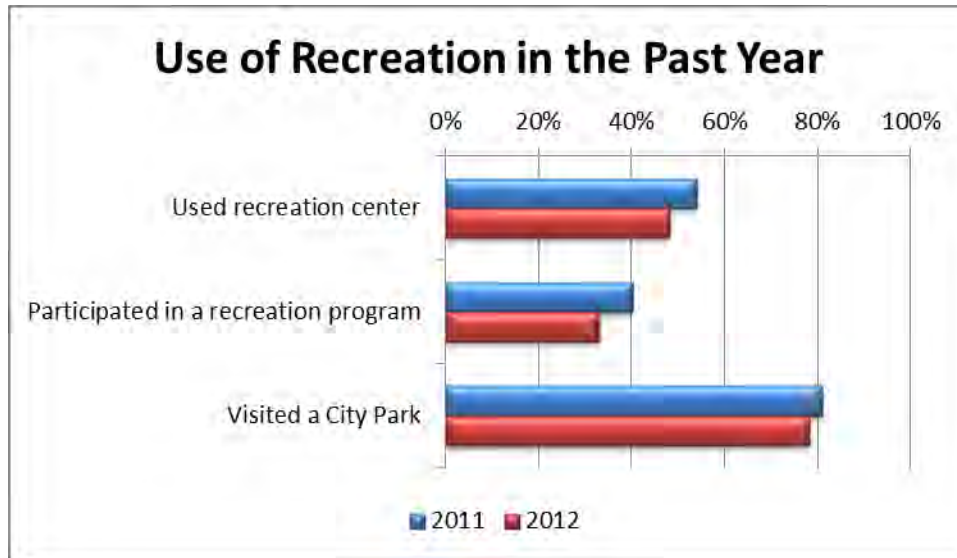
Morristown Parks and Recreation Department is the advocate in promoting citizens to live healthy and active lifestyles

## GOALS AND OBJECTIVES

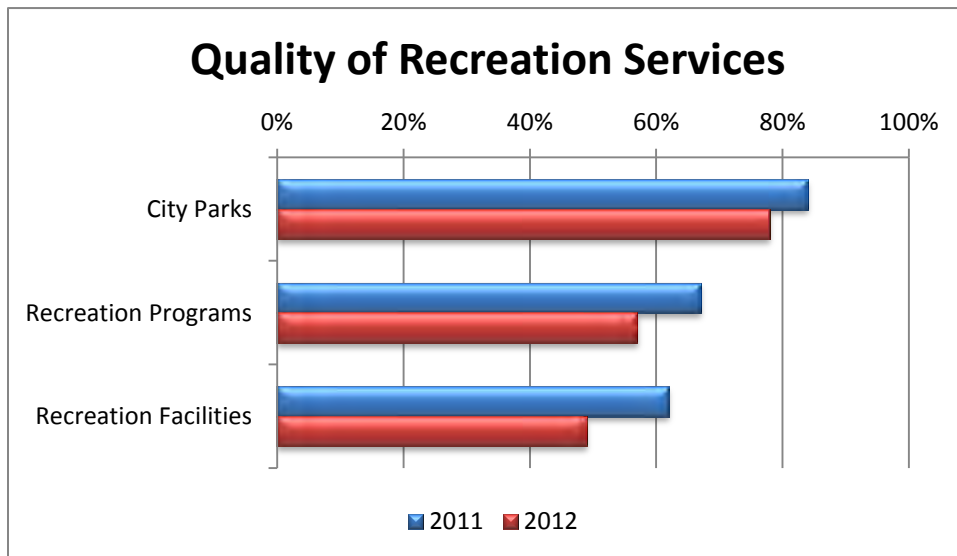
- To continue development of the recreation programs by providing those facilities identified by the citizens of Morristown and Hamblen County as needed
- To meet the national recreational standards for the service area
- To fulfill the obligations of the city government by meeting the individual and 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: 2012 Citizen Survey*



*Source: 2012 Citizen Survey*

## ❑ Significant Accomplishments FY 2012-2013:

### Park and Recreation Supervision Review of Prior Year Goals:

- Nation Citizen Survey - We ranked similar to the survey benchmark in recreation and wellness. 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.
  - Staff has been more cognizant of all benchmarking and survey material through National Recreation and Parks Association, Tennessee Recreation and Parks Association, National League of Cities, and other recreation providers.
- Set permanent goals (hours per year) for staff training possibilities by utilizing both local and state resources.
  - We were only able to do this at TRPA state conference and district activities. Some members of our staff participated.
- To modernize Parks & Recreation office for financial transactions.
  - This was accomplished with the addition of the receipt printer, credit card machine, and Munis software upgrades.
- Gather recreation providers for brainstorming of community events and targeting of joint larger events would be focus of this brainstorming session.
  - This is being done through Morristown Chamber of Commerce Tourist Committee
- Finalize TDEC Benchmarking Application.
  - TDEC Deadline was extended to May 2013.
- Seek and build partnerships and obtain additional resources through grant partnerships with high-end institutions that will enable events and activities to be expanded.
  - We partnered with:
    - Hamblen County Board of Education - tennis court restoration
    - Rotary Club of Morristown - disc golf course development at Frank Lorino Park
    - Morristown Chevrolet - Chevy Youth Baseball Program
    - Friend of the Morristown Dog Park - dog park opening
    - Becky Hughes Stuart - new amphitheater at Fred Miller Park
    - Morristown Hamblen Hospital and Covenant Health Care - P.A.T.H. program sponsorship
- Seek possible partnerships for a second disc golf course in Morristown.
  - This was accomplished with the partnership of Morristown Rotary Club. We were also instrumental in helping Hamblen County build a third course at Cherokee Park.
- Construct hardscaping the Dr. Martin Luther King Jr. Butter Fly Garden.
  - Thanks to Morristown City Council the hardscaping became a beautiful reality.
- Provide for more Morristown Dog Park @ Jaycee Field amenities.
  - With the additional funds from Morristown City Council we were able to open and dedicate the Morristown Dog Park at Jaycee Field. We topped that with the formation of the Friends of the Morristown Dog Park Council to help run and determine the park's planning and administration.

- Reseal and color coat the eight tennis courts at Frank Lorino Park.
  - This was funded and completed. We also received \$10,000 from HCBOE toward the project.
- Restroom project for Civic Park.
  - The project will be done in the spring of 2013.
- Develop prioritized plan for future restroom needs.
  - This has been done in our future recreation plans. Next restrooms are for Wildwood, West Elementary, and Wayne Hansard.
- Develop prioritized plan for playground needs and replacement program.
  - This was delayed due to budget concerns.
- Continue to develop program plan and improvement plan to make Talley-Ward into a viable community center for our City of Morristown.
  - This was not funded and a new plan of action will be taken on the 2013-14 budget.
- Build a plan for security cameras in key parks for control and safety.
  - This was delayed due to cost and will be placed in 2013-14 budget for consideration. The facilities targeted are Frank Lorino, Wayne Hansard, Fred Miller, Dr. MLK Park and Talley-Ward.
- Continue to bring closure concerning Closed Parks (Stetzer and Walters Parks) and Sale of Parks/Conversions with HCBOE.
  - No plan or options have been offered.

#### Other Accomplishments

- Morristown Parks and Recreation Department won various awards at the 61st Annual Tennessee Recreation and Parks Association Conference in Knoxville. They are as follows:
  - TRPA President Cup Winner Pop Category 20,000 - 39,999 - City of Morristown Parks and Recreation Department
  - TRPA Volunteer Service Awards
    - Morristown Chevrolet – Mr. Greg Helfrich - Chevy Youth Baseball involvement and donations of funds and equipment.
    - Sara Turk – Current Master Gardner and for her leadership with PATH to Produce at Fred Miller Park and her volunteer work and leadership with the Downtown Garden
    - Hamblen County Health Department Tender Care Program
    - Erin Tharp – For development of Erosion Control recommendations at all major parks and facilities Butterfly Garden
  - TRPA Benefactor Award Winner -Mrs. Becky Hughes Stuart -For her generous contributions for the Hughes Amphitheater at Fred Miller Park
- Hosted the first ever Recreation Summit held January 26, 2012, at Rose Center. This visionary process came from the Arts, Culture and Recreation area of the Community Profile.
- Our programs maintained themselves very well and with little or no decline in both youth and adult sports participation. Athletic and Special event program participation continued to be strong. Our parks remain very much used and continue to play an integral part in our citizen's lives.
  - The first ever Corn Hole for the Cause Tournament fund raiser was sponsored by the Friends of Hospice for a Morristown Serenity House Project. The event was held at Popkin Fields on August 11, 2012, with 74 participants in the event.

- Growth and sustainability of Pickin in the Park Program @ Fred Miller Park was more great news in 2012. We now have people from over 5 surrounding counties attending this great program as we average 25-40 pickers and 100-250 listeners each week.
- 2012 saw the rebirth of Modified Pitch Softball program after a 6 year absence. We had seven teams participate in the fall program. We will offer this league again in the spring of 2013.
- The Lakeway Tennis Association and USTA programs had good years in 2012. The programs ran from May - August and used the courts a total of 40 days for events. Both groups concentrated on clinics, tournaments, and mixers.
- The Morristown Hamblen County Running Club used Frank Lorino and Wayne Hansard parks as part of their Summer Running Series. Both parks hosted area runners in a great night of running fun. The club ran at Wayne Hansard Park on September 20, 2012 and Frank Lorino on October 4, 2012.
- Farm Day was held on April 25, 2012, at Frank Lorino Park for all kindergartener's in the Hamblen County School System. Mr. Rusty Rouse again led this wonderful program.
- The Fraternal Order of Police First Annual Car Show was held May 21, 2012, 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.
- Our Morristown BMX program hosted a regional Qualifier July 15-17, 2012. The local program had 125 riders participate in this 3 day event at Frank Lorino Park.
- Friends of the Morristown Dog Park @ Jaycee Field Council organized formally in April. The Council will oversee promotion, activities, events, and fundraising.
  - The first ever fundraiser was held for the Friends of the Morristown Dog Park Council and the event was the Wags and Waddles Duck Hunt. We had over 500 people participate in the event and the council raised over \$950.00 toward the Morristown Dog Park.
- Improved use of social media to inform citizens of programs and changes in schedules. (World Wide Web, Facebook, TXT alerts and Twitter)
- Staff continued reviewing standard operating procedure policies.
  - Conducted a review of our usage policy for facilities and programs and fees and charges. These changes were adopted by Parks and Recreation Board in November.
- Frank Lorino Park Barron Soccer field walkway project – Scout Nick Vinot under took this project as his Eagle Scout project and completed it in May. The concrete walkway connects the skate park parking lot and Barron # 2 field.

## ❑ **Goals for FY 2013 - 2014:**

## **Administration**

- Develop a long range plan for facilities to serve the needs of our community, including:
  - A centralized basketball/volleyball facility (at least 6 courts)
  - Talley-Ward renovation and improvements.
  - Security system for key facilities
  - Greenway phase 1 – Downtown to Davis Street
  - Civic Park restroom

- Wayne Hansard Park
  - parking area
  - expansion to adjacent acreage of Mary Carson, James Richard property
- Disk Golf
  - Develop 9-hole mini disc golf facility adjacent one of our current courses to develop youth levels of play and give adult another course option.
  - Begin master plan on adding an additional 9 holes at either Wayne Hansard (Kiwanis) or Frank Lorino (Rotary) to attract more players.
- Develop a replacement program for equipment
  - playground equipment
  - additional ramp(s) for skate park
  - scoreboard replacement program
  - lighting improvements at Ford-Hooks softball field
- To pave all remaining gravel parking lots at parks Frank Lorino and Wayne Hansard (These violate own codes and restrictions).
- Give closure for the closed parks from 2009 budget (Susong-Senter, Stetzer)
- Develop new program opportunities:
  - specific to new facilities - Hughes Amphitheater and Butter Fly Garden
  - designated photo history swap day
  - obesity awareness,
  - adult kick ball, expand league play into new divisions,
  - a skate park event
  - leagues, clinics, contest in disc golf.
- Beverage contract rebid or extended 3 year option with current vendor
- Enhance school / parks relations and agreements at all levels

#### **☐ Comments on FY 2012 Actual and FY 2013 Projections:**

- There are no significant variations.

#### **☐ Significant Changes for FY 2014:**

- 110-44410-330 Legal Notices – Citizen Tribune and CT Text Alerts have been moved from 399 as by instruction from finance department.
- 110-44410-351 This fund will culminate all random and pre-employment tests into this account instead of 399 as previous budget



## **Personnel Summary**

PARKS & REC SUPERVISION	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
PARKS & REC DIRECTOR	1	1	1	1	1	1	1	1	1
PARKS & REC ASSISTANT DIRECTOR	1	1	0	0	0	0	0	0	0
ATHLETIC COORDINATOR	1	1	1	1	1	1	1	1	1
ATHLETIC SUPERVISOR	1	1	1	1	1	1	1	1	1
ATHLETIC ASSISTANT	0	0	1	1	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	0	0	1	1	1	1	1	1	1
RECEPTIONIST	1	1	0	0	0	0	0	0	0
TOTAL PARKS & RECREATION SUPERVISION	5	5	5	5	5	5	5	5	5

## **Budget Expense Detail**

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>44410 - Parks &amp; Rec Administration</b>				
111 SALARIES & WAGES	261,978	259,137	251,777	263,987
112 OVERTIME	-	150	375	150
120 BONUS-ONE TIME	2,650	-	-	-
134 HOLIDAY BONUS	2,496	2,694	2,448	2,721
210 FICA	16,298	16,243	15,785	16,545
212 MEDICARE	3,658	3,799	3,692	3,869
213 TCRS CONTRIBUTION	38,537	38,459	37,375	39,175
214 EMPLOYEE HEALTH INS	57,925	56,458	47,520	58,703
217 EMPLOYEE LIFE INS	-	960	960	984
219 WORKERS COMPENSATIONS INSURANCE	3,431	5,833	1,273	1,273
226 CLOTHING/UNIFORM/SHOES	3,139	-	-	-
310 POSTAL SERVICE	-	3,600	3,600	3,600
321 PRINTING SERVICES	383	300	300	300
330 LEGAL NOTICES	504	-	450	900
351 MEDICAL SERVICES	56	-	1,200	1,200
359 OTHER PROFESSIONAL SRVCS	-	-	75	-
371 SUBSCRIPTIONS & BOOKS	242	-	40	-
375 MEMBERSHIPS & DUES	1,235	1,300	1,300	1,300
378 EDUCATION - SEMINARS & TRAINING	483	1,000	1,000	1,000
383 TRAVEL-BUSINESS EXPENSES	1,942	2,000	2,000	2,000
399 OTHER CONTRACTED SERVICES	434	450	450	-
411 OFFICE SUPPLIES & MATERIALS	3,055	4,200	4,250	-
413 OFFICE EQUIPMENT	-	1,000	1,000	1,000
429 GENERAL OPERATING SUPPLIES	96	300	300	-
510 INSURANCE - GENERAL LIABILITY	1,262	1,056	1,976	1,976
523 PROPERTY (CONTENTS) INSURANCE	-	207	217	217
533 EQUIPMENT- RENTAL/LEASE	2,358	7,450	7,450	7,450
<b>44410 - Parks &amp; Rec Administration SUBTOTAL</b>	<b>402,162</b>	<b>406,596</b>	<b>386,813</b>	<b>408,350</b>

## 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	2013 Goal
Easter Eggsellent Adventure @ Fred Miller Park	Approximately 1800 in attendance	1,500	3,336	1,400	3,500
Pickin In the Park @ Fred Miller Park	Approximately 250 participants weekly	220	250	250	300
Starlite Cinema Series @ Fred Miller Park	275 participants per movie	300 average for 3 movies	Ave. 300 for 3 movies	Ave. 300 for 3 movies	400
Kids Fun Fair @ Fred Miller Park	700 participants	800	800	800	800
Olympic Day @ Fred Miller Park	200 participants	300	25	Dropped	Dropped
Wet N Wild Wednesday @ Fred Miller Park	200 participants	300	250	200	300
Arts in the Park @ Dr. Martin Luther King Jr. Park	700 participants	1,000	800	1,300	1,500
Celebration of Cultures @ Fred Miller Park	1500 participants	2,000	800	Dropped	Dropped
Touch a Truck @ Frank Lorino Park	150+ participants	250	500	384	500
Children's Health Fair @ Talley Ward Recreation Center	150+ participants	250	200	200	Combining with Childrens H/F
BOO Fest @ Fred Miller Park	3000 participants	10,000	11,000	10,000	10,000
Official Tree Lighting Ceremony @ City Center	150 participants	200	200	200	200
Scarecrows in the Park		5 Organizations	6 - Vendors	7	10

Talley Ward Center Programming					
Event	2009	2010	2011	2012	2013 Goal
Stuffed Animal Pageant: A children's event where their personal stuffed animals are judged.	15 participants	25	25	30	40
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	Pending on Sponsor
TVTC: antiques and collectibles auctions once a month as well as an annual "Bottle Show" .	700 participants	800	760	1,000	1,200
Lakeway Twirlers: a user group that specializes in square dancing.	N/A	24	40	40	40
March Madness: a basketball contest.	57 participants	13 (Conflict/Spring Break )	7 - Huge conflicts	12	25
Art Attack Camp 1: a two week format day camp for children 5 to 8.	111 participants	100	75	75	100
Art Attack Camp 2: a two week format camp for children 9 to 12.	134 participants	121	75	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	5,000 items	2,500
Halloween Coloring Contest: A children's coloring contest divided into 3 age groupings.	58 participants	75	45	20	25
Lil' Locker Room: An activity room for the children with parents participating in adult league volleyball.	24 participants / night	12	None	Dropped	Dropped
Scrappy Thanksgiving: a charity event where the public can drop off items for the animal shelter.	250 items	550	900	P-R Conflict	1,000
Thanksgiving Coloring Contest	40 participants	30	40	15	20
Christmas Coloring Contest	14 participants	8	11	15	20
New Year's Early Eve Party: a children's event	22 participants	Weather Conflict	0	14	20
Free Play: Open court free usage	25-60 participants per day	40 -75 per day	40-75 per day	60	75
Zumba Exercise Program			40-55 Per Day	50-60 Per Day	50-60 Per Day

Adult League Participation								
	2010		2011		2012		2013	
Sport	Teams	Leagues	Teams	Leagues	Teams	Leagues	Teams	Leagues
Fall Softball	18	3	24	4	20	3	TBD	TBD
Men Volleyball	21	5	20	5	16	3	TBD	TBD
Women Volleyball	55	9	56	9	43	8	TBD	TBD
Coed Volleyball	16	3	8	2	6	1	TBD	TBD
Men Basketball	62	11	58	10	58	10	TBD	TBD
Women Basketball	10	2	12	4	8	2	TBD	TBD
Men Spring Softball	32	6	32	8	24	3	24	4
Women Spring Softball	17	4	13	3	10	2	10	2
Total Teams	231	43	223	45	185	35	TBD	TBD

Youth Sports Participation			
		Little League Baseball / Softball	Basketball
2010	Teams	92	61
	Players	1,167	586
	Leagues	15	8
2011	Teams	83	60
	Players	1,086	572
	Leagues	15	8
2012	Teams	78	61
	Players	1,058	576
	Leagues	15	8

Scheduled Adult Athletics games/matches played			
	2010	2011	2012
Fall Softball Games	123	91	114
Men Volleyball Matches -146 matches of 3 games each	438	411	384
Women Volleyball Matches- 417 matches/3 games each	1,251	1,167	987
Coed Volleyball Matches 56 matches/3 games each	168	135	135
Men Basketball Games	427	390	435
Women Basketball Games	90	56	56
Men Spring Softball Games	227	249	186
Women Spring Softball Games	97	93	75
Total Adult Games/Matches	2,821	2,606	2,318

## ❑ Significant Accomplishments FY 2012-2013:

### Athletics Review of Prior Year Goals:

- Work to secure partnership in a second disc golf course in Morristown and Hamblen County
  - There are now 3 disc golf courses 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).
  - We held meetings with our gym supervisors and told them what was expected of them. Also purchased vests for them to wear while working so everyone in the gym would know who was working for us in that gym.
- Seek new programming opportunities for individual sports.
  - Did not establish any new sports for individuals.
- Consider a stronger sports constitution to help eliminate complaints by parents and participants.
  - We still have a great sports preamble and handout we give to all who participate. We did not add anything specific to constitutions but have made a more conscious effort to address these concerns during the registration process and at tryouts about sportsmanship.
- 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.
  - We added a rule limiting the number of runs a team can score in one inning to take care of this.
- Consider/study direct deposit for game officials' checks.
  - We did not do this. Still under review.
- Consider adult kickball program.
  - It was discussed but no action was taken.
- Re-evaluate current tournament policy.
  - We accomplished this by eliminating tournaments in youth basketball. We gave each team an equal number of games instead of having post-season tournaments. Director and staff updated current usage and fee structure for more accountability and commitment of those who desire to use MPRD facilities.
- Help department Director on TDEC Benchmarking program information.
  - We did some things on this and are in the process of trying to update these again.

### Programming and Special Events Review of Prior Year Goals:

- Work to program new hours at Talley-Ward
  - East High School did not leave the facility until December of 2012. We have changed the lock and will proceed with planning of programs after we take care of structural needs.
- Help department Director on TDEC Benchmarking program information.
  - Continuing this process as we head toward August Deadline
- Get Talley-Ward facility upgrades of painting, window tenting, and stage repair underway.
  - This was not allocated in the budget.

- Review and develop additional standard operating procedures for all established programs for program needs, pros, and cons - seek program growth.
  - For each event we mail out an evaluation sheet. Each event has a book that walks you thru the procedure in which is needed for the event to flow. We will also use this year a new Program Evaluation Summary Format to better track individual programs for quality control and sustainability.
- 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.
  - We brought in a minimum of 3 different vendors than the following year.
- Seek a 50% increase in participation of the P.A.T.H program.
  - We had a total of 80 plus people sign up for P.A.T.H. after our kick-off in April. This is right at our 50% growth target.
- Encourage and educate skin cancer awareness with the partnership of Sunny Skincare. We also encourage this within our staff especially our maintenance crew. We also gave away hats to the children for extra protection.
  - Walgreens no longer manufactured the sample size of sunscreen however we had it available at events and we continued handing out information.
- Continue usage and monitor the TRPA List Serve service to obtain benchmarking information from departments and cities across the state.
  - This has been done in asking as well as being part of the partnership when responses are sent back and forth.
- Increase the awareness of Talley Ward and host other events.
  - We had an increase in gym rentals this year.
- Continue to expand web site development and increase awareness using Facebook, Text Alerts, and Twitter and developing a link on mymorristown.com for P.A.T.H.
  - We started our own Facebook Page and Twitter; P.A.T.H. also had a link for folks to sign the application and email it in and to connect with Morristown Hamblen Healthcare – Covenant Health.
- 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. By adding Lila to my media group in emailing's she receives all information sent out. The chamber will also add events to their calendar as well and participating in some event's so they add photos to help advertise.
- 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.
  - This program was a great success with the class from Girls Inc. they enjoyed the production of the produce. Some of the girls had never picked fresh produce and others enjoyed it so much they went home and made planter box gardens. A huge thank you to Home Depot for the development of the garden boxes and the wonderful soil that was donated. Sara Turk was irreplaceable in this program as well with her knowledge and love for the garden. We look forward to developing this program in 2013.

## Athletics Year In Review

- 2012 Tournaments Coordinated Youth/Adult Tournaments – 27 public/private contracts and reports
  - Lakeway Soccer Club conducted three tournament/play day dates in 2012: The March tournament play day had 52 teams. The August tournament had 20 teams, and the October tournament had 43 teams.
  - AYSO's Autumn Classic Soccer Tournament had 42 teams participate in the annual November classic.
  - Hosted District 4 Little League tournaments in, Boys Little League (11-12), and Boys Junior League (13-14) year olds.
  - Hosted 14 independent weekend tournaments for the year in softball/baseball/soccer. A total of 239 teams participated in these tournaments
- The Fourth 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.
- Our Little League program had one state winner, Girls 11-year olds won state and we had a total of 6 teams win Tennessee District 4 Little League titles for the year and play in state tournaments.
- Our youth and adult basketball officials were trained again by Butch Patterson, Director of Parks and Recreation in Greeneville who is a veteran high school and college official.
- Our local Disc Golf Club membership remains active after the fifth year. Things are getting better with the two additional courses added this year. The Kiwanis Disc Golf Course at Wayne Hansard is as popular and more players are taking on the new Rotary Disc Golf Course at Frank Lorino. Rotary Disc Golf course opened with 57 players participating in the c-tier tournament and the course record was quickly established at 47 for the course.
- Athletics Maintained School-Park User Agreements. These contracts allow us to use school facilities for various youth and adult athletic programs.

### **❑ Goals for FY 2013 - 2014:**

#### Playgrounds-Programs Division

- Increase program participation.
  - Increase established programs BOO Fest, Easter Eggsellent Adventure, Kids Fun Fair, Wet N Wild Wednesday and the Starlite Cinemas by 10%.
  - Increase in participation in the P.A.T.H program by 50%.
  - Increase community involvement with more local businesses and churches participating in the events, would like for each event to have an increase of 5 vendors.
  - Encourage more sun cancer awareness with the partnership of Sunny Skincare, I am currently looking for a new partner for this event due to the fact that Walgreens quit manufacturing the samples of sunblock. We also encourage this inner office also with our maintenance crew. We also gave away hats to the children for extra protection.
  - Address cosmetic and structural issues at Talley Ward so we can increase the community involvement in established programs.
    - Zumba remains strong in attendance of 50 - 75 each night for class.

- Hoop Dance is no longer a program due to the instructor leaving town.
  - We have begun a new Bingo program that had 50 for the first event.
- Double participation in P.A.T.H to Produce: A learning garden, to help educate youth of the importance of gardening, and crop sales. Open this to the community for a class to be every Thursday at 10:00am.
  - Continue to partner with Boys and Girls Club and Girls Inc. as well area Master gardeners to assist the youth. The youth and volunteers will plant, weed and pick all produce.
- Develop new programs and events to showcase new facilities:
  - In March this year will host our first Pictures with the Easter Bunny at Dr. Martin Luther King Jr. Park. This event is in sponsorship with Walgreens on East Morris Blvd. The event will showcase the new Butterfly Garden and will give children the opportunity to meet the Easter Bunny.
  - Develop a concert/entertainment series at Fred Miller Park and Butter Fly Garden, during spring and summer months.
- Improve department communication
  - Work on web site development and increase awareness using Facebook, Twitter and developing a link on mymorristown.com for P.A.T.H. and the Friends of the Dog Park Council. Use on line surveys for events feedback and data collecting for program development.
  - To grow the use of Text Alerts for communication and promotion.
  - Continue and even expand involvement with the local chamber of commerce to increase recreation and tourism.
    - Tourism Talks is a new marketing opportunity for event planners in our community to collaborate and share schedules to help area host more activities.
    - The Chamber Tourism Director has a list serve that reaches about 500 plus tourism groups so I have included her in all press release info.
- Utilize the list serve thru TRPA to find best practices of other departments and cities through the benchmarking program.
- Renovate Talley Ward facility to better meet the needs of the community.
  - Painting and window treatments.
  - Gutting the rest of items from kitchen and using it for belter event storage.
  - Turning the memorial room into a media center, this would be used after school and during times that parents are participating in sports as well.

### Athletics Division

- Continue to seek ways to improve existing programs and opportunities for new ones
  - Staff needs to think outside the box more on how we do things. Work on expanding vision and how things are done
  - Explore the possibilities of a disc golf leagues and other events
  - Check on possibility of chartering separate Little Leagues in baseball and softball
  - Expand current age groups to include softball and baseball for 17-18 year olds.



- Seek a way to get a better volleyball setup (net system) in some of the gyms we use.
- Keep modified softball league alive if at all possible
- Offer more opportunities or options for adult participation
- Try again for a kickball league
- Improve communication
  - Survey the community and ask more questions
  - Expand and come up with a definite plan for getting program information out to the public by use of Mymorristown.com, Facebook, etc.
  - Little League Website development
  - Maintain a strong partnership with local newspaper and radio for publicity purposes
- Improve operations
  - Review and develop additional standard operating procedures for all established programs in athletics. As per each event/league we mail out an evaluation sheet. We will record each and develop a fresh approach for growth and control. We will also use this year a new Program Evaluation Summary Format to better track individual programs for quality control and sustainability
  - Develop stronger SOP's for all officials and do a better job of training them

**□ Comments on FY 2012 Actual and FY 2013 Projections:**

- There are no major variations from the budget.

**□ Significant Changes for FY 2014:**

- 110-44420-359 Other Professional Services – To cover preliminary design cost for Talley-Ward renovations
- 110-44420-375 Membership and Dues – Cover increased cost of program affiliation in ASA, Little League Incorporated, and permits
- 110-44420-413 Office Equipment – Serious need for table and chairs for Talley-Ward
- 110-44420-960 Machinery and Equipment – Skate park ramp (\$15,000) and Playground equipment at Fred Miller (\$12,000).

## **Personnel Summary**

PARKS & REC PLAYGROUNDS & PROGRAMS	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
RECREATION CENTER SUPERVISOR	1	1	1	1	1	1	1	1	1
RECREATION PROGRAM COORDINATOR	0	1	1	1	1	1	1	1	1
PARK RANGER	1	1	1	1	1	1	1	1	1
<b>TOTAL PARKS &amp; REC PLAYGROUNDS &amp; PROGRAMS</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

PARKS & REC MHA PROGRAMMING	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
RECREATION PROGRAM COORDINATOR	1	0	0	0	0	0	0	0	0
<b>TOTAL PARKS &amp; REC MHA PROGRAMMING</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **Budget Expense Detail**

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>44420 - Parks &amp; Rec Playgrounds &amp; Programs</b>				
111 SALARIES & WAGES	101,494	100,665	97,770	113,387
112 OVERTIME	633	200	100	200
114 WAGES & SALARIES TEMP EMP	77,843	72,600	72,600	72,600
120 BONUS-ONE TIME	2,226	-	-	-
134 HOLIDAY BONUS	1,012	821	460	838
210 FICA	11,483	10,806	10,598	11,596
212 MEDICARE	2,555	2,527	2,478	2,712
213 TCRS CONTRIBUTION	15,136	14,807	14,367	16,675
214 EMPLOYEE HEALTH INS	30,478	33,728	28,148	35,071
217 EMPLOYEE LIFE INS	-	381	381	390
219 WORKERS COMPENSATIONS INSURANCE	10,294	3,500	4,934	4,934
220 UNEMPLOYMENT INSURANCE	1,664	-	800	-
321 PRINTING SERVICES	39	-	-	-
330 LEGAL NOTICES	66	-	88	-
345 TELEPHONE SERVICES	373	800	800	800
351 MEDICAL SERVICES	-	-	450	200
359 OTHER PROFESSIONAL SRVCS	56	500	1,500	1,500
363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT	704	-	-	-
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	-	1,500	1,500	1,500
375 MEMBERSHIPS & DUES	14,732	11,000	15,000	15,000
378 EDUCATION - SEMINARS & TRAINING	-	250	250	250
399 OTHER CONTRACTED SERVICES	91,520	98,551	98,500	98,500
413 OFFICE EQUIPMENT	-	-	-	1,500
419 SMALL TOOLS & EQUIP	-	-	-	4,000
429 GENERAL OPERATING SUPPLIES	36,459	58,200	58,200	58,200
510 INSURANCE - GENERAL LIABILITY	13,560	11,516	11,594	11,594
523 PROPERTY (CONTENTS) INSURANCE	-	2,253	2,367	2,367
533 EQUIPMENT- RENTAL/LEASE	1,950	5,000	5,000	5,000
960 MACHINERY & EQUIPMENT	-	-	-	27,000
971 MOTOR EQUIPMENT	32,397	9,000	7,135	-
999 OTHER CAPITAL OUTLAY	-	-	-	-
<b>44420 - Parks &amp; Rec Playgrounds &amp; Programs SUBTOTAL</b>	<b>446,673</b>	<b>438,605</b>	<b>435,019</b>	<b>485,814</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 273 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 2012-2013:

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

- Continue upgrades of metal roofing replacement on various park shelters, restrooms and pavilions
  - Replaced Hillcrest and King Park shingle roofs with metal.
- Continue bank stabilization plan at Frank Lorino Park with targeted area being Challenger Field.
  - Utilized sod cut from football practice field at Long-Reel to stabilize bank between Wayne Hansard I soccer field and restroom.
- Work with staff on ways to cut fuel cost.
  - Utilize Toro workman inside larger parks.
- Assist and gain funding for hardscape of Dr. Martin Luther King, Jr. Park Butterfly Garden.
  - Completed with new lighting, electrical outlets and water source.
- Target and begin restroom and concession painting program.
  - King Park and restroom at Shuck Shelter.
- Target asphalt issues/deterioration at Wayne Hansard Park parking lot for repairs.
  - Thanks to the help from the Public Works Department this project is complete.
- Develop strategy on repairs to purloin deterioration at M.E. Shuck Shelter at Frank Lorino Park.
  - Developing disc golf course at Frank Lorino Park took priority.
- Continue to correct drainage issues at all parks.
  - Cleaned existing ditch lines with good results.
- Upgrade playground inspection materials for liability purposes.
  - This has been done working with Joe Lakins and Bill Bentley.
- Gain funding for Tennis Court resurfacing program.
  - Completed
- Bring closure to clogged Talley-Ward restroom issues -occur during large usage times.
  - Cleaned lines with high volume of water.
- Assist with CDBG grant request for restroom facility at Wayne Hansard.
  - Completed and in operation.
- Stress safety and liability in all phases of maintenance operations.
  - Monthly meeting with staff.
- Help department Director on TDEC Benchmarking program information.
  - Ongoing with May deadline approaching.

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

New maintenance equipment secured the following in 2012:

- One ton crew cab truck with a dump bed
- 3200 Toro workman utility vehicle
- 2100 Toro workman utility vehicle
- 7' x 20' trailer
- Secured used computers from IT department for (Frank Lorino, Wayne Hansard, General maintenance staffs) for record keeping and communication.

Wayne Hansard Park:

- Worked with MUS and contractor during the installation of the new Musco ball field lighting on DeWald-McDainel baseball field
- Security light for playground and disc golf area
- Addition of electrical outlets between Ford-Hooks and DeWald-McDainel fields
- Metal building attached to maintenance building adding 360 sq. ft. secure dry space
- Used sod taken from athletic field at Long-Reel on bank beside soccer field installed a water line for restrooms at the soccer fields
- Purchased eight acres for future development

Frank Lorino Park:

- New CXT restroom and concession building for football and tee ball programs
- Perimeter fencing at new restroom/concession for crowd/vehicle control
- Resurface eight tennis courts and practice area
- Constructed Rotary Disc Golf Course an eighteen hole disc golf course
- Added hundreds of tons sand/clay mixture leveling infields on softball fields
- New electrical service from MUS to transformers inside the complex
- Restriped parking lots and painted concrete stops
- Began construction on new water line to the Morristown BMX facility

Jaycee Dog Park:

- Relocated entrance gate away from road for safety
- Graded parking lot and added stone
- Repaired restroom roof and repaired inside to make operational
- Added new fence and repaired old to secure dogs
- Removed two sets of concrete steps for safety and maintenance ease
- Planted trees inside and outside the park
- Installed pet stations with waste bags and enclosed cans
- Installed a frost proof water hydrant that can be operational year round

Martin Luther King Jr. Park

- Butterfly garden renovation complete with decorative concrete
- Landscaping, park benches, electrical outlets and water line
- Permanent asphalt ramp for overflow parking
- Planted several trees though out the park

Fred Miller Park

- Constructed Hughes amphitheater complete with concrete floor, steel frame, metal roof, landscaping and electrical outlets

Long-Reel Track

- New back flow preventer and enclosure
- Renovation of the athletic field including new sod in center of field

#### King Park

- Built new covers for players benches
- New metal roof installed on restrooms and concessions building
- Installed two new light fixtures on ball field lights

#### Hillcrest Park

- New metal roof installed on restrooms and concessions building

#### Wildwood Park

- Installed new borders for the playground
- Removed several trees damaged in storms

#### Popkin Fields

- Leveled infields with sand and clay mixture, also added field conditioner
- Restriped parking lots
- Replaced borders on playground
- Removed materials from both fields after rain/flooding events

#### All Parks

- Replaced lighting fixtures on all buildings with more energy efficient fixtures as needed
- Assisted with special event preparation such as Easter Eggsellent Adventure, Hall of Fame Banquet, Kids Fun Fair, Wet-N-Wild Wednesday, Arts in the Park, Touch a Truck, BooFest Official Tree Lighting Ceremony.

- The Morristown Tree Boards Legacy Tree program added more trees to parks in memorials and honor of various individuals.
- Park maintenance improved playing areas with sod on all soccer fields, and Long-Reel football field.
- 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 2013 - 2014:**

- Complete King Park renovations to be the home field for East High softball and the Parks and Recreation Challenger League.
- Upgrade Jaycee Dog Park with shade systems, concrete entrance to restrooms and transition area and install new drinking fountain.
- Landscape the renovated Butterfly Garden at Martin Luther King Park.
- Install batting cage at Challenger Park for girls little league softball programs.
- Develop new property adjoining Wayne Hansard Park.

#### ❑ Comments on FY 2012 Actual and FY 2013 Projections:

- Truck accident and major repairs
- There were no significant variations with the exception of continued rising fuel cost.
- Staff has tried to fulfill budget needs by addressing misapplied coding of funds from others who help implement our budget process.

#### ❑ Significant Changes for FY 2014:

- 110-44420-112 Overtime – Our park maintenance operations are seven days per week. We don't have the number of staff to cover weekends and special events, at the current time. We have to use flex time to cover weekends and special events and it is getting harder to do, especially in tournament season to get athletic fields prepared. Our staff is on call to be called in when severe weather causes tournament delays and to work fields after midnight for next day's usage with no on call pay. Park maintenance also helps with 3-4 key large special events and flex time is required.
- 110-44430-362 Repair and Maintenance / Operation Equipment - To cover increased cost of repair and maintenance of all equipment by City Garage staff.
- 110-44430-431 Gasoline and Diesel Fuel – Cover increased cost of fuel
- 110-44430-433 Vehicle Parts, Oil, Fluids, Tires, Etc. - To cover increased cost of these necessary items for an aging fleet.
- 110-44430-922 Building – Repairs at Talley Ward to address structural concerns with windows (\$200,000).
- 110-44430-971 Motor Equipment – a 4WD pick-up with utility bed (\$ 29,000) and a commercial side winder mower for Wayne Hasnard park (\$33,000)
- 110-44430-971 Other Capital – Extension of road to newly purchased property at Wayne Hansard Park (\$10,000)

#### ❑ Personnel Summary

PARKS & REC MAINTENANCE	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
RECREATION AIDE	1	1	1	1	0	0	0	0	0
CREW LEADER	4	5	5	4	3	2	2	3	3
SUPERINTENDENT	1	1	1	1	1	1	1	1	1
ASSISTANT SUPERINTENDENT	1	1	1	1	1	1	1	1	1
MAINTENANCE WORKER I	3	5	4	4	4	4	4	4	4
MAINTENANCE WORKER II	2	0	0	1	1	1	1	0	0
TOTAL PARKS & REC MAINTENANCE	12	13	12	12	10	9	9	9	9

## Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>44430 - Parks &amp; Rec Parks</b>				
111 SALARIES & WAGES	322,293	316,810	307,063	352,919
112 OVERTIME	1,798	2,000	1,000	5,000
114 WAGES & SALARIES TEMP EMP	146,170	145,000	145,000	145,000
120 BONUS-ONE TIME	4,769	-	-	-
134 HOLIDAY BONUS	3,630	3,618	3,360	3,747
210 FICA	29,143	28,981	28,298	31,413
212 MEDICARE	6,503	6,778	6,618	7,347
213 TCRS CONTRIBUTION	47,958	47,332	45,717	53,093
214 EMPLOYEE HEALTH INS	98,281	101,255	52,097	116,965
217 EMPLOYEE LIFE INS	-	1,236	1,236	1,384
219 WORKERS COMPENSATIONS INSURANCE	-	10,500	2,323	2,323
220 UNEMPLOYMENT INSURANCE	26,605	14,000	14,000	14,000
310 POSTAL SERVICE	18	-	-	-
321 PRINTING SERVICES	509	-	-	-
330 LEGAL NOTICES	267	-	-	-
345 TELEPHONE SERVICES	1,875	1,500	1,500	1,500
351 MEDICAL SERVICES	557	-	-	-
359 OTHER PROFESSIONAL SRVCS	-	1,000	1,000	1,000
361 REPAIR & MAINTENANCE-VEHICLES	142	-	-	-
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	13,431	9,000	9,000	11,000
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	26,014	32,500	32,500	32,500
378 EDUCATION - SEMINARS & TRAINING	-	100	100	100
399 OTHER CONTRACTED SERVICES	38,388	38,240	39,240	41,240
419 SMALL TOOLS & EQUIP	4,079	8,000	8,000	8,000
424 JANITORIAL SUPPLIES	10,154	11,800	11,800	11,800
429 GENERAL OPERATING SUPPLIES	12,470	33,500	33,500	33,500
431 GASOLINE & DIESEL FUEL	29,633	28,000	33,000	33,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	3,967	5,000	6,500	6,500
446 SPLASH PAD SUPPLIES	1,009	2,000	2,000	2,000
451 CONCRETE PRODUCTS	1,940	4,000	4,000	4,000
455 CRUSHED STONE & SAND	2,151	6,000	6,000	6,000
510 INSURANCE - GENERAL LIABILITY	18,129	15,163	14,870	14,870
523 PROPERTY (CONTENTS) INSURANCE	-	3,026	3,116	3,116
533 EQUIPMENT- RENTAL/LEASE	2,052	2,000	2,000	2,000
562 LANDFILL FEES/DISPOSITION CHARGES	-	-	500	500
689 OTHER MISCELLANEOUS EXPENSES	3,795	-	-	-
910 LAND	-	-	42,000	-
922 BUILDING STRUCTURES	10,190	-	-	200,000
971 MOTOR EQUIPMENT	18,080	9,000	9,200	62,000
999 OTHER CAPITAL OUTLAY	11,841	60,000	62,000	10,000
<b>44430 - Parks &amp; Rec Parks SUBTOTAL</b>	<b>897,841</b>	<b>947,339</b>	<b>928,538</b>	<b>1,217,817</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 2012 Actual and FY 2013 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 provided 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.
- The Diversity Task Force was moved from the City Council account in FY 12.
- Daily Bread elected to not take City funding beginning in FY 12.

## ☐ Significant Changes for FY 2014:

- The regional workforce development program was added.

## ☐ Personnel Summary

- No personnel are assigned to this area.

## ☐ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>44600 - Non-Profit Agencies</b>				
641 ALPS	9,500	9,500	9,500	9,500
643 BOYS & GIRLS CLUB, INC	15,675	15,675	15,675	15,675
644 CEASE	16,625	16,625	16,625	16,625
645 CENTRAL SERVICES	5,000	-	-	5,000
646 CHILD ADVOCACY	950	950	950	950
647 DAILY BREAD	4,750	4,750	-	-
648 GIRLS, INC.	11,400	11,400	11,400	11,400
649 HELPING HANDS	7,125	7,125	7,125	7,125
650 KAB	19,950	19,950	19,950	19,950
651 MATS (CDBG)	16,625	16,625	16,625	-
652 M-H CHILD CARE CENTERS	22,800	22,800	22,800	22,800
653 NEW HOPE RECOVERY	4,750	4,750	4,750	4,750
655 ROSE CENTER	11,875	11,875	11,875	11,875
656 SENIOR CITIZENS CENTER	47,500	47,500	47,500	47,500
657 SENIOR CITIZENS HOME ASSISTANCE	4,750	4,750	4,750	4,750
658 STEPPING OUT	1,425	1,425	1,425	1,425
659 YOUTH EMERGENCY SHELTER	30,875	30,875	30,875	30,875
660 BOYS & GIRLS CLUB SWIM TEAM	10,000	10,000	10,000	10,000
661 TENNESSEE ACHIEVES	4,500	5,000	9,000	5,000
662 CROCKETT TAVERN MUSEUM	8,125	8,125	8,125	7,500
663 DIVERSITY TASK FORCE	-	7,000	7,000	7,000
664 WORKFORCE DEVELOPMENT	-	-	-	10,000
<b>44600 - Social Services SUBTOTAL</b>	<b>254,200</b>	<b>256,700</b>	<b>255,950</b>	<b>249,700</b>

## Other Agencies

This account is used to allocate funds to the Industrial Development Board, the Chamber of Commerce and other regional agencies.

### ❑ Comments on FY 2012 Actual and FY 2013 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 2014:

- Economic Development support increases with improved lodging tax receipts and with an increased effort in industrial development.
- The City and County are considering a foreign trade zone which will be funded through the economic development funding.

### ❑ Personnel Summary

No personnel are assigned to this area.

### ❑ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>81000 - Special Appropriations</b>				
610 ANIMAL CONTROL	133,532	137,890	137,890	137,890
612 E-911 DISTRICT	175,257	187,278	187,278	187,278
613 SUMMER FEEDING PROGRAM	47,233	90,000	90,000	90,000
614 PUBLIC LIBRARY	243,600	257,000	257,000	257,000
616 ECONOMIC DEVELOPMENT (HOTEL TAX)	356,373	200,000	200,000	200,000
617 INDUSTRIAL PARKS	325,000	-	-	-
618 FAST TRACK GRANTS	460,104	-	-	-
619 EMERGENCY MANAGEMENT AGENCY	-	-	-	45,000
<b>81000 - Special Appropriations SUBTOTAL</b>	<b>1,741,099</b>	<b>872,168</b>	<b>872,168</b>	<b>917,168</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 2012-2013:**

- Formation of the Morristown Municipal Airport Commission
- Scheduled to have Fuel Farm replacement and Apron Improvements under contract by end of FY 2013
- General FBO Lease Agreement scheduled for completion by end of FY 2013
- Received funding for an Airport Layout Plan
- Managed Grant Funding available to maximize use of local funding
- Completed annual SPCC training
- Completed annual update of Capital Improvement Program as required by TAC

## **❑ Goals for FY 2013 - 2014:**

- Complete construction of Fuel Farm and Apron Expansion
- Complete Airport Layout Plan
- Complete SPCC update and training
- Continue maximizing use of local funding to leverage future grant opportunities
- Complete security improvements
- Seek funding for pavement and hangar maintenance
- Take advantage of property acquisition opportunities when funded

## **❑ Comments on FY 2012 Actual and FY 2013 Projections:**

- Though required expenditures for local match on grants as well as engineering expenses have been paid in FY 2013 it is anticipated the remaining design and local match requirements as well as the construction cost will be expensed in FY 2014.

## **❑ Significant Changes for FY 2014:**

- Reduction in other professional services moves these expenses to capital.
- Increase in other contracted services corrects coding of expenses from the previous fiscal year.
- Capital expenditures reflect continuance of Fuel Farm and Apron Improvements project as well as requested funding for the ALP and security improvements. These projects have been previously approved and the match for the grants has been provided. These projects will significantly improve the operation of the facility, but will not have a significant impact on future operating expenses.

## ☐ Personnel Summary

- There are no City personnel assigned to this department.

## ☐ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>48100 - Airport</i>				
226 CLOTHING/UNIFORM/SHOES	2,832	2,500	2,533	-
310 POSTAL SERVICE	66	100	245	250
330 LEGAL NOTICES	507	1,000	157	750
359 OTHER PROFESSIONAL SRVCS	13,641	50,000	27,057	30,000
362 REPAIR & MAINTENANCE-OPERATIONS EQUIPMENT	1,502	-	626	800
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	10,192	30,000	29,192	30,000
375 MEMBERSHIPS & DUES	80	100	600	600
378 EDUCATION - SEMINARS & TRAINING	150	150	-	1,500
383 TRAVEL-BUSINESS EXPENSES	-	-	-	1,000
399 OTHER CONTRACTED SERVICES	21,430	18,490	15,000	24,590
411 OFFICE SUPPLIES & MATERIALS	18	-	-	100
429 GENERAL OPERATING SUPPLIES	991	6,000	3,665	7,000
431 GASOLINE & DIESEL FUEL	-	100	-	-
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	148	1,500	-	1,500
801 GRANTS & SUBSIDIES	2,500	-	-	-
971 MOTOR EQUIPMENT	58,358	-	-	-
999 OTHER CAPITAL OUTLAY	3,675	885,000	136,462	1,193,354
<i>48100 - Airport SUBTOTAL</i>	<i>116,090</i>	<i>994,940</i>	<i>215,537</i>	<i>1,291,444</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 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>49100 - Debt Service General</i>				
711 DEBT PRINCIPAL	1,340,339	1,651,003	1,651,003	1,111,000
731 DEBT INTEREST	214,623	956,705	934,391	890,340
798 PAYING AGENT FEES	56,821	40,000	40,000	40,000
<i>49100 - Bonds SUBTOTAL</i>	<i>1,611,784</i>	<i>2,647,708</i>	<i>2,625,394</i>	<i>2,041,340</i>

### Debt Detail – General Fund

Year	City of Morristown TOTAL GENERAL FUND DEBT			
	Principal	Interest	Total	Remaining Balance
FY 2014	\$1,111,000	\$890,340	\$2,001,340	\$19,883,928
FY 2015	\$1,148,378	\$846,702	\$1,995,080	\$18,735,550
FY 2016	\$1,186,216	\$801,262	\$1,987,479	\$17,549,333
FY 2017	\$1,200,136	\$753,971	\$1,954,106	\$16,349,197
FY 2018	\$1,245,025	\$704,731	\$1,949,756	\$15,104,172
FY 2019	\$1,288,514	\$653,306	\$1,941,820	\$13,815,658
FY 2020	\$1,336,675	\$599,766	\$1,936,441	\$12,478,983
FY 2021	\$1,378,765	\$543,929	\$1,922,695	\$11,100,218
FY 2022	\$1,430,156	\$485,864	\$1,916,020	\$9,670,062
FY 2023	\$1,484,498	\$425,281	\$1,909,779	\$8,185,563
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				
Issue	Amount	Rate	Type	Retirement
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. 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 2012 Actual and FY 2013 Projections:

- The transfer to the Sanitation Fund was significantly reduced in FY 12 with the implementation of the new fees for garbage pickup. In FY 13, no transfer was made for Sanitation.
- With the implementation of increased rates in the Stormwater Fund in FY 12, no transfer from the General Fund has been required to finance this operation.

### ☐ Significant Changes for FY 2014:

- Transfers to the LAMTPO fund represent the local match required to operate these transportation programs.
- The increase of the transfer to the Narcotics fund represents the transfer of the Vice operations to this account.

### ☐ Personnel Summary

- There are no personnel assigned to this function.

### ☐ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>92000 - Transfers to Other Funds</b>				
632 NARCOTICS	353,096	391,626	278,096	535,663
635 SOLID WASTE 435	219,835	-	-	-
636 CDBG	97,645	-	-	-
637 LAMPTO	117,501	82,122	82,122	106,399
638 INSURANCE FUND	514,332	-	-	-
<b>92000 - Transfers to Other Funds SUBTOTAL</b>	<b>1,302,409</b>	<b>473,748</b>	<b>360,218</b>	<b>642,062</b>

## CDBG Fund



Before and after façade improvements 200 West Main St.

## 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 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>124- CDBG Revenue</i>				
33589 ESG GRANT	23,592	-	-	72,112
33590 OTHER STATE REVENUE	51,698	145,895	155,000	-
33650 CDBG REIMBURSEMENTS	565,991	303,311	295,356	350,667
37810 TRANSFERS GENERAL FUND	97,645	-	-	-
<b>TOTAL CDBG REVENUE</b>	<b>738,926</b>	<b>449,206</b>	<b>450,356</b>	<b>422,779</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

Task	2008	2009	2010	2011	2012
Community Development Grant Programs	3	4	3	3	3
Projects	7	7	8	6	10
Activities	16	14	16	16	30
Reports	56	58	56	57	58

### ☐ Significant Accomplishments FY 2012-2013:

- Successfully administered all 3 grant programs and 10 projects (see Projects section)
- Successfully demonstrated compliance with HUD rules and policies during an on-site audit by HUD

### ☐ Goals for FY 2013 - 2014:

- 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 and activities* 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 in order to remain in compliance with all federal funding programs.

#### ☐ Comments on FY 2012 Actual and FY 2013 Projections:

- There should be no major variances in this area.

#### ☐ Significant Changes for FY 2014:

- Funding for CDBG was cut nationwide. Our decrease should result in 7-1-13 to 6-30-14 budget of \$238,411.

#### ☐ Personnel Summary

CDBG	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
CDBG COORDINATOR	1	1	1	1	1	1	1	1	1
TOTAL CDBG	1	1	1	1	1	1	1	1	1

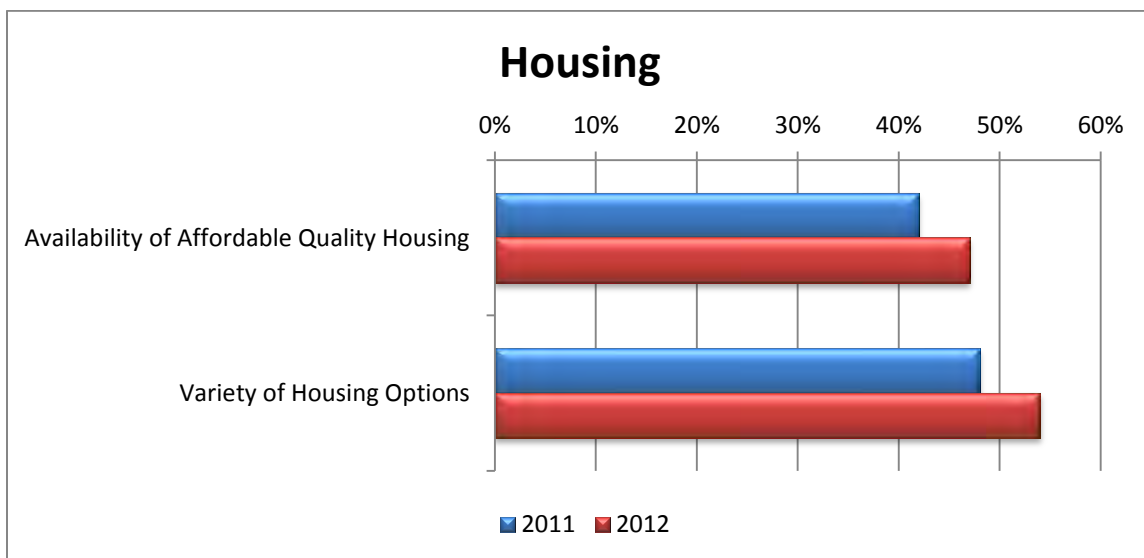
#### ☐ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>46110 - CDBG Administration</b>				
111 SALARIES & WAGES	55,577	52,577	45,444	53,629
120 BONUS-ONE TIME	530	-	-	-
134 HOLIDAY BONUS	270	277	263	283
210 FICA	3,407	3,277	2,834	3,343
212 MEDICARE	746	766	663	782
213 TCRS CONTRIBUTION	8,144	7,759	6,710	7,914
214 EMPLOYEE HEALTH INS	11,257	11,301	9,478	11,750
217 EMPLOYEE LIFE INS	-	205	205	210
219 WORKERS COMPENSATIONS INSURANCE	-	1,556	1,575	1,575
310 POSTAL SERVICE	230	500	400	500
321 PRINTING SERVICES	-	220	100	220
330 LEGAL NOTICES	695	1,650	400	1,650
359 OTHER PROFESSIONAL SRVCS	980	5,500	1,000	5,500
375 MEMBERSHIPS & DUES	1,525	1,500	500	1,500
378 EDUCATION - SEMINARS & TRAINING	7,129	6,600	5,000	6,600
383 TRAVEL-BUSINESS EXPENSES	5,189	9,800	12,000	9,800
411 OFFICE SUPPLIES & MATERIALS	1,236	2,000	1,500	2,000
413 OFFICE EQUIPMENT	1,319	-	500	-
510 INSURANCE - GENERAL LIABILITY	94	94	-	-
533 EQUIPMENT- RENTAL/LEASE	1,776	2,000	500	-
689 OTHER MISCELLANEOUS EXPENSES	-	5,000	1,000	5,000
<b>46110 - CDBG Administration SUBTOTAL</b>	<b>100,104</b>	<b>112,582</b>	<b>90,072</b>	<b>112,256</b>

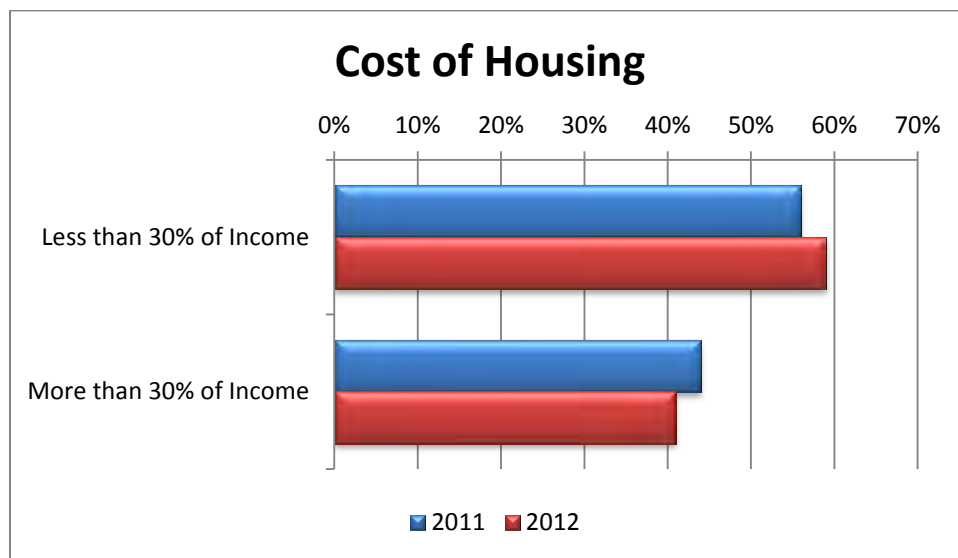
## CDBG Programs

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: 2012 Citizen Survey*



*Source: 2012 Citizen Survey*

## **❑ Significant Accomplishments FY 2012-2013:**

**1. Central Services homeless prevention program-** (\$10,000 funded through the 2012 Action Plan- \$9500 drawn) Funding is utilized for direct client services including rent and mortgage payments to prevent eviction, and emergency utility assistance. Program is monitored monthly. (Over 586 clients were assisted this FY)

**2. Citizens Public Services Survey-** (\$8,000.00 funded through the 2012 Action Plan and \$6,475.00 from the City's general fund for a total of \$14,475.00) \$7400.00 has been drawn. 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. The 2012 follow-up survey to assess the City's progress was recently completed and will be printed in the Spring of 2013.

**3. Homeowner rehab & emergency repair/demolition program** Six homes were completed in 2012. There is currently a total of \$56,030.19 remaining in this budget.

**4. Façade grant program.** \$35,085.51 remaining in this budget (\$20,000 was added in the 2012 AP.) 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. 8 projects were completed in 2012. All E.R's are complete.

**5. HMIS-Homeless Management Information System** (\$5000.00 funded-\$5000 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. This program is monitored monthly. (5249 people were assisted this FY)

**6. Analysis of Impediments to fair housing.** (Funded through the 2012 Action Plan) Total Funded=\$35,000; Total spent to date= \$0) HUD had allowed the City to operate under the County's AI until a letter was received in November 2011. This project had to be renewed and was included in 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 was re-funded at \$35,000.00 in the 2012 Action Plan per HUD's direction.)E.R. is complete and contact with Douglas Cherokee Economic Authority has been initiated. DCEA is organizing to complete the task.

**7. 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; \$9037.24 remaining. [\$18,801 admin funded- \$0 drawn] The City is 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 an amendment to allow us to utilize 7 lots already owned by HABITAT as locating the vacant property owners or their heirs proved to be consuming too much time as well as resources. Habitat has developed the necessary infrastructure and they completed construction on the 6 houses. Project will be complete in Spring 2013.

**8. 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. The project is now complete. It came in \$8237.11 under budget. These funds will be utilized in the Facade program and Rehab program.

**9. ESG- Emergency Shelter Grant Program.** (\$72112.00 funded through THDA for 2013) **M.A.T.S** is the only agency eligible for ESG funding through the City of Morristown this year. They will provide the 1:1 match.

Monitoring of the Community Development *program* 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, GAO reporting, online reporting at federalreporting .gov, and daily project review.

Monitoring of Community Development *projects* 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.

#### Annual Reports

- (A Consolidated Plan for Community Development needs must be completed every 5 years)
- Consolidated Annual Performance Evaluation Report (CAPER)
- Annual Action Plan (AP)
- AP Amendments
- HOME grant application
- ESG grant application
- Federal Timeliness Report
- Title VI

#### Semi Annual Reports

- Section 3
- HUD Davis-Bacon Labor Dept report 4710
- Minority Business Enterprise report (MBE)

#### Quarterly Reports

- Federal Cash Transaction report (FCT)
- Neighborhood Stabilization Program report (NSP)
- CDBG-R report (ARRA funds)
- Emergency Shelter Grant reports (ESG)

#### Monthly and Project Reports

- HUD Field Office report
- Department Summary reports
- Environmental Reports
- Davis Bacon Payroll reviews
- IDIS (Integrated Disbursement and Information System) Federal finance reports, project reports and performance measurement reports.
- Fair Housing reports as needed
- Project set-up and progress reports



#### ❑ Goals for FY 2013 - 2014:

- Complete the final phase the Faith Village Habitat for Humanity Subdivision for a total of 7 homes assisted.
- Continue the Homeowner rehabilitation program which will include the renovation of six homes.
- Improvement of 8 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.
- 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 expected from THDA. (programmatic and financial).

#### ❑ Comments on FY 2012 Actual and FY 2013 Projections:

Spending of money remaining from prior grant years allowed the City to accomplish more projects.

#### ❑ Significant Changes for FY 2014:

Funding for CDBG was cut nationwide. Our decrease should resulted in a 7-1-13 to 6-30-14 budget of \$238,411

Projects planned for FY 14 include the following:

HMIS software	\$ 10,000
Downtown Façade Program	\$ 10,000
Homeless Prevention	\$ 10,000
Home rehab	\$ 78,192
Restroom Facilities – Wildwood Park & Farmer’s Market	\$ 70,000
Talley Ward Recreation Center	\$ 3,000

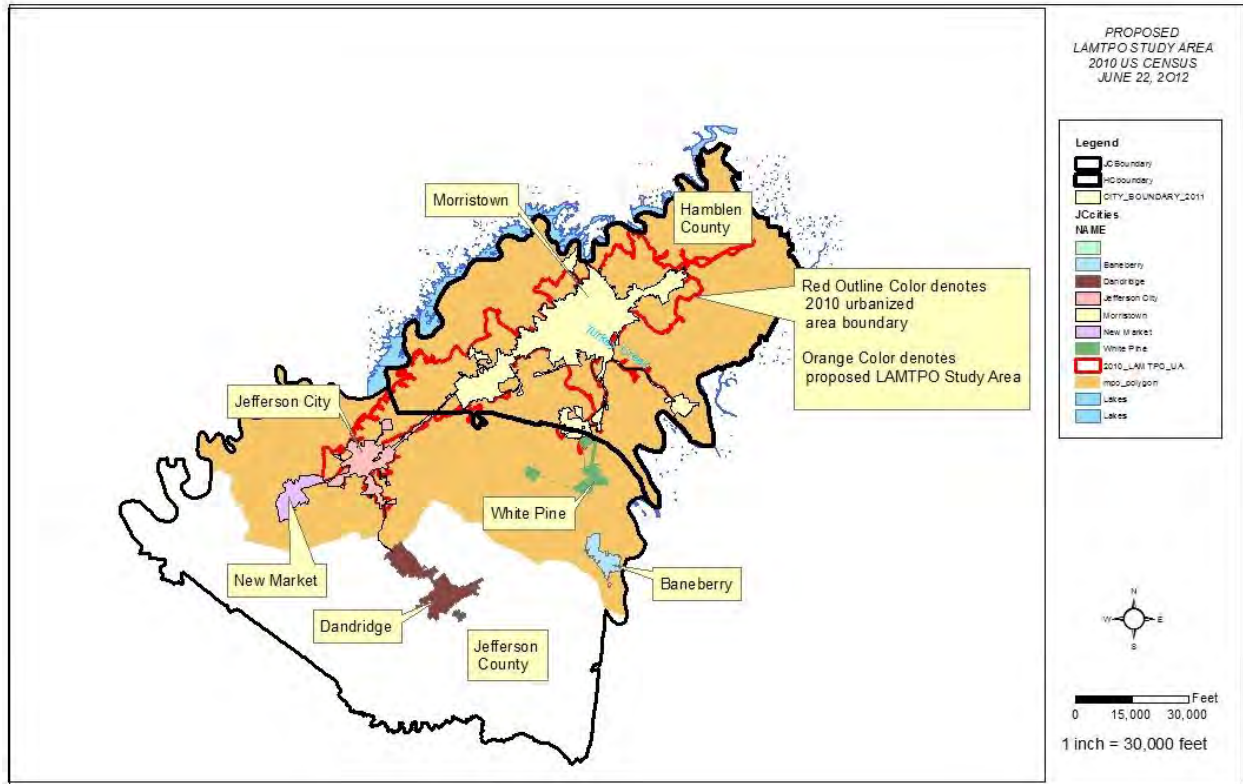
#### ❑ Personnel Summary

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

#### ❑ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>46111 - CDBG Programs &amp; Activities</b>				
310 POSTAL SERVICE	33	-	-	-
330 LEGAL NOTICES	2,400	-	-	-
581 ADMIN CHARGES/GENERAL GOV	33	-	-	-
644 CEASE	6,724	-	2,250	-
645 CENTRAL SERVICES	4,482	-	2,250	-
649 HELPING HANDS	8,965	-	2,250	-
651 MATS	6,724	-	2,250	-
659 YOUTH EMERGENCY SHELTER	4,482	-	2,250	-
801 GRANTS & SUBSIDIES	342,821	190,729	220,000	310,523
803 THDA NEIGHBORHOOD STABILIZATION PROG.	237,339	145,895	140,000	-
<b>46111 - CDBG Programs &amp; Activities SUBTOTAL</b>	<b>614,002</b>	<b>336,624</b>	<b>371,250</b>	<b>310,523</b>

# LAMTPO FUND



# 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 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>172- LAMPTO Revenue</i>				
	<i>313,793</i>	<i>204,855</i>	<i>204,855</i>	<i>194,172</i>
33640 ETHRA REIMB	136,202	125,265	143,261	79,584
33641 GENERAL FUND TRANSFER	117,501	82,122	82,122	106,399
33645 TRANSPORTATION PLANNING REIMB STATE	-	-	16,731	109,216
33646 SECTION 5307	255,903	326,615	272,000	218,432
33647 SECTION 5303	9,676	20,565	15,000	20,581
33800 OTHER COUNTY REVENUE	92,758	25,000	18,000	25,000
<i>Total LAMPTO Revenue &amp; Transfers</i>	<i>612,039</i>	<i>579,567</i>	<i>547,114</i>	<i>559,212</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	2008	2009	2010	2011	2012
Projects	0	0	2	0	0
Plans	3	4	4	1	4
Studies/Reports	6	5	4	4	1
GIS Map Updates	3	6	6	3	4
GIS New Data Created	3	3	2	2	7

## **❑ Significant Accomplishments FY 2012-2013:**

- Certified Title VI program with TDOT
- Completed Title VI documents for FHWA and FTA
- Updated DBE programs with Small Business Element for FHWA and FTA
- Completed FY2014-2017 TIP
- Completed the 2014-2015 UPWP
- Completed the 2040 LRTP and Air Quality Conformity
- TIP amendments as needed
- Updated zoning maps, parcel data, point addresses for 911
- Zoning Maps, FEMA maps, and parcel data maps are available online

## **❑ Goals for FY 2013 - 2014:**

- 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 Transportation Coordination Plan
- Update the Bylaws and Perspectus
- Update the Public Participation plan

#### ❑ Comments on FY 2012 Actual and FY 2013 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 2014:

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	FY 14
LAMTPO COORDINATOR	1	1	1	1	1	1	1	1	1
TRANSIT PLANNER	0	0	0	0	1	1	1	1	1
TOTAL LAMTPO	1	1	1	1	2	2	2	2	2

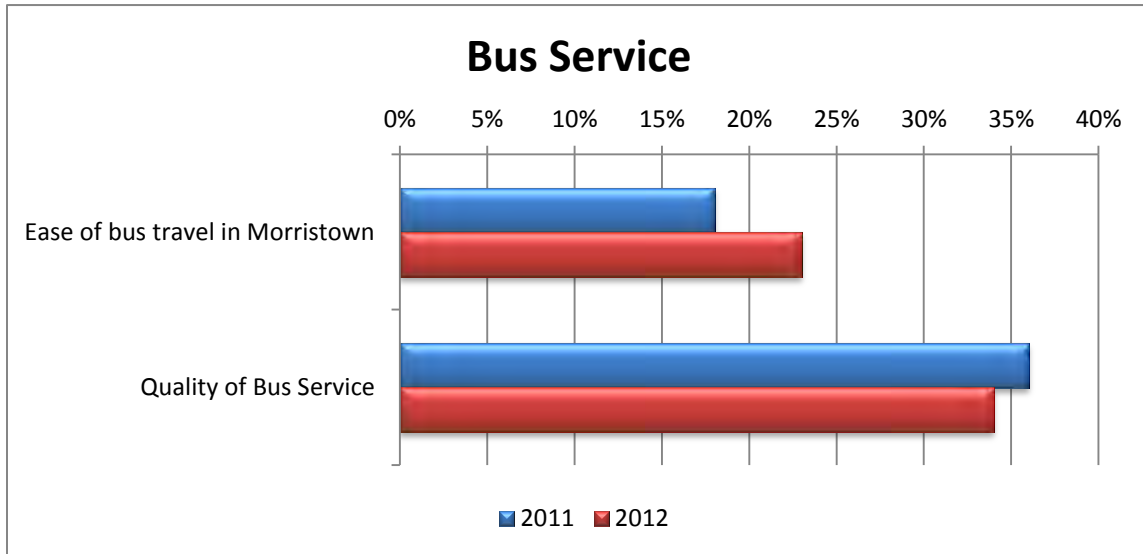
#### ❑ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>41761 - Transportation Planning Admin</b>				
111 SALARIES & WAGES	57,095	56,432	54,230	57,561
112 OVERTIME	-	-	-	-
120 BONUS-ONE TIME	530	-	-	-
134 HOLIDAY BONUS	450	463	438	469
210 FICA	3,509	3,527	3,389	3,598
212 MEDICARE	789	825	793	841
213 TCRS CONTRIBUTION	8,389	8,352	8,025	8,519
214 EMPLOYEE HEALTH INS	11,216	11,312	5,973	11,762
217 EMPLOYEE LIFE INS	-	220	243	226
219 WORKERS COMPENSATIONS INSURANCE	-	1,556	1,504	1,504
310 POSTAL SERVICE	213	1,500	400	2,000
321 PRINTING SERVICES	-	1,900	500	1,000
330 LEGAL NOTICES	1,220	2,000	2,200	3,000
375 MEMBERSHIPS & DUES	175	1,395	1,500	2,000
378 EDUCATION - SEMINARS & TRAINING	315	-	-	-
383 TRAVEL-BUSINESS EXPENSES	5,771	4,000	1,500	5,000
399 OTHER CONTRACTED SERVICES	62,714	9,423	65,000	-
411 OFFICE SUPPLIES & MATERIALS	1,187	2,000	4,000	2,000
499 OTHER SUPPLIES & MATERIALS	285	-	200	-
533 EQUIPMENT - RENTAL/LEASE	5,111	9,000	-	-
<b>41761 - Transportation Planning Admin SUBTOTAL</b>	<b>158,968</b>	<b>113,905</b>	<b>149,895</b>	<b>99,480</b>

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>41765 - 5303 Admin</b>				
111 SALARIES & WAGES	-	6,945	4,125	6,945
210 FICA	-	431	256	431
212 MEDICARE	-	2,855	2,868	2,492
355 COMPUTER/DATA PROCESSING EQUIPMENT	-	6,945	35,000	10,000
375 MEMBERSHIPS & DUES	10,200	2,000	100	2,000
378 EDUCATION - SEMINARS & TRAINING	-	7,258	5,000	-
383 TRAVEL-BUSINESS EXPENSES	-	-	500	1,000
<b>41765 - 5303 Admin SUBTOTAL</b>	<b>10,200</b>	<b>26,434</b>	<b>47,849</b>	<b>22,868</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: 2012 Citizen Survey*

## ❑ Significant Accomplishments FY 2012-2013:

- Purchased bus equipment to service existing fleet

## ❑ Goals for FY 2013 - 2014:

- Hire a new Transportation Planner
- 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
- Continue to import grants for reimbursement of ETHRA and LAMTPO salaries into the federal grant reporting system
- Improve fuel efficiency by replacing the hybrid units with more modernized equipment
- More public outreach to promote mass transit

## ❑ Comments on FY 2012 Actual and FY 2013 Projections:

- In FY 12, purchased additional buses.
- In FY 13 purchased bus parts/ equipment for the 4 ARRA buses that were purchased.

## ❑ Significant Changes for FY 2014:

There are no major changes in this area for FY 14.

## ❑ Personnel Summary

- No personnel are assigned to this area.

## ❑ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>41763 - 5307 Admin</i>				
111 SALARIES & WAGES	22,516	48,999	38,500	47,692
120 BONUS-ONE TIME	530	-	-	-
134 HOLIDAY BONUS	95	102	438	81
210 FICA	1,345	3,044	2,414	2,962
212 MEDICARE	284	712	565	693
213 TCRS CONTRIBUTION	3,290	7,208	5,716	7,013
214 EMPLOYEE HEALTH INS	11,168	11,291	5,973	11,732
217 EMPLOYEE LIFE INS	-	191	243	187
219 WORKERS COMPENSATIONS INSURANCE	-	1,556	1,504	1,504
310 POSTAL SERVICE	138	200	200	1,000
321 PRINTING SERVICES	-	400	50	-
330 LEGAL NOTICES	309	500	500	1,000
375 MEMBERSHIPS & DUES	615	825	800	1,000
378 EDUCATION - SEMINARS & TRAINING	125	-	-	2,000
383 TRAVEL-BUSINESS EXPENSES	2,165	3,000	2,500	-
399 OTHER CONTRACTED SERVICES	509,156	360,000	300,000	360,000
411 OFFICE SUPPLIES & MATERIALS	72	200	450	-
413 OFFICE EQUIPMENT	-	1,000	200	-
<i>41763 - 5307 Admin SUBTOTAL</i>	<i>551,809</i>	<i>439,228</i>	<i>360,053</i>	<i>436,864</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 FY14, the program income is expected to be near what was budgeted for FY 3. The transfer from the General Fund will increase in order to provide for sufficient resources for the operation of this activity with the transfer of Vice activities to the fund.

### Revenue Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>126-000- Narcotics Fund Revenue</i>				
33614 GOVERNOR HIGHWAY SAFETY GRANT	6,973	-	-	-
33619 OCEDTF REIMBURSEMENT	375	-	-	-
33647 STATE REMB & REFUNDS	427	-	-	-
33840 OTHER REIMB AND REFUNDS	1,722	-	-	-
34900 PROGRAM INCOME	109,451	125,099	110,000	125,099
37810 TRANSFERS GENERAL FUND	353,096	391,626	391,626	535,663
<i>Total Narcotics Revenue &amp; Transfers</i>	<i>472,043</i>	<i>516,725</i>	<i>501,626</i>	<i>660,762</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 2012-2013:

- There were a total of 173 drug buys made by the Narcotics/Vice Division during 2012.
- The Narcotics/Vice Division made a total of 217 arrests.
- A defendant and a group of 9 other co-conspirators were charged in Federal Court for Conspiracy to Distribute Oxycodone.
- A defendant and a group of 7 other co-conspirators were charged in Federal Court with distribution of over 500 grams of Cocaine.
- Three individuals were prosecuted in Federal Court for drugs and felon in possession of firearms.
- Three individuals were charged with 90 counts of drug fraud related offenses.
- Eight search warrants were executed during 2012. This was an increase from three during 2011.
- Drug roundup, Operation Blue Wave resulting in the arrest of 40 individuals who were charged for illegal drug sells.
- The Narcotics/Vice Division presented information related to the prescription pill epidemic as well as other illicit drugs on 18 different occasions during 2012.
- Money/Seizure settlements deposited \$58,965 for 2012.
- Seized vehicle and property auctioned, \$45,225 for 2012.

## ❑ Goals for FY 2013 - 2014:

### Narcotics / Vice

- To increase the number of offenders arrested by felony/state indictments by 20 percent, during the next scheduled drug round-up to be conducted in 2013.
  - Objective: Decrease the number of drug dealers selling narcotics in Morristown.
    - Performance Indicator: During 2012, a total of 40 offenders were arrested by felony/state indictments. To meet this goal, a minimum of 48 offenders will need to be arrested by criminal indictments in 2013.
- Obtain a dedicated 8-bay Drobo with a minimum of 6 terabytes of memory, to securely store evidence files for Narcotics/Vice.
  - Objective: This goal will benefit Narcotics/Vice, as well as other users of Police Server 1. Narcotics/Vice currently maintains over 300 gigabytes of evidentiary files stored on Police Server 1. These files will be transferred to the 8-bay Drobo. This will allow more storage on Police Server 1 for uses such as in-car video recordings.

- Performance Indicator: This goal will be achieved by obtaining the 8-bay Drobo. The projected cost will be 2,500 dollars.
- Obtain Keel Set to include transmitter, receiver, and repeater.
  - Objective: This goal will enable Narcotics/Vice to comply with FCC Narrow Band requirements, as well as update existing equipment.
  - Performance Indicator: This goal will be achieved by the purchase of new equipment.

#### ❑ Comments on FY 2012 Actual and FY 2013 Projections:

- Increases are requested in line items 378 (Education and Training) and 383 (Travel) due to required EOD recertification
- An overage is projected in the Fuel (line item 431) budget of this division due to cost increases. Fuel consumption has remained as projected. The requested increase is based upon projected 2013-2014 fuel prices.
- An increase is requested in Undercover Expenses (line item 694) as funding in this account had been decreased over the past several years. Current drug trends are causing an increase in the number of undercover “buys” being made.
- Small tools includes communication and data equipment for undercover investigations.

#### ❑ Significant Changes for FY 2014:

“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	FY 14
DETECTIVE	3	3	2	2	2	2	2	2	2
DETECTIVE CORPORAL	0	0	0	1	1	1	1	1	1
DETECTIVE SERGEANT	0	0	1	0	0	0	0	0	1
DETECTIVE LIEUTENANT	0	0	0	1	1	1	1	1	1
POLICE RECORDS CLERK	1	1	1	1	1	1	1	1	1
TOTAL POLICE NARCOTICS	4	4	4	5	5	5	5	5	6

*With the FY 14 budget the Vice unit, which operates in conjunction with the Narcotics unit, was moved from the General Fund to the Narcotics fund.*

## Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>42170 -Narcotics</i>				
111 SALARIES & WAGES	222,869	232,688	232,688	238,474
112 OVERTIME	20,866	10,000	10,000	10,000
120 BONUS-ONE TIME	2,650	-	-	-
134 HOLIDAY BONUS	2,311	2,508	2,508	3,132
210 FICA	15,060	15,202	15,202	15,600
212 MEDICARE	3,509	3,555	3,555	3,648
213 TCRS CONTRIBUTION	35,877	35,995	35,995	36,936
214 EMPLOYEE HEALTH INS	55,477	56,395	56,395	58,642
217 EMPLOYEE LIFE INS	-	877	877	904
219 WORKERS COMPENSATIONS INSURANCE	6,821	33,341	8,935	33,341
226 CLOTHING/UNIFORM/SHOES	2,600	2,800	2,800	2,800
310 POSTAL SERVICE	135	100	200	200
321 PRINTING SERVICES	-	100	-	-
330 LEGAL NOTICES	275	700	700	700
345 TELEPHONE SERVICES	3,436	3,550	3,550	3,550
351 MEDICAL SERVICES	112	-	-	-
359 OTHER PROFESSIONAL SRVCS	70	250	100	10
361 REPAIR & MAINTENANCE-VEHICLES	247	500	250	250
363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT	-	100	-	-
371 SUBSCRIPTIONS & BOOKS	-	200	-	-
375 MEMBERSHIPS & DUES	530	265	265	265
378 EDUCATION - SEMINARS & TRAINING	700	1,100	1,200	1,700
383 TRAVEL-BUSINESS EXPENSES	2,095	2,000	2,000	3,200
391 NARCOTICS ENFORCEMENT	3,010	-	-	-
399 OTHER CONTRACTED SERVICES	5,022	8,400	8,400	8,400
411 OFFICE SUPPLIES & MATERIALS	1,816	1,800	1,800	1,800
413 OFFICE EQUIPMENT	340	-	-	-
419 SMALL TOOLS & MINOR EQUIPMENT	-	-	-	18,900
429 GENERAL OPERATING SUPPLIES	747	3,046	3,000	3,000
431 GASOLINE & DIESEL FUEL	8,599	13,200	14,775	15,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	3,287	3,618	3,618	3,618
510 INSURANCE - GENERAL LIABILITY	10,900	9,116	8,941	8,941
523 PROPERTY (CONTENTS) INSURANCE	-	1,819	1,874	1,874
533 EQUIPMENT- RENTAL/LEASE	-	1,500	750	-
694 UNDERCOVER EXPENSES	51,057	72,000	72,000	75,000
947 OFFICE EQUIPMENT	5,048	-	-	-
<i>42170 - Narcotics SUBTOTAL</i>	<i>465,464</i>	<i>516,725</i>	<i>492,377</i>	<i>549,885</i>

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>42140 - Police Vice</i>				
111 SALARIES & WAGES	55,538	57,429	55,825	58,519
112 OVERTIME	3,847	3,500	3,500	3,500
120 BONUS-ONE TIME	530	-	-	-
134 HOLIDAY BONUS	641	649	631	655
210 FICA	3,687	3,818	3,717	3,886
212 MEDICARE	859	893	869	909
213 TCRS CONTRIBUTION	8,755	9,040	8,802	9,201
214 EMPLOYEE HEALTH INS	11,405	21,928	9,548	22,507
217 EMPLOYEE LIFE INS	-	1,525	1,525	1,525
219 WORKERS COMPENSATIONS INSURANCE	1,257	1,167	1,182	1,182
226 CLOTHING/UNIFORM/SHOES	650	650	650	650
345 TELEPHONE SERVICES	912	600	720	720
359 OTHER PROFESSIONAL SRVCS	28	800	650	800
363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT	-	200	50	200
378 EDUCATION - SEMINARS & TRAINING	296	400	400	400
383 TRAVEL-BUSINESS EXPENSES	325	515	250	500
411 OFFICE SUPPLIES & MATERIALS	399	400	400	400
431 GASOLINE & DIESEL FUEL	1,736	2,660	2,350	2,660
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	173	500	500	500
510 INSURANCE - GENERAL LIABILITY	2,180	1,823	1,788	1,788
523 PROPERTY (CONTENTS) INS		357	375	375
<i>42140 - Police Vice SUBTOTAL</i>	<i>93,219</i>	<i>108,854</i>	<i>93,732</i>	<i>110,877</i>

*Note: Prior to FY 14 Police Vice operations were budgeted in the General Fund. Historical expenses are reflected in this area for historical reference.*

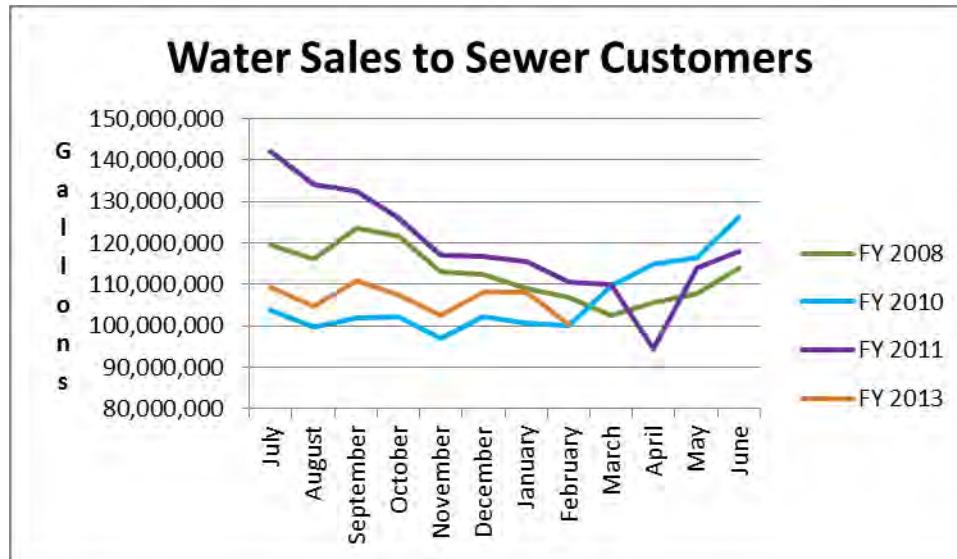
# Sewer Fund



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 2008, water sales saw a significant decline with the downturn in local manufacturing, resulting in falling sewer revenue. In FY 2010, we experienced the lowest sales in recent history, but beginning in March 2010 local industry increased production and water sales began to show significant improvement. In FY 2011 this return to higher use continued with sales exceeding pre-recession levels. In FY 2013, sales have lagged behind the pace set FY 2011, but are above the low point of the recession set in FY 2010. Local industrial production has rebounded with an improved economy, but major users have invested in equipment to conserve water, resulting in lower sales to the largest customers.



The City has been working 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 allowed 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 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>420- Sewer Fund Revenue</i>				
32651 SEWER PENALTY & RECOVERY FEES	3,547	-	-	-
36120 INTEREST	21,401	-	17,500	-
36300 NON_REV- SALE- FIXED ASSETS	862	-	8,589	-
36700 MISCELLANEOUS REVENUE	-	-	45	-
36720 INSURANCE REIMBURSEMENTS	2,178	-	-	-
36850 BOND PROCEEDS	26,000,000	-	-	-
36870 DEBT SERVICE REIMB.	-	125,000	125,000	125,000
37210 SEWER SERVICES CHARGES	10,049,655	11,000,000	11,291,784	11,300,000
37230 SEWER CONNECTION CHARGES	161,650	125,000	153,045	125,000
37240 SEPTIC HAULERS	44,500	25,000	35,000	25,000
37250 PRE-TREATMENT PROGRAM	370,441	350,000	435,530	350,000
38150 RESERVE - ESG DEBT PROCEEDS & BOND ISSUE	-	27,250,000	-	25,392,171
<i>Total Sewer Revenue</i>	<i>36,654,233</i>	<i>38,875,000</i>	<i>12,066,493</i>	<i>37,317,171</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 2013 - 2014:

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.

In 2010, the City implemented a Management Operation and Maintenance (MOM) program to address deficiencies in the system and to comply with an Order issued on October 14, 2009 by the Tennessee Department of Environment and Conservation (TDEC).

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 (20) 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 2012 Actual and FY 2013 Projections:

- In FY 12 the City paid a judgment in Federal Court relating to issues in the collections system located in the Witt community.

## ❑ Significant Changes for FY 2014:

- Other Contracted services includes billing services from the Morristown Utility System, program management by Lamar Dunn and Associates and underground line locates by USIC Locating Services.
- The City has been using a 3rd party server to host GIS data, but will be moving this data to the GIS server on site. Along with GIS data, storage drives have been installed to host sewer videos and pictures.

## **Personnel Summary**

SEWER ADMINISTRATION	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
ENGINEERING TECHNICIAN	0	0	0	0	2	2	1	1	1
SAFETY AND TRAINING COORDINATOR	0	0	0	0	0	0	0.5	0.5	0.5
CONSTRUCTION MANAGER	0	0	0	0	1	1	0	0	0
SEWER DIRECTOR	0	0	0	0	1	1	1	1	1
PUBLIC WORKS DIRECTOR	0	0	0	0	0	0	0.33	0.33	0
INSPECTOR	0	0	0	0	2	2	0	0	0
ADMINISTRATIVE SECRETARY	0	0	0	0	0.4	0.4	0.4	0.4	0.4
<b>TOTAL SEWER ADMINISTRATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6.4</b>	<b>6.4</b>	<b>3.23</b>	<b>3.23</b>	<b>2.9</b>

## **Budget Expense Detail**

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>43270 - Sewer Administration</b>				
111 SALARIES & WAGES	135,058	164,121	136,800	138,446
120 BONUS-ONE TIME	1,060	-	-	-
134 HOLIDAY BONUS	816	-	962	1,181
210 FICA	8,189	10,176	8,541	8,657
212 MEDICARE	1,839	2,380	1,998	2,025
213 TCRS CONTRIBUTION	19,729	24,093	20,223	20,497
214 EMPLOYEE HEALTH INS	29,459	36,486	36,667	34,026
217 EMPLOYEE LIFE INS	-	639	639	541
219 WORKERS COMPENSATIONS INSURANCE	3,694	3,768	7,988	7,988
220 UNEMPLOYMENT INSURANCE	4,580	5,000	5,000	5,000
226 CLOTHING/UNIFORM/SHOES	110	1,500	-	1,500
262 HEALTH INS/RETIREE	26,895	25,000	34,125	35,000
310 POSTAL SERVICE	-	100	200	100
321 PRINTING SERVICES	1,988	-	160	200
330 LEGAL NOTICES	196	500	750	1,000
352 LEGAL SERVICES	17,203	10,000	15,675	10,000
359 OTHER PROFESSIONAL SRVCS	122,822	100,000	50,000	50,000
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	210	5,000	317	2,000
375 MEMBERSHIPS & DUES	276	1,000	750	1,000
378 EDUCATION - SEMINARS & TRAINING	644	2,000	1,350	2,000
383 TRAVEL-BUSINESS EXPENSES	-	1,000	-	1,000
399 OTHER CONTRACTED SERVICES	630,875	465,000	210,233	481,000
411 OFFICE SUPPLIES & MATERIALS	491	1,500	83	1,500
413 OFFICE EQUIPMENT	-	-	4,739	-
419 SMALL TOOLS & MINOR EQUIPMENT	182	-	-	-
421 SOFTWARE	5,247	10,000	5,620	10,000
429 GENERAL OPERATING SUPPLIES	5,620	1,000	127	2,500
431 GASOLINE & DIESEL FUEL	829	3,200	849	3,200
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	-	1,000	-	1,000
532 JUDGMENT, FEES & COURT COSTS	473,500	-	-	-
533 EQUIPMENT- RENTAL/LEASE	1,007	5,525	652	5,525
570 IN-LIEU OF GENERAL FUND	571,181	262,687	262,687	268,743
581 ADMIN CHARGES GENERAL FUND	-	275,000	275,000	200,000
999 OTHER CAPITAL OUTLAY	13,645	-	-	-
<b>43270 - Sewer Administration SUBTOTAL</b>	<b>2,077,343</b>	<b>1,417,675</b>	<b>1,082,136</b>	<b>1,295,629</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 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Laboratory Tests		14,120	14,286	14,202	14,202	14,202
Laboratory Proficiency Tests		2	2	2	2	2
Biosolids Disposal Dry Ton / Dumpster		4	3	3	3	5
Preventive Work Orders		4,804	3,642	4,223	3,293	3,107
Corrective, MCRR, ASA Work Orders		119	132	126	149	135
Alarm Work Orders		21	36	29	30	20
Safety Work Orders		517	361	439	374	322
Veolia Equipment Work Orders		26	29	28	33	25

Treatment Plant - Lowland						
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Laboratory Tests		0	1,421	1,421	1,421	1,421
Preventive Work Orders		0	5	50	0	1
Corrective, MCRR, ASA Work Orders		0	8	8	2	1
Alarm Work Orders		0	0	0	0	0
Safety Work Orders		0	3	50	36	24

Pretreatment Program						
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
IU Inspections		29	27	27	28	28
IU Monitoring Events		75	72	72	61	64
Review IU Semiannual Reports		58	54	54	55	55
Class II, Type 3 Inspections (Grease Traps)		185	206	200	192	111
Prepare TDEC Semiannual Report		2	2	2	2	2

## ❑ Significant Accomplishments FY 2012-2013:

- The Turkey Creek Plant has been evaluated by Lamar Dunn Associates; evaluation of plant odors was conducted by Webster Environmental Associates. Data from the odor evaluations was 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 2012 Actual and FY 2013 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 2014:

The following capital projects are planned for the treatment plants in FY 14:

Sludge press	\$ 643,500
Digester Conversion	\$ 1,345,000
Electrical upgrades	\$ 3,550,500
SCADA upgrades	\$ 2,055,000

Improvements at the Turkey Creek Plant will be financed by a low interest loan from the State of Tennessee (TDEC) combined with proceeds from a previous borrowing to improve the energy efficiency at the plant. These improvements are not intended to expand the capacity of the plant, but are intended to address operational concerns, including odors impacting surrounding neighborhoods. The projects should allow for better operational efficiency, allowing for savings in the future.

## ❑ 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 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>43230 - Sewer Treatment Plant</b>				
341 ELECTRICITY	72,343	-	-	-
342 WATER & SEWER	2,158	-	-	-
343 NATURAL GAS & PROPANE	117,872	-	-	-
357 VEOLIA CONTRACT	1,160,393	1,613,304	1,775,941	1,775,941
359 OTHER PROFESSIONAL SRVCS	53,582	-	-	-
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	98	-	-	-
375 MEMBERSHIPS & DUES	23,680	-	-	-
399 OTHER CONTRACTED SERVICES	198,265	170,000	-	170,000
951 SEWER PROJECTS	-	7,396,500	-	7,594,000
999 OTHER CAPITAL OUTLAY	12,893	-	-	-
<b>43230 - Sewer Treatment Plant SUBTOTAL</b>	<b>1,641,285</b>	<b>9,179,804</b>	<b>1,775,941</b>	<b>9,539,941</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 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Sewer Line Inspected by CCTV (ft)	119,391	160,456	149,937	108,911	156,120	133,381
Sewer Line Cleaned (ft)	119,391	204,278	215,134	139,595	245,377	151,381
Sewer Right of Way Clearing (ft)				0	45,985	41,680
Sewer Taps Installed W/Laterals	19	7	2	5	19	13
Sewer Lateral Repairs	74	71	58	19	79	64
Manhole Repairs	17	13	20	4	97	18
Force Main Repairs	7	4	3	4	353	112
Responded to Sewer Calls	647	700	458	613	3	4
Sewer Lateral Blockage Calls	344	355	231	296	469	306
Sewer Main Blockage Calls	108	121	83	119	224	151
Miscellaneous Call Outs	195	224	144	198	61	29
Work Orders Generated					184	126

## ❑ Significant Accomplishments FY 2012-2013:

- 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
- Contracted chemical root control treated 46,610 FT of sewer line

**❑ Goals for FY 2013 - 2014:**

- The City will undertake regular inspections 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 2012 Actual and FY 2013 Projections:**

- Projected expense for overtime is under budget due to shift of work from construction activities to maintenance (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
- Concrete products projected expenses exceeds budget due to adjustments in the chart of accounts
- Projected asphalt expense exceeds budget estimate due to unanticipated repairs associated with line rehab on East Main and Morningside.

**❑ Significant Changes for FY 2014:**

- Contract for chemical root control is reflected in line 399 Other Contracted Services.
- The City will renew contract for point repairs to the collection system, reflected in line 999

Capital Equipment budgeted in this department includes:

Pickup Truck	\$ 28,500
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This replaces an existing truck which is experiencing excessive repair and operational costs. Replacement will allow for a savings in operating expenses.

## **Personnel Summary**

SEWER SYSTEM MAINTENANCE	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
SUPERINTENDENT	1	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	0
EQUIPMENT MECHANIC	0	0	0	0	0	0	0	0	0
CREW LEADER	1	1	1	1	2	2	2	2	2
HEAVY EQUIPMENT OPERATOR	3	3	3	3	4	4	5.35	5.35	6
MEDIUM EQUIPMENT OPERATOR	3	3	3	3	5	5	6.4	6.4	6.4
UTILITY WORKER	0	0	0	0	1	1	0	0	0
TOTAL SEWER SYSTEM MAINTENANCE	8.5	8.5	8.5	8.5	13.5	13.5	14.75	14.75	15.4

## **Budget Expense Detail**

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>43240 - Collection System Maintenance</i>				
111 SALARIES & WAGES	648,377	516,316	550,660	570,939
112 OVERTIME	18,628	40,000	25,000	40,000
113 STANDBY/ON CALL	-	-	15,000	-
120 BONUS-ONE TIME	8,479	-	-	-
134 HOLIDAY BONUS	7,457	7,123	3,700	7,211
210 FICA	39,291	34,933	36,850	38,325
212 MEDICARE	8,921	8,170	8,618	8,963
213 TCRS CONTRIBUTION	93,497	82,713	87,252	90,744
214 EMPLOYEE HEALTH INS	192,581	173,220	52,097	180,133
217 EMPLOYEE LIFE INS	-	2,067	2,067	2,141
219 WORKERS COMPENSATIONS INSURANCE	18,236	18,024	39,072	39,072
226 CLOTHING/UNIFORM/SHOES	9,868	9,000	11,738	12,000
310 POSTAL SERVICE	224	-	45	50
321 PRINTING SERVICES	50	-	-	-
330 LEGAL NOTICES	583	-	110	-
345 TELEPHONE SERVICES	2,470	2,400	2,497	2,700
351 MEDICAL SERVICES	969	392	875	900
357 VEOLIA CONTRACT	176,461	-	-	-
359 OTHER PROFESSIONAL SRVCS	96,967	-	-	-
361 REPAIR & MAINTENANCE-VEHICLES	936	1,000	1,000	1,000
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	56,298	32,000	80,367	50,000
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	282	-	-	-
371 SUBSCRIPTIONS & BOOKS	-	150	150	150
375 MEMBERSHIPS & DUES	493	2,100	2,100	2,100
378 EDUCATION - SEMINARS & TRAINING	2,096	3,500	3,140	3,700
383 TRAVEL-BUSINESS EXPENSES	-	2,200	400	2,000
399 OTHER CONTRACTED SERVICES	42,144	5,000	2,750	65,000
411 OFFICE SUPPLIES & MATERIALS	865	300	400	400
413 OFFICE EQUIPMENT	3,657	-	-	2,000
419 SMALL TOOLS & MINOR EQUIPMENT	5,040	4,500	4,200	5,000
424 JANITORIAL SUPPLIES	621	400	200	200
429 GENERAL OPERATING SUPPLIES	17,832	20,000	17,235	20,000
431 GASOLINE & DIESEL FUEL	83,181	80,000	83,523	84,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	54,414	13,500	41,603	30,000
436 SEWER LINES, PRTS, METERS	106,405	70,000	23,000	40,000
447 CHEMICALS OPERATIONAL	-	15,000	9,000	10,000
451 CONCRETE PRODUCTS	9,605	4,000	9,500	10,000
455 CRUSHED STONE & SAND	22,175	25,000	22,518	23,000
458 SALT/SODIUM CHLORIDE	4,391	-	-	-
465 ASPHALT	30,178	18,000	31,225	32,000
499 OTHER SUPPLIES & MATERIALS	128	-	-	-
510 INSURANCE - GENERAL LIABILITY	5,163	4,318	4,235	4,235
523 PROPERTY (CONTENTS) INSURANCE	-	845	887	887
533 EQUIPMENT- RENTAL/LEASE	21,153	-	-	-
562 LANDFILL FEE/DISPOSITION CHARGES	4,953	-	1,400	1,500
689 OTHER MISCELLANEOUS EXPENSES	405	-	7,500	2,000
960 MACHINERY & EQUIPMENT	-	40,000	40,768	-
971 MOTOR EQUIPMENT	-	273,000	286,000	28,500
999 OTHER CAPITAL OUTLAY	28,739	300,000	325,000	250,000
<i>43240 - Collection System Maintenance SUBTOTAL</i>	<i>1,824,212</i>	<i>1,809,171</i>	<i>1,833,683</i>	<i>1,660,850</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.

## **❑ Significant Accomplishments FY 2012-2013:**

- The upgrade to the pump stations at Witt 1, Witt 2 & Witt 3 were completed during FY12.
- The Joe Carter pump station was abandoned.
- The design for the MAID 1 Pump Station and the Willow Springs Pump Station is complete and will be going to bid in FY13.
- Contract services for the pump stations were contracted to Morristown Utilities Commission during FY12

## **❑ Goals for FY 2013 - 2014:**

- Work has begun on upgrades to the Howell Road Pump Station.
- Fall Creek & Barton Springs pump stations will be rehabilitated.
- The Howell Road force main upgrade will be designed and bid.
- The MAID 1 force main upgrade will be designed and bid.
- Work will begin on rehabilitating the Willow Springs pump station.

## **❑ Comments on FY 2012 Actual and FY 2013 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 in FY 12. With the extensive program to evaluate and rehabilitate pump stations, we have significantly reduced the cost of fuel for bypass pumps in FY 13.

## **❑ Significant Changes for FY 2014:**

- Mid-year in FY13, the City changed the contractor for operation and maintenance of the sewer pump stations from Veolia Water to the Morristown Utility System (MUS).
- Expenses other than the MUS contract reflect the cost of operating bypass pumps and other extraordinary costs during upgrades to pump stations. These costs are expected to decrease significantly during FY13. The Witt system is the primary area where these costs are found.

## **❑ Personnel Summary**

There are no personnel budgeted in this account.



## Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>43250 - Pumping Station</i>				
341 ELECTRICITY	29,930	80,000	115,000	135,000
342 WATER & SEWER	468	-	1,450	1,500
345 TELEPHONE SERVICES	-	-	1,350	1,500
357 VEOLIA CONTRACT	664,897	913,152	660,404	-
359 OTHER PROFESSIONAL SRVCS	14,095	-	-	-
399 OTHER CONTRACTED SERVICES	348,903	25,000	-	800,000
429 GENERAL OPERATING SUPPLIES	3,952	60,000	-	25,000
431 GASOLINE & DIESEL FUEL	149,495	60,000	15,000	30,000
510 INSURANCE - GENERAL LIABILITY	17,211	14,395	14,117	14,117
523 PROPERTY (CONTENTS) INSURANCE		2,816	2,958	2,958
<i>43250 - Pumping Station SUBTOTAL</i>	<i>1,228,950</i>	<i>1,155,363</i>	<i>810,279</i>	<i>1,010,075</i>

# 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 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
New Sewer Line Extension (ft)	10,852	9,203	5,016	0	0	1,147
Rehab by Sewer Line Replacement (ft)	3,719	8,618	3,884	7,600	86	50,400
Work Orders Generated					1	5
Work Orders Completed					1	5

## ❑ Significant Accomplishments FY 2012-2013:

- Sewer lines were relocated for the TDOT project at exit 8.
- Sewer lines were relocated for TDOT project along 25E in front of WSCC.
- The repair of the force main crossing beneath S. R. 160 at the airport was completed.
- The extension along 25E to the Mark Sawyer development was completed.
- The sewer repair project addressing repairs beneath roadways in the remaining three miles of the current street repairs and paving project was completed.
- Sewer line was installed under E. Andrew Johnson Highway so City could abandon Joe Carter pump station.
- Began Spring Creek Rehabilitation Project Phases 1 & 3.
- Began sewer line replacement project at S. High Street under railroad tracks.

## ❑ Goals for FY 2013 - 2014:

- Spring Creek Rehabilitation Phases 1 & 3 should be completed.
- Fall Creek and Barton Springs Rehabilitation should be completed.
- Rehabilitation will begin in the WWTP 3 Basin and Lakemoore Subdivision.
- In the future rehabilitation projects within the sewer system will be ongoing.
- Sewer line will be relocated in ETVID in preparation for a storm water project.
- A contract will be awarded for CCTV in the WWTP basin.

## ❑ Comments on FY 2012 Actual and FY 2013 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 beginning in FY 11

## ❑ Significant Changes for FY 2014:

Major construction activities are planned in the following areas:

Capital projects are planned in the following areas:

<b>Project / Basin</b>	<b>Cost</b>
MAID 1 Force Main	\$ 1,465,000
WWTP 3	2,475,000
Fall Creek Sewer Relocation	160,500
WWTP Basin Contract CCTV	1,181,250
Spring Creek Force Main	1,430,000
Spring Creek Pump Station	482,000
Spring Creek Pump Station EQ Basin	675,000
WWTP 4 + KIA Sewer Line Rehab	2,420,000
WWTP 4B Sewer Rehab	1,607,000
WWTP 4C Sewer Rehab	650,000
WWTP 4D Sewer Rehab	100,000
WWTP 1A Rehab	100,000
WWTP 1B Rehab	33,000

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	FY 14
CIVIL ENGINEER	1	1	0	0	0	0	0	0	0
ENGINEERING TECHNICIAN	1	1	2	2	0	0	0	0	0
CONSTRUCTION MANAGER	1	1	1	1	0	0	0	0	0
EQUIPMENT MECHANIC	0	0	1	1	1	1	0	0	0
INSPECTOR	1	1	2	2	0	0	0	0	0
CREW LEADER	0	1	1	1	1	1	0	0	0
SEWER DIRECTOR	1	1	1	1	0	0	0	0	0
GENERAL SUPERVISOR	0	0	0	1	1	1	0	0	0
HEAVY EQUIPMENT OPERATOR	3	4	5	5	3	3	0	0	0
MEDIUM EQUIPMENT OPERATOR	3	3	3	3	1	1	0	0	0
UTILITY WORKER	3	1	1	0	0	0	0	0	0
ADMINISTRATIVE SECRETARY	0.125	0.2	0.2	0.4	0	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>	<b>0</b>

## ☐ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>43260 - Sewer Construction</i>				
111 SALARIES & WAGES	4	-	-	-
219 WORKERS COMPENSATIONS INSURANCE	1,000	-	7,355	-
226 CLOTHING/UNIFORM/SHOES	162	-	-	-
310 POSTAL SERVICE	99	-	-	-
330 LEGAL NOTICES	8,204	-	-	-
359 OTHER PROFESSIONAL SRVCS	92,910	-	-	-
411 OFFICE SUPPLIES & MATERIALS	93	-	-	-
419 SMALL TOOLS & MINOR EQUIPMENT	6,589	-	-	-
429 GENERAL OPERATING SUPPLIES	91	-	-	-
431 GASOLINE & DIESEL FUEL	3,579	-	-	-
510 INSURANCE - GENERAL LIABILITY	40,159	33,588	32,940	32,940
523 PROPERTY (CONTENTS) INSURANCE	-	6,571	6,903	6,903
533 EQUIPMENT- RENTAL/LEASE	1,140	-	-	-
951 SEWER PROJECTS	400,015	19,975,423	4,000,000	19,092,171
<i>43260 - Sewer Construction SUBTOTAL</i>	<i>554,044</i>	<i>20,015,582</i>	<i>4,047,197</i>	<i>19,132,014</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 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>49110 - Debt Service Sewer</i>				
711 DEBT PRINCIPAL	1,859,790	3,019,171	3,019,171	2,589,700
731 DEBT INTEREST	396,475	1,897,137	750,000	2,010,718
798 PAYING AGENT FEES	42,440	45,000	45,000	45,000
<i>49110 - Debt Service Sewer SUBTOTAL</i>	<i>2,298,705</i>	<i>4,961,308</i>	<i>3,814,171</i>	<i>4,645,418</i>
<i>61200 - Sewer Depreciation</i>				
572 dep-LINES	56,447	-	-	-
573 dep-PLANT & MACHINERY	2,384,605	2,433,358	2,451,204	2,651,204
632 BOND ISSUE COST AMORTIZATION	10,152	-	-	-
<i>61200 - Sewer Depreciation SUBTOTAL</i>	<i>2,451,204</i>	<i>2,433,358</i>	<i>2,451,204</i>	<i>2,651,204</i>

## Debt Detail – Sewer Fund

Year	City of Morristown TOTAL SEWER FUND DEBT			
	Principal	Interest	Total	Remaining Balance
FY 2014	\$2,589,700	\$2,010,718	\$4,600,417	\$52,625,921
FY 2015	\$2,435,256	\$1,881,854	\$4,317,110	\$50,235,389
FY 2016	\$2,486,753	\$1,802,662	\$4,289,416	\$47,794,595
FY 2017	\$2,541,252	\$1,715,615	\$4,256,867	\$45,300,576
FY 2018	\$2,599,386	\$1,626,300	\$4,225,686	\$42,749,729
FY 2019	\$2,658,304	\$1,534,447	\$4,192,751	\$40,141,310
FY 2020	\$2,720,941	\$1,440,031	\$4,160,972	\$37,471,633
FY 2021	\$2,784,368	\$1,342,855	\$4,127,223	\$34,739,945
FY 2022	\$2,851,599	\$1,242,916	\$4,094,515	\$31,942,477
FY 2023	\$2,922,266	\$1,140,008	\$4,062,275	\$29,075,843
FY 2024	\$2,996,078	\$1,033,975	\$4,030,052	\$26,136,933
FY 2025	\$3,072,459	\$919,260	\$3,991,719	\$23,123,227
FY 2026	\$3,151,931	\$795,739	\$3,947,670	\$20,031,668
FY 2027	\$3,235,833	\$668,684	\$3,904,517	\$16,857,875
FY 2028	\$3,323,742	\$537,890	\$3,861,631	\$13,597,889
FY 2029	\$2,084,243	\$403,153	\$2,487,396	\$11,579,166
FY 2030	\$1,971,098	\$336,387	\$2,307,485	\$9,675,400
FY 2031	\$1,994,049	\$281,003	\$2,275,052	\$7,750,543
FY 2032	\$1,763,925	\$225,862	\$1,989,786	\$6,057,718
FY 2033	\$1,374,983	\$180,629	\$1,555,612	\$4,706,805
FY 2034	\$1,361,130	\$134,381	\$1,495,511	\$3,345,675
FY 2035	\$1,185,675	\$92,258	\$1,277,933	\$2,160,000
FY 2036	\$1,080,000	\$54,945	\$1,134,945	\$1,080,000
FY 2037	\$1,080,000	\$18,360	\$1,098,360	\$0

Sewer Fund - Outstanding Debt by Issue					
Issue	Amount	Rate	Type	Retirement	
TLDA Refunding 2003	\$ 1,775,500	5.00%	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	\$ 10,016,558	2.06%	Fixed	2032	
TML 2009 Public Works Facility	\$ 983,878	2.91%	Fixed	2035	
TML Refunding 2009	\$ 923,614	2.91%	Fixed	2035	
TDEC Order Rehab 2012	\$ 26,000,000	2.91%	Fixed	2037	
State Revolving Fund - Witt Pump Stations	\$ 1,200,000	2.73%	Fixed		

The table above reflects the current debt issues which will be repaid from Sewer revenues. Variable rate bonds are budgeted at a 5% interest rate, but actual costs have been substantially lower.

# 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, generated \$1,091,664. With a full year of collections, the fees generated \$ 1,300,000 in FY 12. We anticipate that collections in FY 13 will be similar to that seen in FY 12.

During the transition to a self-supporting fund, the General Fund was required to contribute in order to provide adequate resources to operate. In FY 12 the General Fund contributed more than \$ 200,000 to support the service. In FY 13, reductions in costs for recycling and the accumulation of a small reserve allowed the fund to operate without a transfer from the General Fund. In FY 14, no transfer is planned, but a modest draw from reserves is required in order to replace some equipment and cover a portion of the costs of recycling operations.

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. This debt was retired in FY 12 and the contribution is no longer needed.

In FY 12, the City also included \$250,000 bond proceeds to replace two solid waste trucks. No additional debt is planned at this time.

## Revenue Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b><i>Fund 435 - Solid Waste Fund Revenue</i></b>				
33800 OTHER COUNTY REVENUE	241,492	-	-	-
36120 INTEREST ON INVESTMENTS	94	-	-	-
36850 BOND PROCEEDS	250,000	-	-	-
37310 SOLID WASTE FEES	1,300,875	1,261,984	1,288,431	1,260,000
37810 INTER-FUND TRANSFERS	219,835	-	-	-
33840 NON_REV- FUND BALANCE APPROPRIATED	-	240,069	-	244,414
<b><i>Total Solid Waste Revenue &amp; Transfers</i></b>	<b>2,012,296</b>	<b>1,502,053</b>	<b>1,288,431</b>	<b>1,504,414</b>



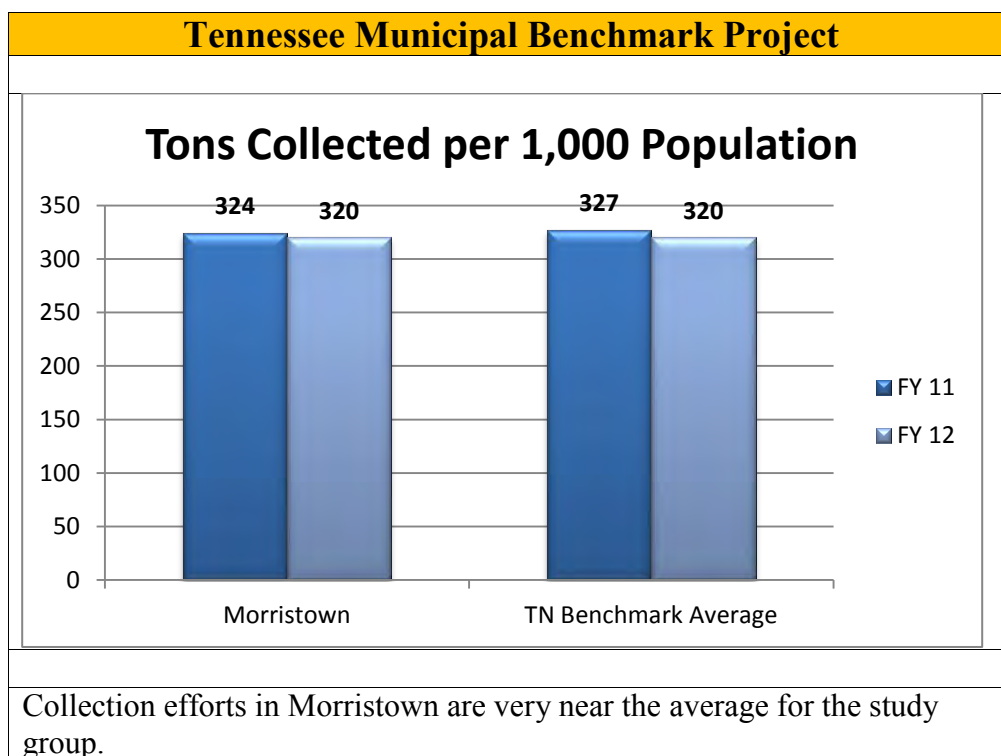
# Sanitation

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

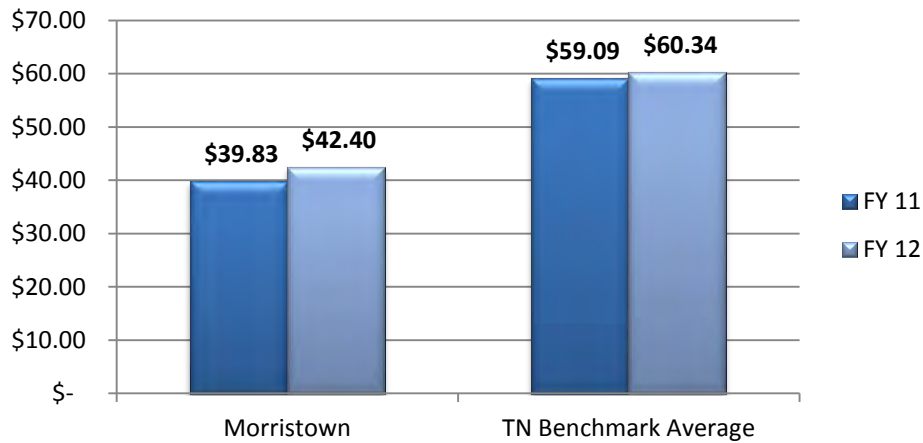
Waste Collection						
	FY 2008	FY 2009	FY 2010	FY 2011	FY2012	*FY2013
<b>Household Refuse (Tons)</b>	9,906	9,770	9,416	9,448	9,313	9,072
<b>Brush</b>	2,954	3,327	3,238	2,691	3,431	3,334
<b>Bulk Waste</b>	3,431	3,290	2,843	2,953	2,663	2,746
<b>Leaf Collection</b>	unknown	unknown	unknown	2,000	1,950	2,052
<b>Misc.</b>	1,992	1,752	1,012	1,062	443	146
<b>Total</b>	18,283	18,139	16,509	18,154	17,801	17,350

\* FY 2013 tons are projected

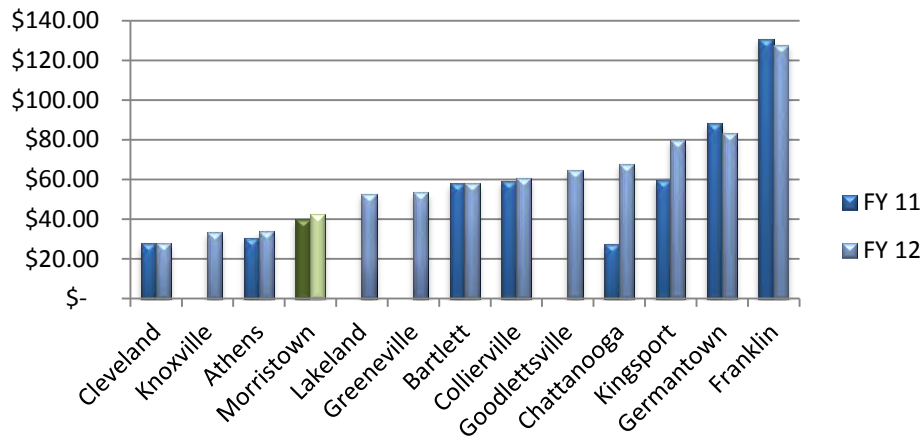


## Tennessee Municipal Benchmark Project

### Refuse Cost per Capita



### Refuse Cost per Capita



Morristown's cost for refuse collection is below the average for the benchmark group.

#### ❑ Significant Accomplishments FY 2012-2013:

- 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
- Continued participation in the MTAS benchmarking program
- Continued adjustments are being made resulting in the improved accuracy of the data for the MTAS benchmarking project
- Management of the billing data base has been transferred from the Engineering Department to the Public Works Department

**❑ Goals for FY 2013 - 2014:**

- 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
- Audit of the billing data base
- Transition of the billing data base from an Access based to a Sequel Server based program
- Data linking of the billing data base to the ESRI GIS system

**❑ Comments on FY 2012 Actual and FY 2013 Projections:**

- Fuel projected to exceed budget by nearly \$3,000
- With replacement of front line trucks, repair costs have declined.

**❑ Significant Changes for FY 2014:**

- A portion of the Public Works Director is allocated in this area for the first time with the filling of this new position.
- Fuel costs increase \$5,000 with increased fuel prices.

**❑ Personnel Summary**

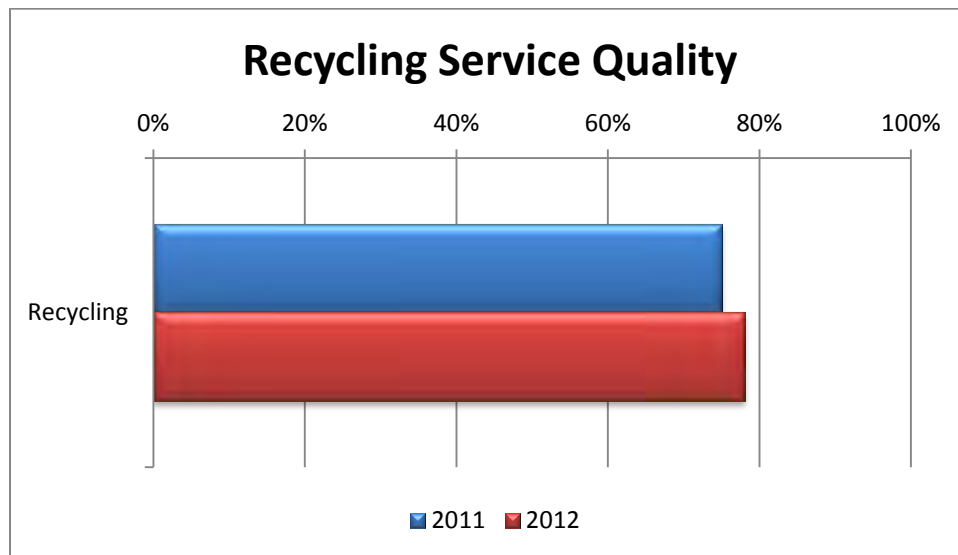
SOLID WASTE SANITATION	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
PUBLIC WORKS DIRECTOR	0	0	0	0	0	0	0	0	0.5
SANITATION SUPERINTENDENT	1	1	1	1	1	1	1	1	1
HEAVY EQUIPMENT OPERATOR	6	6	6	6	6	6	5	6	5
UTILITY WORKER	4	4	4	4	4	3	4	3	4
TOTAL SOLID WASTE SANITATION	11	11	11	11	11	10	10	10	10.5

## Budget Expense Detail

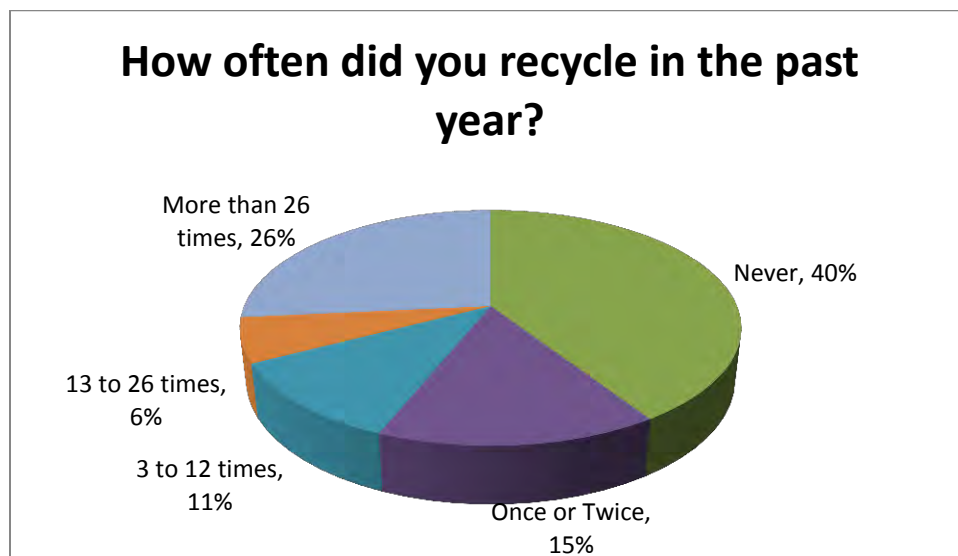
Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>FUND 435- Solid Waste</i>				
111 SALARIES & WAGES	384,746	365,897	365,897	378,080
112 OVERTIME	2,131	6,000	4,500	6,000
120 BONUS-ONE TIME	5,299	-	-	-
134 HOLIDAY BONUS	4,823	5,285	5,279	5,215
210 FICA	23,678	23,385	23,292	24,136
212 MEDICARE	5,331	5,469	5,447	5,645
213 TCRS CONTRIBUTION	57,233	55,370	55,149	57,149
214 EMPLOYEE HEALTH INS	110,301	101,317	94,151	117,029
217 EMPLOYEE LIFE INS	-	1,318	1,318	1,469
219 WORKERS COMPENSATIONS INSURANCE	11,435	11,667	17,836	17,836
220 UNEMPLOYMENT INSURANCE	359	-	359	-
226 CLOTHING/UNIFORM/SHOES	4,436	6,000	8,180	7,000
310 POSTAL SERVICE	21	50	35	50
321 PRINTING SERVICES	156	-	-	-
330 LEGAL NOTICES	780	1,200	1,100	1,200
345 TELEPHONE SERVICES	378	400	350	500
351 MEDICAL SERVICES	496	1,000	650	900
359 OTHER PROFESSIONAL SRVCS	947	-	-	-
378 EDUCATION - SEMINARS & TRAINING	-	200	-	200
399 OTHER CONTRACTED SERVICES	210	-	1,200	-
411 OFFICE SUPPLIES & MATERIALS	-	200	300	200
429 GENERAL OPERATING SUPPLIES	400	1,500	750	1,250
431 GASOLINE & DIESEL FUEL	74,357	75,000	77,900	80,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	56,432	60,000	48,200	55,000
487 SOLID WASTE CONTAINERS	26,418	33,000	33,000	33,000
510 INSURANCE - GENERAL LIABILITY	12,048	10,076	9,882	9,882
523 PROPERTY (CONTENTS) INSURANCE	-	1,971	2,505	2,505
562 LANDFILL FEE/DISPOSITION CHARGES	392,163	375,000	325,000	375,000
689 OTHER MISCELLANEOUS EXPENSES	35	-	-	-
960 MACHINERY & EQUIPMENT	1,113	-	-	-
971 MOTOR EQUIPMENT	246,250	140,000	132,500	-
<i>43210 - Solid Waste SUBTOTAL</i>	<i>1,421,975</i>	<i>1,281,305</i>	<i>1,214,780</i>	<i>1,179,246</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.



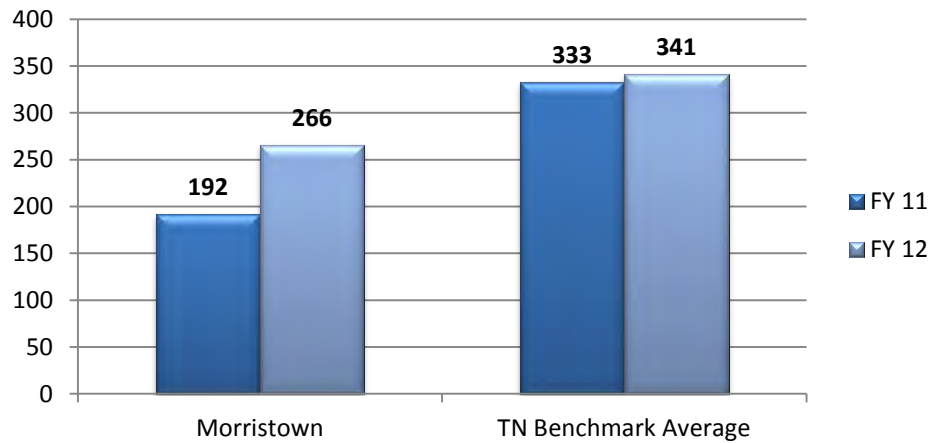
Source: 2012 Citizen Survey



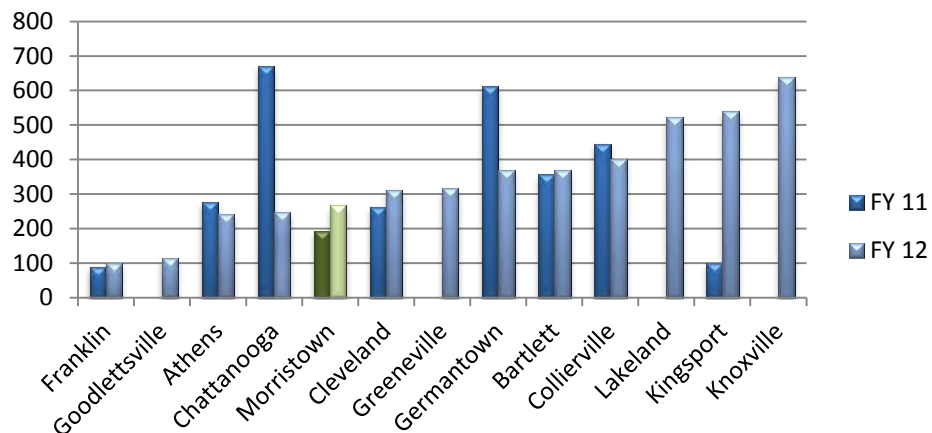
Source: 2012 Citizen Survey

## Tennessee Municipal Benchmark Project

### Tons Diverted per 1,000 Population



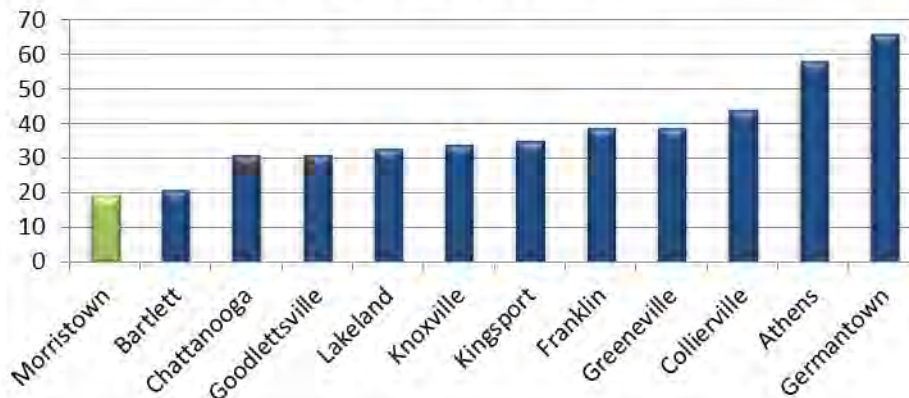
### Tons Diverted per 1,000 Population



The success of our programs to divert waste from the landfill lag behind those of other communities in the benchmark program.

## Tennessee Municipal Benchmark Project

### Tons of Recycled Materials Collected per 1,000 Population



The volume of recycled materials collected by Morristown has been declining in recent years and is the lowest of all cities in the benchmark report.

## □ Performance and Workload Measures

Recycling						
	FY 2008	FY 2009	FY 2010	FY 2011	FY2012	*FY2013
<b>Tons</b>	647	864	1,044	832	547	521
<b>% Increase / Decrease</b>	3.7%	33.5%	20.8%	-20.3%	-34.3%	-4.8%
<b>% Diverted from Landfill</b>	6.1%	8.1%	10.0%	8.1%	5.5%	5.4%

\* FY 2013 tons are projected

Total Diverted from Landfill						
	FY 2008	FY 2009	FY 2010	FY 2011	FY2012	*FY2013
<b>Recycling</b>	647	864	1,044	832	547	521
<b>Brush</b>	2,954	3,327	3,238	2,691	3,431	3,334
<b>Leaf Collection</b>	unknown	unknown	unknown	2,000	1,950	2,052
<b>White Goods</b>	unknown	unknown	unknown	48	72	97
<b>Oil and Electronics</b>	unknown	unknown	unknown	9	14	20
<b>Total Diverted from Landfill</b>	3,601	4,191	4,282	5,580	6,014	6,024
<b>Total Waste Stream</b>	18,283	18,139	16,509	18,154	17,800	17,350
<b>% Diverted from Landfill</b>	20%	23%	26%	31%	34%	35%

\* FY 2013 tons are projected

### ❑ Significant Accomplishments FY 2012-2013:

- 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
- Continue activities to address citizen survey action chart
- Improve the participation in the curbside recycling program through education and newspaper articles. An additional 250 recycle carts will be purchased for this effort

### ❑ Comments on FY 2012 Actual and FY 2013 Projections:

- Other contracted services expenses continue to be greatly reduced due to savings gained from Goodwill Contract and a reduction of recyclable collections.

### ❑ Significant Changes for FY 2014:

- Line item 487, Solid Waste Containers, increases by \$10,000, to allow for the purchase of 250 recycling carts in an effort to increase participation and volume of material collected.
- Rebuild the recycling truck by replacement of the chassis and retention of the packer body at a cost of \$100,000.

### ❑ Personnel Summary

SOLID WASTE RECYCLING	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
HEAVY EQUIPMENT OPERATOR	1	1	1	1	1	1	1	1	1
UTILITY WORKER	1	1	1	1	1	1	1	1	1
TOTAL SOLID WASTE RECYCLING	2	2	2	2	2	2	2	2	2



## ☐ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>FUND 435- Curbside Recycling</i>				
111 SALARIES & WAGES	79,832	76,311	76,311	68,013
112 OVERTIME	833	750	1,000	750
120 BONUS-ONE TIME	1,060	-	-	-
134 HOLIDAY BONUS	1,675	1,851	1,650	757
210 FICA	4,977	4,893	4,896	4,310
212 MEDICARE	1,122	1,144	1,145	1,008
213 TCRS CONTRIBUTION	11,197	11,584	11,591	10,206
214 EMPLOYEE HEALTH INS	21,850	22,518	18,832	23,385
217 EMPLOYEE LIFE INS	-	297	297	266
219 WORKERS COMPENSATIONS INSURANCE	2,288	2,334	3,529	3,529
226 CLOTHING/UNIFORM/SHOES	1,180	1,100	1,663	1,500
330 LEGAL NOTICES	-	100	-	100
345 TELEPHONE SERVICES	-	50	-	-
351 MEDICAL SERVICES	84	-	164	200
359 OTHER PROFESSIONAL SRVCS	-	100	-	-
383 TRAVEL-BUSINESS EXPENSES	-	500	-	400
399 OTHER CONTRACTED SERVICES	32,059	35,000	32,415	35,000
411 OFFICE SUPPLIES & MATERIALS	353	300	-	300
424 JANITORIAL SUPPLIES	-	300	-	100
419 SMALL TOOLS & MINOR EQUIPMENT	405	250	-	250
431 GASOLINE & DIESEL FUEL	11,333	11,000	11,210	12,500
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	4,983	9,000	4,617	9,000
487 SOLID WASTE CONTAINERS	4,986	5,000	7,479	15,000
510 INSURANCE - GENERAL LIABILITY	2,123	1,775	1,741	1,741
523 PROPERTY (CONTENTS) INSURANCE	-	347	2,534	2,534
971 MOTOR EQUIPMENT	-	-	-	100,000
<i>44500 - Curbside &amp; Recycling SUBTOTAL</i>	<i>182,337</i>	<i>186,504</i>	<i>181,074</i>	<i>290,849</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 2014:

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 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>49100 - Debt Service Solid Waste</i>				
711 DEBT PRINCIPAL	234,290	24,890	24,890	25,020
731 DEBT INTEREST	17,757	9,354	9,354	8,799
798 PAYING AGENT FEES	516	-	-	500
<i>61200 - Debt Service Solid Waste SUBTOTAL</i>	<i>252,563</i>	<i>34,244</i>	<i>34,244</i>	<i>34,319</i>

Year	Total Solid Waste Fund Debt		
	Total Principal	Total Interest	Remaining Balance
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. No additional debt is anticipated at this time.

## Storm Water Utility Fund



Drainpipe failure on Freshour Street.

# 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 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>Fund 440 - Storm Water Fund Revenue</i>				
36850 BOND PROCEEDS	5,000,000	-	-	-
37245 STORM WATER CHARGES	1,438,192	1,161,337	1,324,775	1,268,167
38150 RESERVE - DEBT PROCEEDS & BOND ISSUE	-	3,042,263	-	3,563,707
<i>Total Storm Water Revenue &amp; Transfers</i>	<i>6,438,192</i>	<i>4,203,600</i>	<i>1,324,775</i>	<i>4,831,874</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 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>Stormwater Complaints</b>		23	28	32	26
<b>Stormwater Complaints resolved</b>		19	12	19	20
<b>Land Disturbance Permits</b>		24	3	17	47
<b>State TNGCP Permits Reviewed and Tracked</b>		9	3	11	12
<b>Illicit Discharge Complaints</b>		8	2	9	11
<b>Illicit Discharge Violations Cited</b>		8	1	4	4
<b>Notices of Violation Issued</b>		17	5	11	6
<b>NOV's resolved</b>				8	5
<b>Construction site Inspections</b>		115	18	116	132
<b>Turkey Creek Assessment (feet)</b>		10,000	4,000	2,000	2,000
<b>Stubblefield Creek Assessment (feet)</b>			12,000	12,000	1,500
<b>Hot Spot outfalls to Stormsewer</b>			350	350	353
<b>Outfalls to regulatory water</b>		50	65	32	37

## □ Significant Accomplishments FY 2012-2013:

- Completed development of a comprehensive Stormwater Management Plan to document all policies and procedures of the Stormwater Program
- Made significant progress in adding available information related to Storm Sewer infrastructure to the Geographic Information System (GIS) program.
- Updated Subdivision Regulations for consistency with Ordinances and Policies
- 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 Sanitary 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)

#### ❑ **Goals for FY 2013 - 2014:**

- Continued development and completion of stormwater capital projects (\$5,000,000)
- Utilize the GIS tools for inventorying storm sewer issues
- Complete the development of 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
- Complete the development of 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
  - Complete the preparation of 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 2012 Actual and FY 2013 Projections:

- There should be no major variations from the budget in this area.

## ☐ Significant Changes for FY 2014:

- 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 14.

## ☐ Personnel Summary

STORM WATER MANAGEMENT	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
HEAVY EQUIPMENT OPERATOR	0	0	2	0	0	0	0	0	0
MEDIUM EQUIPMENT OPERATOR	0	0	4	0	0	0	0	0	0
PUBLIC WORKS DIRECTOR	0	0	0	0	0	0	0.34	0.34	0
CITY ENGINEER	0	0	0	0	0.2	0.2	0.2	0.2	0.2
ENGINEERING TECHNICIAN	0	0	0.5	1	1	1	1	1	1
TOTAL STORM WATER MANAGEMENT	0	0	6.5	1	1.2	1.2	1.54	1.54	1.2

## ☐ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>43292 - Storm Water Administration</b>				
111 SALARIES & WAGES	63,276	91,248	72,500	63,251
134 HOLIDAY BONUS	32	316	4,591	353
210 FICA	3,866	5,677	4,780	3,943
212 MEDICARE	864	1,328	1,118	922
213 TCRS CONTRIBUTION	9,140	13,442	11,317	9,337
214 EMPLOYEE HEALTH INS	13,194	17,435	15,600	14,097
217 EMPLOYEE LIFE INS	-	356	356	248
219 WORKERS COMPENSATIONS INSURANCE	1,761	1,796	292	292
220 UNEMPLOYMENT INSURANCE	-	-	250	-
226 CLOTHING/UNIFORM/SOES	570	500	500	500
330 LEGAL NOTICES	-	10,000	4,500	4,500
375 MEMBERSHIPS & DUES	3,598	4,000	4,250	4,500
399 OTHER CONTRACTED SERVICES	1,300	2,200	3,700	4,000
431 GASOLINE & DIESEL FUEL	-	-	22	-
510 INSURANCE - GENERAL LIABILITY	2,295	1,919	1,882	1,882
523 PROPERTY (CONTENTS) INSURANCE	-	376	-	-
570 GENERAL FUND IN LIEU STORM WATER	29,187	14,187	14,187	14,187
581 GENERAL FUND ADMIN FEE STORM WATER	-	15,000	15,000	15,000
<b>43292 - Storm Water Administration SUBTOTAL</b>	<b>129,083</b>	<b>167,580</b>	<b>154,845</b>	<b>137,012</b>



# 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 2009	FY 2010	FY 2011	FY 2012	FY 2013
Miles of Right of Way Mowed				885	885
Frequency of Mowing (annual)				6	6
Storm Drain pipe replaced (feet)				40	0
New Storm Drain Lines installed				0	3,000

## ❑ Significant Accomplishments FY 2012-2013:

- Kept right of ways mowed to an acceptable height for storm water quality, vehicle safety, and aesthetics
- Coordinated efforts for litter pickup with Morristown Police 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

## ❑ Goals for FY 2013 - 2014:

- 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
- Purchase an additional fifteen foot wide bat wing mower. This will supplement the city's right of way mowing and improve the mowing time with the addition of a second batwing. The new batwing will cut the required passes currently required by our existing five wide mowers.
- Meet or exceed MOM goal for Right of Way clearing

#### ❑ Comments on FY 2012 Actual and FY 2013 Projections:

- Although there has been significant progress in planning construction projects, limited construction will be underway in FY13.

#### ❑ Significant Changes for FY 2014:

- General operating supplies are provided for in house repair/improvement of storm drainage facilities beyond the major projects planned with the bond proceeds.
- A batwing mower deck is budgeted in machinery and equipment at a cost of \$12,000.

The following capital projects are planned for FY 14:

Stormwater Fund	
Project	Cost
Baker Street	88,213
MAID Open Ditch	145,241
Rosedale and Sulphur Springs Road	287,974
Five Points Drainage	146,113
Debi Circle Catchment	170,750
Fairmont and Whitaker	23,019
Forest Drive Drainage	231,506
Martin Luther King Park Drainage	143,086
ETVID Drainage	971,055
Whitewood Circle and Jaybird Drainage	344,443
Jackson Street	220,000
Program Services ( Coordination, Site Dev and Financial)	224,610
Vantage View Drive	258,350
West Economy Road	127,961
Crockett's Ridge	181,386

#### ❑ Personnel Summary

STORM WATER DRAINS & WAYS	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
MEDIUM EQUIPMENT OPERATOR	0	0	0	4	4	4	2.6	2.6	2.6
TOTAL STORM WATER DRAINS & WAYS	0	0	0	4	4	4	2.6	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	FY 14
MEDIUM EQUIPMENT OPERATOR	4	4	0	0	0	0	0	0	0
TOTAL PUBLIC WORKS STORM DRAINS & WAYS	4	4	0	0	0	0	0	0	0

*Previously budgeted in General Fund*

## Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>43293 - Storm Water Drainway Maintenance</i>				
111 SALARIES & WAGES	85,504	83,727	83,727	86,544
112 OVERTIME	20	4,000	4,500	4,000
134 HOLIDAY BONUS	684	966	1,500	980
210 FICA	4,168	5,499	5,563	5,674
212 MEDICARE	912	1,286	1,301	1,327
213 TCRS CONTRIBUTION	10,108	13,020	13,172	13,436
214 EMPLOYEE HEALTH INS	31,519	29,227	25,800	30,394
217 EMPLOYEE LIFE INS		325	325	338
219 WORKERS COMPENSATIONS INSURANCE	1,540	1,517	1,168	1,168
226 CLOTHING/UNIFORM/SHOES	2,159	2,300	2,211	2,300
359 OTHER PROFESSIONAL SRVCS	8	-	-	-
330 LEGAL NOTICES	30	-	-	-
345 TELEPHONE SERVICES	1,552	1,600	916	1,600
351 MEDICAL SERVICES	165	111	-	-
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	70,665	40,000	42,989	43,000
378 EDUCATION - SEMINARS & TRAINING	400	400	455	500
399 OTHER CONTRACTED SERVICES	-	-	-	74,870
411 OFFICE SUPPLIES & MATERIALS	-	50	50	50
424 JANITORIAL SUPPLIES	-	100	100	100
429 GENERAL OPERATING SUPPLIES	21,767	168,008	22,877	80,000
431 GASOLINE & DIESEL FUEL	24,170	27,000	-	15,000
510 INSURANCE - GENERAL LIABILITY	5,737	4,798	4,706	4,706
523 PROPERTY (CONTENTS) INSURANCE	-	939	-	-
562 LANDFILL FEE/DISPOSITION CHARGES	3,033	-	-	-
952 STORM WATER PROJECTS	82,755	3,042,263	755,000	3,563,707
960 MACHINERY & EQUIPMENT	60,678	-	-	12,000
<i>43293 - Storm Water Drainway Maintenance SUBTOTAL</i>	<i>407,576</i>	<i>3,427,136</i>	<i>966,359</i>	<i>3,941,694</i>

## 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 2009	FY 2010	FY 2011	FY 2012	FY 2013
Lane Miles Swept				3,432	3,432
Frequency of Sweeping (annual)				11	11

### ❑ Significant Accomplishments FY 2012-2013:

- Changes in routing placing more emphasis on more traveled areas and dropping areas that require less sweeping have allowed sweepers to move more quickly around town

### ❑ Goals for FY 2013 - 2014:

- Continue successful maintenance interval

### ❑ Comments on FY 2012 Actual and FY 2013 Projections:

- Expenses are anticipated to remain within budget.

### ❑ Significant Changes for FY 2014:

- 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	FY 14
HEAVY EQUIPMENT OPERATOR	0	0	0	2	2	2	1.3	1.3	1.3
TOTAL STORM WATER STREET CLEANING	0	0	0	2	2	2	1.3	1.3	1.3
PUBLIC WORKS STREET CLEANING	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
HEAVY EQUIPMENT OPERATOR	2	2	0	0	0	0	0	0	0
TOTAL PUBLIC WORKS STREET CLEANING	2	2	0	0	0	0	0	0	0

*Previously budgeted in General Fund*

## ☐ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>43294 - Storm Water Street Cleaning</b>				
111 SALARIES & WAGES	48,325	48,864	48,864	49,838
112 OVERTIME	13	500	1,000	500
134 HOLIDAY BONUS	517	734	1,088	741
210 FICA	2,881	3,106	3,159	3,167
212 MEDICARE	650	726	739	741
213 TCRS CONTRIBUTION	7,008	7,354	7,480	7,498
214 EMPLOYEE HEALTH INS	18,690	14,634	18,838	15,218
217 EMPLOYEE LIFE INS	-	190	190	195
219 WORKERS COMPENSATIONS INSURANCE	2,974	3,033	1,306	1,306
226 CLOTHING/UNIFORM/SHOES	785	1,000	1,521	1,400
351 MEDICAL SERVICES	84	-	239	200
359 OTHER PROFESSIONAL SRVCS	-	100	-	100
429 GENERAL OPERATING SUPPLIES	340	1,100	-	1,000
431 GASOLINE & DIESEL FUEL	14,797	14,000	12,064	15,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	16,037	11,000	8,919	11,000
510 INSURANCE - GENERAL LIABILITY	3,442	2,879	2,823	2,823
523 PROPERTY (CONTENTS) INSURANCE	-	563	-	-
562 LANDFILL FEE/DISPOSITION CHARGES	48	-	-	-
<b>43294 - Storm Water Street Cleaning SUBTOTAL</b>	<b>116,591</b>	<b>109,783</b>	<b>108,231</b>	<b>110,727</b>

# Storm Water – Non Departmental

## ❑ Significant Accomplishments FY 2012-2013:

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 which will be completed in FY 15.

## ❑ Goals for FY 2013 - 2014:

Begin repayment of the bonds for capital improvements.

## ❑ Comments on FY 2012 Actual and FY 2013 Projections:

Repayment of the interfund transfer resulted in a higher expense in FY 13.

## ❑ Significant Changes for FY 2014:

Debt service will increase with the new bond issue.

## ❑ Personnel Summary

No personnel are assigned to this area.

## ❑ Budget Expense Detail

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i>61200 - Storm Water Depreciation</i>				
576 dep-OTHER ASSETS	132,982	140,000	141,536	141,536
633 AMORTIZATION UTILITY RATE DESIGN	8,554	-	-	-
<i>61200 - Storm Water Depreciation SUBTOTAL</i>	<i>141,536</i>	<i>140,000</i>	<i>141,536</i>	<i>141,536</i>
<i>49190 Storm Water Debt Service</i>				
611 DEBT PRINCIPAL	-	252,395	252,395	337,460
631 DEBT INTEREST	9,192	106,706	10,554	163,445
798 PAYING AGENT FEES	81	-	-	-
<i>49190 - Storm Water Debt Service SUBTOTAL</i>	<i>9,273</i>	<i>359,101</i>	<i>262,949</i>	<i>500,905</i>

Year	Storm Water			Remaining Balance
	Principal	Interest	Total	
FY 2014	\$337,460	\$163,445	\$500,905	\$4,886,617
FY 2015	\$362,019	\$156,127	\$518,146	\$4,524,599
FY 2016	\$212,607	\$149,247	\$361,854	\$4,311,992
FY 2017	\$212,688	\$143,230	\$355,919	\$4,099,304
FY 2018	\$212,770	\$136,851	\$349,621	\$3,886,534
FY 2019	\$212,851	\$130,469	\$343,320	\$3,673,683
FY 2020	\$212,933	\$124,085	\$337,018	\$3,460,751
FY 2021	\$213,014	\$117,698	\$330,712	\$3,247,737
FY 2022	\$213,095	\$111,310	\$324,405	\$3,034,641
FY 2023	\$213,193	\$104,918	\$318,111	\$2,821,448
FY 2024	\$213,291	\$98,524	\$311,815	\$2,608,157
FY 2025	\$213,389	\$91,077	\$304,465	\$2,394,768
FY 2026	\$213,486	\$82,577	\$296,063	\$2,181,282
FY 2027	\$213,584	\$74,074	\$287,658	\$1,967,698
FY 2028	\$213,682	\$65,568	\$279,250	\$1,754,016
FY 2029	\$213,796	\$57,059	\$270,855	\$1,540,220
FY 2030	\$208,910	\$49,672	\$258,582	\$1,331,310
FY 2031	\$209,024	\$43,407	\$252,431	\$1,122,286
FY 2032	\$209,138	\$37,138	\$246,276	\$913,148
FY 2033	\$209,252	\$30,738	\$239,990	\$703,895
FY 2034	\$209,383	\$24,078	\$233,460	\$494,513
FY 2035	\$209,513	\$17,286	\$226,799	\$285,000
FY 2036	\$205,000	\$10,429	\$215,429	\$80,000

Stormwater Fund - Outstanding Debt by Issue					
Issue	Amount	Rate	Type	Retirement	
Interfund Transfer Repayment to Sewer	\$ 600,000	2.00%	Fixed	2014	
2012 Bond Issue	\$ 5,000,000	2.00%	Fixed	2024	
TML 2009 Public Works Facility	\$ 81,459	2.91%	Fixed	2035	

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 to finance operations as the utility was created. In 2012, there was a joint bond issue for sewer and stormwater rehabilitation projects.

## 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 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<i><b>Fund 611 - Insurance Fund Revenue</b></i>					
33641	TRANSFER GENERAL FUND	514,332	-	-	-
36720	INSURANCE REIMBURSEMENTS	252,343	-	18,863	18,863
36721	REINSURANCE REIMBURSEMENTS	-	-	150,000	138,595
37882	INS PREMIUM NARCOTICS	59,686	51,381	61,547	57,028
37883	INSURANCE PREM LAMPTO	24,567	20,552	25,265	21,374
37884	INSURANCE PREM SOLID WASTE	143,244	113,040	145,400	136,868
37885	INSURANCE PREM GENERAL FUND	3,486,576	2,792,402	3,299,225	2,932,083
37886	INSURANCE PREM STORM WATER	70,244	55,902	60,761	58,169
37887	INSURANCE PREM SEWER	257,806	191,447	221,126	208,722
37888	INSURANCE PREM CDBG	12,303	10,276	12,611	57,025
38100	COBRA REVENUE	18,190	-	28,656	28,656
38110	911 REIMBURSEMENT	4,780	2,000	9,020	9,020
38120	LANDFILL REIMBURSEMENT	5,146	2,000	9,020	9,020
38130	RETIREE REIMBURSEMENT	21,832	-	57,550	57,550
33840	NON_REV- FUND BALANCE APPROPRIATED	-	-	-	147,934
<i><b>Total Insurance Revenue &amp; Transfers</b></i>		<b>4,871,048</b>	<b>3,239,000</b>	<b>4,099,044</b>	<b>3,880,907</b>

# Self-Insurance

Description	Actual 11-12	Budgeted 12-13	Estimated 12-13	Budgeted 13-14
<b>71110 - SELF FUNDING INSURANCE - ACTIVE</b>				
201 BCBS FEES	293,470	330,000	599,582	600,000
202 REINSURANCE PREMIUM	182,910	300,000	-	-
203 RX CLAIMS	555,720	512,000	527,686	530,000
204 MEDICAL CLAIMS	2,017,934	1,400,000	1,790,528	1,811,407
205 DENTAL CLAIMS	174,376	120,000	108,006	110,000
71110 - Self Funding Insurance - Active SUBTOTAL	3,224,409	2,662,000	3,025,802	3,051,407
<b>71120 - SELF FUNDING INSURANCE - RETIREES</b>				
201 BCBS FEES	2,184	1,000	1,241	1,000
203 RX CLAIMS	92,584	7,500	83,554	84,000
204 MEDICAL CLAIMS	260,242	250,000	180,553	185,000
205 DENTAL CLAIMS	18,220	20,000	18,756	20,000
71120 - Self Funding Insurance - Retirees SUBTOTAL	373,230	278,500	284,104	290,000
<b>71130 - SELF FUNDING INSURANCE - SEWER</b>				
201 BCBS FEES	83	100	53	100
203 RX CLAIMS	39,297	40,000	29,343	35,000
204 MEDICAL CLAIMS	45,778	30,000	87,844	90,000
205 DENTAL CLAIMS	9,667	7,500	11,899	12,000
71130 - Self Funding Insurance - Sewer SUBTOTAL	94,824	77,600	129,139	137,100
<b>71140 - SELF FUNDING INSURANCE - STORM WATER</b>				
201 BCBS FEES	25	-	-	-
203 RX CLAIMS	4,795	3,200	3,775	3,200
204 MEDICAL CLAIMS	36,149	18,000	23,546	25,000
205 DENTAL CLAIMS	5,825	4,600	7,031	4,600
71140 - Self Funding Insurance - Storm Water SUBTOTAL	46,793	25,800	34,352	32,800
<b>71150 - SELF FUNDING INSURANCE - 911/LANDFILL</b>				
203 RX CLAIMS	424	-	-	-
204 MEDICAL CLAIMS	536	500	303	500
205 DENTAL CLAIMS	11,382	10,000	7,377	10,000
71150 - Self Funding Insurance - 911/Landfill SUBTOTAL	12,342	10,500	7,680	10,500
<b>71160 - SELF FUNDING INSURANCE - SOLID WASTE</b>				
201 BCBS FEES	3	100	8	100
203 RX CLAIMS	9,549	8,000	16,723	19,000
204 MEDICAL CLAIMS	45,044	35,000	15,133	17,000
205 DENTAL CLAIMS	2,027	2,500	9,041	9,000
71160 - Self Funding Insurance - Solid Waste SUBTOTAL	56,623	45,600	40,904	45,100
<b>71170 - SELF FUNDING INSURANCE - COBRA</b>				
201 BCBS FEES	115	500	-	500
203 RX CLAIMS	5,552	5,000	2,600	5,000
204 MEDICAL CLAIMS	10,793	6,000	8,070	6,000
205 DENTAL CLAIMS	1,720	2,500	570	2,500
71170 - Self Funding Insurance - COBRA SUBTOTAL	18,180	14,000	11,240	14,000
<b>72110 - SELF FUNDING INSURANCE - HEALTH CLINIC</b>				
380 OPERATING COSTS	187,351	125,000	291,214	300,000
72110 - Self Funding Insurance - Health Clinic SUBTOTAL	187,351	125,000	291,214	300,000
<b>GRAND TOTAL INSURANCE FUND</b>	<b>4,013,752</b>	<b>3,239,000</b>	<b>3,824,435</b>	<b>3,880,907</b>

## OTHER INFORMATION



# Summary of Capital Equipment

## Equipment

### General Fund

#### 41530 -Finance

<b>413</b>	<b>OFFICE EQUIPMENT</b>	<b>Budget_13_14</b>
	CASHIER PRINTERS	4,000
	<b>TOTAL</b>	<b>4,000</b>

#### 41640 - Computer Operations

<b>964</b>	<b>OFFICE EQUIPMENT</b>	<b>Budget_13_14</b>
	REPLACEMENT OF 20 COMPUTERS ON THE NETWORK 5 YEAR CYCLE	40,000
	REPLACEMENT OF 16 MDT'S FOR FIVE YEAR CYCLE	40,000
	MAIL EXCHANGE SERVER	18,000
	OTHER EQUIPMENT	19,064
	<b>TOTAL</b>	<b>117,064</b>

#### 41810 - GIS DEPARTMENT

<b>413</b>	<b>OFFICE EQUIPMENT</b>	<b>Budget_13_14</b>
	GENERAL OFFICE EQUIPMENT	5,000
	<b>TOTAL</b>	<b>5,000</b>

#### 42120 - Police Patrol & Traffic Safety

<b>971</b>	<b>MOTOR EQUIPMENT</b>	<b>Budget_13_14</b>
	8 POLICE VEHICLES	205,600
	3 POLICE VEHICLES (FROM RESERVES)	93,750
	<b>TOTAL</b>	<b>299,350</b>

<b>999</b>	<b>OTHER CAPITAL OUTLAY</b>	<b>Budget_13_14</b>
	RADAR UNITS	46,250
	<b>TOTAL</b>	<b>46,250</b>

#### 42130 - Police Criminal Investigation

<b>971</b>	<b>MOTOR EQUIPMENT</b>	<b>Budget_13_14</b>
	DETECTIVE VEHICLE	27,500
	<b>TOTAL</b>	<b>27,500</b>

#### 42240 - Fire Fighting

<b>971</b>	<b>MOTOR EQUIPMENT</b>	<b>Budget_13_14</b>
	FIRE ENGINE (REPLACEMENT FOR #4)	425,000
	<b>TOTAL</b>	<b>425,000</b>

#### 43110 - Public Works Admin

<b>413</b>	<b>OFFICE EQUIPMENT</b>	<b>Budget_13_14</b>
	DIGITAL CAMERA	400
	GIS SEAT	1,200
	<b>TOTAL</b>	<b>1,600</b>

#### 43120 - Public Works Buildings & Grounds

<b>960</b>	<b>MACHINERY &amp; EQUIPMENT</b>	<b>Budget_13_14</b>
	LAWNMOWER	10,000
	<b>TOTAL</b>	<b>10,000</b>

<b>971</b>	<b>MOTOR EQUIPMENT</b>	<b>Budget_13_14</b>
	PICKUP TRUCK REPLACES 603	28,500
	<b>TOTAL</b>	<b>28,500</b>

#### 43140 - Public Works Streets Repairs & Maint.

<b>971</b>	<b>MOTOR EQUIPMENT</b>	<b>Budget_13_14</b>
	DUMP TRUCK SINGLE (REPLACES 1999 MODEL)	77,000
	PICKUP (REPLACE 2003 MODEL)	21,500
	<b>TOTAL</b>	<b>98,500</b>

#### 43160 - Public Works Brush Pick-Up & Snow Removal

<b>971</b>	<b>MOTOR EQUIPMENT</b>	<b>Budget_13_14</b>
	SALT TAILGATE SPREADERS	25,000
	3 PICK UP TRUCKS	65,000
	<b>TOTAL</b>	<b>90,000</b>

<b>999</b>	<b>OTHER CAPITAL OUTLAY</b>	<b>Budget_13_14</b>
	LAWNMOWER ZERO TURN	10,000
	<b>TOTAL</b>	<b>10,000</b>

#### 43400 - Public Works Health Inspection & Welfare

<b>971</b>	<b>MOTOR EQUIPMENT</b>	<b>Budget_13_14</b>
	PICK UP TRUCK	28,000
	<b>TOTAL</b>	<b>28,000</b>

#### 44410 - Parks & Rec Administration

<b>413</b>	<b>OFFICE EQUIPMENT</b>	<b>Budget_13_14</b>
	COMPUTER SOFTWARE UPGRADES	1,000
	<b>TOTAL</b>	<b>1,000</b>

#### 44420 - Parks & Rec Playgrounds & Programs

<b>413</b>	<b>OFFICE EQUIPMENT</b>	<b>Budget_13_14</b>
	TALLEY WARD MEETING TABLE	1,500
	<b>TOTAL</b>	<b>1,500</b>

<b>960</b>	<b>MACHINERY &amp; EQUIPMENT</b>	<b>Budget_13_14</b>
	ADDITIONAL SKATE PARK RAMP FRANK LORINA 1/2 PIPE	15,000
	PLAYGROUND REPLACEMENT PROGRAM FRED MILLER	12,000
	<b>TOTAL</b>	<b>27,000</b>

**44430 - Parks & Rec Parks**

<b>922</b>	<b>BUILDING STRUCTURES</b>	<b>Budget_13_14</b>
	TALLEY WARD REHAB.	200,000
	<b>TOTAL</b>	<b>200,000</b>

<b>971</b>	<b>MOTOR EQUIPMENT</b>	<b>Budget_13_14</b>
	TRUCK 4 WD UTILITY BED	29,000
	COMMERCIAL SIDE WINDER MOWER FOR WAYNE HASNARD PARK	33,000
	<b>TOTAL</b>	<b>62,000</b>

<b>999</b>	<b>OTHER CAPITAL OUTLAY</b>	<b>Budget_13_14</b>
	ROAD EXTENSION FOR PARKING LOT WAYNE HANSARD PARK	10,000
	<b>TOTAL</b>	<b>10,000</b>

**48100 - Airport**

<b>798</b>	<b>PAYING AGENT FEES</b>	<b>Budget_13_14</b>
	TENNESSEE GRANTS (3)	1,193,354
	<b>TOTAL</b>	<b>1,193,354</b>

**Sewer Fund****43240 - Collection System Maintenance**

<b>413</b>	<b>OFFICE EQUIPMENT</b>	<b>Budget_13_14</b>
	COMPUTER	2,000
	<b>TOTAL</b>	<b>2,000</b>

<b>971</b>	<b>MOTOR EQUIPMENT</b>	<b>Budget_13_14</b>
	PICK UP TRUCK	28,500
	<b>TOTAL</b>	<b>28,500</b>

<b>999</b>	<b>OTHER CAPITAL OUTLAY</b>	<b>Budget_13_14</b>
	COLLECTION SYSTEM REPAIR (POINT REPAIR)	250,000
	<b>TOTAL</b>	<b>250,000</b>

**Sanitation Fund****FUND 435- Curbside Recycling**

<b>971</b>	<b>MOTOR EQUIPMENT</b>	<b>Budget_13_14</b>
	SANITATION RECYCLING TRUCK REAR LOADER (CHASIS ONLY)	100,000
	<b>TOTAL</b>	<b>100,000</b>

**Stormwater Fund****43293 - Storm Water Drainway Maintenance**

<b>960</b>	<b>MACHINERY &amp; EQUIPMENT</b>	<b>Budget_13_14</b>
	BATWING MOWER	12,000
	<b>TOTAL</b>	<b>12,000</b>

## Infrastructure

### Streets

<b>Project</b>	<b>Cost</b>
Streets	
Morristown Medical District Access	390,000
Road Rehab	500,000
Walters Drive Turn Lane	236,000
Walters Drive Rehab from Cherokee to N. Economy	225,000
Bridge Rehab at West 2 <sup>nd</sup> N at Turkey Creek	163,000
Signalization	
Morris Blvd & West AJ Signal Communications	900,000
West 1 <sup>st</sup> N & High Street Signal Improvements	150,000
West 1 <sup>st</sup> N & Jackson Signal Improvements	30,000
Walters Drive Signal Improvements	200,000
Other Projects	
Railroad Spur & Crossing Maintenance	20,000
Freedom Energy Industrial Access	1,000,000

### Sewer Fund

<b>Turkey Creek Wastewater Treatment Plant</b>	
<b>Project</b>	<b>Cost</b>
Influent Pumping Station	1,100,000
Intermediate Pumping Station	900,000
Digester Conversion	1,080,000
Bio-Tower Removal	175,000
Waste Activated Sludge Pumping Station	175,000
Return Activated Sludge Pumping Station	50,000
Plant Electrical Upgrades	1,260,000
Emergency Power	860,000
Plant SCADA	700,000
Soft Costs for projects above	650,500
Sludge Press	643,500

<b>Wastewater Collection System</b>	
<b>Project</b>	<b>Cost</b>
Jackson St./High Street	150,000
South High Street	214,000
GIS work	40,000
Howell Road Pump Station	900,000
Howell Road Pump Station	2,895,000
Field Surveying and Inspections	50,000
Maid 1	2,420,000
Spring Creek Phase I Rehab Contract A	2,160,900
Spring Creek Phase I Rehab Contract B	1,623,200
Spring Creek Phase II Rehab	3,450,000
Spring Creek Phase III Rehab Contract A	353,000
Spring Creek Phase III Rehab Contract B	483,571
Fall Creek/Barton Springs Sewer Rehab	1,772,500
Fall Creek/Barton Springs Pump Stations	1,870,000
Fall Creek Force Main	710,000

<b>Stormwater Fund</b>	
<b>Project</b>	<b>Cost</b>
Baker Street	88,213
MAID Open Ditch	145,241
Rosedale and Sulphur Springs Road	287,974
Five Points Drainage	146,113
Debi Circle Catchment	170,750
Fairmont and Whitaker	23,019
Forest Drive Drainage	231,506
Martin Luther King Park Drainage	143,086
ETVID Drainage	971,055
Whitewood Circle and Jaybird Drainage	344,443
Jackson Street	220,000
Program Services ( Coordination, Site Dev and Financial)	224,610
Vantage View Drive	258,350
West Economy Road	127,961
Crockett's Ridge	181,386

#### 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 14 is generally rehabilitation of existing facilities which have deteriorated and are in severe 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. Upgrades at the Turkey Creek wastewater treatment plant address operational issues, but do not expand treatment capacity. 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	FY 14
MAYOR	1	1	1	1	1	1	1	1	1
COUNCILMEMBERS	6	6	6	6	6	6	6	6	6
TOTAL MAYOR AND COUNCIL	7	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	FY 14
CITY ADMINISTRATOR	1	1	1	1	1	1	1	1	1
ASSISTANT CITY ADMINISTRATOR	1	1	1	1	1	1	1	1	1
CITY CLERK/EXECUTIVE SECRETARY	1	1	1	1	1	1	1	1	1
CITIZEN INFORMATION SPECIALIST	1	1	0	0	0	0	0	0	1
TOTAL CITY ADMINISTRATOR	4	4	3	3	3	3	3	3	4

FINANCE DEPARTMENT	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
ADMINISTRATIVE SERVICES DIRECTOR	0	0	0	0	0	0	0.5	0.5	0.5
FINANCE DIRECTOR	1	1	1	1	1	1	1	0	0
ACCOUNTING CLERK	2	2	2	2	2	2	2	2	2
REVENUE OFFICE MANAGER	1	1	1	1	1	1	1	1	1
ADMINISTRATIVE COORDINATOR	1	1	1	1	1	1	0	0	0
ACCOUNTING TECHNICIAN	1	1	1	1	1	0	0	0	0
SENIOR ACCOUNTING TECHNICIAN	0	0	0	0	0	1	1	1	1
CITY ACCOUNTANT	0	0	0	0	0	0	0	2	2
PAYROLL TECHNICIAN	1	1	1	1	0	0	0	0	0
TOTAL FINANCE DEPARTMENT	7.0	7.0	7.0	7.0	6.0	6.0	5.5	6.5	6.5

PURCHASING	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
PURCHASING AGENT	1	1	1	1	1	1	1	1	1
TOTAL PURCHASING	1	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	FY 14
IT DIRECTOR	1	1	1	1	1	1	1	1	1
COMPUTER TECHNICIAN	1	1	1	1	1	1	1	1	0
TOTAL INFORMATION TECHNOLOGY	2	2	2	2	2	2	2	2	1

HUMAN RESOURCES	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
ADMINISTRATIVE SERVICES COORDINATOR	1	1	1	1	1	1	0.5	0.5	0.5
ADMINISTRATIVE COORDINATOR	0	0	0	0	0	0	0	1	1
HUMAN RESOURCES COORDINATOR	1	1	1	1	1	1	1	1	1
TOTAL HUMAN RESOURCES	2	2	2	2	2	2	1.5	2.5	2.5

LEGAL SERVICES	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
CITY ATTORNEY	1	1	1	1	1	1	1	1	1
CITY JUDGE	1	1	1	1	1	1	1	1	1
TOTAL LEGAL SERVICES	2	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	FY 14
PLANNER	2	2	2	1.5	1.5	1.5	1.5	1.5	1
DEVELOPMENT DIRECTOR	1	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	0.3
HOUSING COORDINATOR	1	1	1	0	0	0	0	0	0
TOTAL COMM. AND ECONOMIC AFFAIRS	4.5	4.4	4.4	2.8	2.8	2.8	2.8	2.8	2.3

CODES ENFORCEMENT	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
CODES ENFORCEMENT OFFICER	1	1	1	1	1	1	1	1	1
LITTER CREW COORDINATOR	0	0	0	0	0	0	0	1	1
TOTAL CODES ENFORCEMENT	1	1	1	1	1	1	1	1	1
LAMTPO	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
LAMTPO COORDINATOR	1	1	1	1	1	1	1	1	1
TRANSIT PLANNER	0	0	0	0	1	1	1	1	1
TOTAL LAMTPO	1	1	1	1	2	2	2	2	2
CDBG	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
CDBG COORDINATOR	1	1	1	1	1	1	1	1	1
TOTAL CDBG	1	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	FY 14
PLANNER	0	0	0	0.5	0.5	0.5	0.5	0.5	0
TOTAL MCDC	0	0	0	0.5	0.5	0.5	0.5	0.5	0
ENGINEERING	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
CITY ENGINEER	1	1	1	1	0.8	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	0.3
ENGINEERING TECHNICIAN	1	1	2.5	2	2	2	2	2	2
CIVIL ENGINEER	1	1	0	0	0	0	0	0	0
TOTAL ENGINEER	3.375	3.4	3.9	3.3	3.1	3.1	3.1	3.1	3.1
GIS DEPARTMENT	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
GIS TECHNICIAN	1	1	1	1	1	0	0	0	1
TOTAL ENGINEER	1	1	1	1	1	0	0	0	1
INSPECTIONS	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
CHIEF BUILDING OFFICIAL	1	1	1	1	1	1	1	1	1
ADMINISTRATIVE SECRETARY	1	1	1	1	0	0	0	1	1
BUILDING INSPECTOR	1	1	1	1	1	1	1	1	1
PLUMBING AND GAS INSPECTOR	1	1	1	1	1	1	1	1	1
ELECTRICAL INSPECTOR	1	1	1	1	1	1	1	1	1
TOTAL INSPECTIONS	5	5	5	5	4	4	4	5	5
POLICE SUPERVISION	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
POLICE CHIEF	1	1	1	1	1	1	1	1	1
POLICE RECORDS CLERK	1	2	2	2	3	3	3	2	2
POLICE RECORDS TECHNICIAN	1	1	1	1	1	1	1	1	1
ADMINISTRATIVE SECRETARY	1	0	0	0	0	0	0	0	0
POLICE ACCREDITATION MANAGER	1	1	1	1	1	1	1	1	1
TOTAL POLICE SUPERVISION	5	5	5	5	6	6	6	5	5
POLICE PATROL	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
ADMINISTRATIVE SECRETARY								1	1
POLICE OFFICER	49	51	52	50	45	45	46	47	47
POLICE CORPORAL	0	0	4	3	4	4	4	4	4
POLICE SERGEANT	5	5	5	3	3	3	3	3	3
POLICE LIEUTENANT	5	4	6	6	5	5	5	5	5
POLICE CAPTAIN	3	3	3	5	4	4	4	3	3
POLICE MAJOR	0	0	0	0	2	2	2	2	2
TOTAL POLICE PATROL	62	63	70	67	63	63	64	65	65

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

POLICE VICE	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
DETECTIVE	1	1	0	0	0	0	0	0	0
DETECTIVE CORPORAL	0	0	1	0	0	0	0	0	0
DETECTIVE SERGEANT	0	0	0	1	1	1	1	1	0
TOTAL POLICE VICE	1	1	1	1	1	1	1	1	0

POLICE NARCOTICS	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
DETECTIVE	3	3	2	2	2	2	2	2	2
DETECTIVE CORPORAL	0	0	0	1	1	1	1	1	1
DETECTIVE SERGEANT	0	0	1	0	0	0	0	0	0
DETECTIVE LIEUTENANT	0	0	0	1	1	1	1	1	1
POLICE RECORDS CLERK	1	1	1	1	1	1	1	1	1
TOTAL POLICE NARCOTICS	4	4	4	5	5	5	5	5	5

FIRE SUPERVISION	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
FIRE CHIEF	1	1	1	1	1	1	1	1	1
DEPUTY FIRE CHIEF	1	1	2	2	2	2	2	2	2
TRAINING OFFICER	0	0	1	1	1	1	1	1	1
ADMINISTRATIVE SECRETARY	1	1	1	1	1	1	1	1	1
LIAISON OFFICER	1	1	1	1	1	1	1	1	1
TOTAL FIRE SUPERVISION	4	4	6	6	6	6	6	6	6

FIREFIGHTING	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
FIREFIGHTER	46	47	39	39	36	36	35	36	36
DRIVER/ENGINEER	18	18	21	21	21	21	20	20	20
LIEUTENANT	15	15	18	18	18	18	18	17	17
CAPTAIN	4	4	3	3	3	3	3	3	3
BATTALION CHIEF	3	3	3	3	3	3	3	3	3
TOTAL FIREFIGHTING	86	87	84	84	81	81	79	79	79

FIRE PREVENTION & INSPECTION	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
FIRE MARSHAL	1	1	1	1	1	1	1	1	1
ASSISTANT FIRE MARSHAL	0	0	1	1	0	0	0	0	0
TOTAL FIRE PREVENTION & INSPECTION	1	1	2	2	1	1	1	1	1

PUBLIC WORKS SUPERVISION	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
PUBLIC WORKS DIRECTOR	0	0	0	0	0	0	0.33	0.33	0.5
SAFETY AND TRAINING COORDINATOR	0.5	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	1
TOTAL PUBLIC WORKS SUPERVISION	1.5	1.5	1.5	1.5	1.5	1.5	1.83	1.83	2

PUBLIC WORKS BUILDINGS & GROUNDS	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
BUILDING & GROUNDS SUPERVISOR	1	1	1	1	1	1	1	1	1
CUSTODIAN	3	3	0	0	0	0	0	0	1
CREW LEADER	1	1	1	1	1	1	1	1	1
GROUNDSKEEPER	1	1	0	0	0	0	0	0	0
TOTAL PUBLIC WORKS BUILDINGS & GROUNDS	6	6	2	2	2	2	2	2	3

PUBLIC WORKS EQUIPMENT SHOP	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
EQUIPMENT MECHANIC	4	4	4	4	4	4	4	4	4
SHOP SUPERVISOR	1	1	1	1	1	1	1	1	1
SHOP SUPERINTENDENT	1	1	1	1	1	1	1	1	1
MECHANIC HELPER	1	1	1	1	1	1	1	1	1
TOTAL PUBLIC WORKS EQUIPMENT SHOP	7	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	FY 14
CREW LEADER	1	1	1	1	1	1	1	1	1
GENERAL SUPERVISOR	1	1	1	1	1	1	1	1	1
HEAVY EQUIPMENT OPERATOR	2	2	2	2	2	2	2	2	2
MEDIUM EQUIPMENT OPERATOR	6	6	6	6	5	5	5	5	5
TOTAL PUBLIC WORKS REPAIRS & MAINTENANCE	10	10	10	10	9	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	FY 14
GENERAL SUPERVISOR	1	1	1	0	0	0	0	0	0
UTILITY WORKER	0	0	0	1	0	0	0	0	0
TRAFFIC TECHNICIAN	1	1	1	1	2	1	1	1	1
TOTAL PUBLIC WORKS STREET LIGHTS & SIGNS	2	2	2	2	2	1	1	1	1

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

PUBLIC WORKS COMMUNICATION SHOP	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
COMMUNICATIONS TECHNICIAN	1	1	1	1	1	1	1	1	1
ASSISTANT COMMUNICATIONS TECHNICIAN	0	1	1	1	1	1	0.65	0.65	1
TOTAL PUBLIC WORKS COMMUNICATION SHOP	1	2	2	2	2	2	1.65	1.65	2

PUBLIC WORKS STORM DRAINS & WAYS	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
MEDIUM EQUIPMENT OPERATOR	4	4	0	0	0	0	0	0	0
TOTAL PUBLIC WORKS STORM DRAINS & WAYS	4	4	0	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	FY 14
HEAVY EQUIPMENT OPERATOR	2	2	0	0	0	0	0	0	0
TOTAL PUBLIC WORKS STREET CLEANING	2	2	0	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	FY 14
PARKS & REC DIRECTOR	1	1	1	1	1	1	1	1	1
PARKS & REC ASSISTANT DIRECTOR	1	1	0	0	0	0	0	0	0
ATHLETIC COORDINATOR	1	1	1	1	1	1	1	1	1
ATHLETIC SUPERVISOR	1	1	1	1	1	1	1	1	1
ATHLETIC ASSISTANT	0	0	1	1	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	0	0	1	1	1	1	1	1	1
RECEPTIONIST	1	1	0	0	0	0	0	0	0
TOTAL PARKS & RECREATION SUPERVISION	5	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	FY 14
RECREATION CENTER SUPERVISOR	1	1	1	1	1	1	1	1	1
RECREATION PROGRAM COORDINATOR	0	1	1	1	1	1	1	1	1
PARK RANGER	1	1	1	1	1	1	1	1	1
TOTAL PARKS & REC PLAYGROUNDS & PROGRAMS	2	3	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	FY 14
RECREATION AIDE	1	1	1	1	0	0	0	0	0
CREW LEADER	4	5	5	4	3	2	2	3	3
SUPERINTENDENT	1	1	1	1	1	1	1	1	1
ASSISTANT SUPERINTENDENT	1	1	1	1	1	1	1	1	1
MAINTENANCE WORKER I	3	5	4	4	4	4	4	4	4
MAINTENANCE WORKER II	2	0	0	1	1	1	1	0	0
TOTAL PARKS & REC MAINTENANCE	12	13	12	12	10	9	9	9	9

PARKS & REC MHA PROGRAMMING	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
RECREATION PROGRAM COORDINATOR	1	0	0	0	0	0	0	0	0
TOTAL PARKS & REC MHA PROGRAMMING	1	0	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	FY 14
SUPERINTENDENT	1	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	0
EQUIPMENT MECHANIC	0	0	0	0	0	0	0	0	0
CREW LEADER	1	1	1	1	2	2	2	2	2
HEAVY EQUIPMENT OPERATOR	3	3	3	3	4	4	5.35	5.35	6
MEDIUM EQUIPMENT OPERATOR	3	3	3	3	5	5	6.4	6.4	6.4
UTILITY WORKER	0	0	0	0	1	1	0	0	0
TOTAL SEWER SYSTEM MAINTENANCE	8.5	8.5	8.5	8.5	13.5	13.5	14.75	14.75	15.4

SEWER SYSTEM CONSTRUCTION	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
CIVIL ENGINEER	1	1	0	0	0	0	0	0	0
ENGINEERING TECHNICIAN	1	1	2	2	0	0	0	0	0
CONSTRUCTION MANAGER	1	1	1	1	0	0	0	0	0
EQUIPMENT MECHANIC	0	0	1	1	1	1	0	0	0
INSPECTOR	1	1	2	2	0	0	0	0	0
CREW LEADER	0	1	1	1	1	1	0	0	0
SEWER DIRECTOR	1	1	1	1	0	0	0	0	0
GENERAL SUPERVISOR	0	0	0	1	1	1	0	0	0
HEAVY EQUIPMENT OPERATOR	3	4	5	5	3	3	0	0	0
MEDIUM EQUIPMENT OPERATOR	3	3	3	3	1	1	0	0	0
UTILITY WORKER	3	1	1	0	0	0	0	0	0
ADMINISTRATIVE SECRETARY	0.125	0.2	0.2	0.4	0	0	0	0	0
TOTAL SEWER SYSTEM CONSTRUCTION	14.125	14.2	17.2	17.4	7	7	0	0	0

SEWER ADMINISTRATION	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
ENGINEERING TECHNICIAN	0	0	0	0	2	2	1	1	1
SAFETY AND TRAINING COORDINATOR	0	0	0	0	0	0	0.5	0.5	0.5
CONSTRUCTION MANAGER	0	0	0	0	1	1	0	0	0
SEWER DIRECTOR	0	0	0	0	1	1	1	1	1
PUBLIC WORKS DIRECTOR	0	0	0	0	0	0	0.33	0.33	0
INSPECTOR	0	0	0	0	2	2	0	0	0
ADMINISTRATIVE SECRETARY	0	0	0	0	0.4	0.4	0.4	0.4	0.4
TOTAL SEWER ADMINISTRATION	0	0	0	0	6.4	6.4	3.23	3.23	2.9

STORM WATER MANAGEMENT	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
HEAVY EQUIPMENT OPERATOR	0	0	2	0	0	0	0	0	0
MEDIUM EQUIPMENT OPERATOR	0	0	4	0	0	0	0	0	0
PUBLIC WORKS DIRECTOR	0	0	0	0	0	0	0.34	0.34	0
CITY ENGINEER	0	0	0	0	0.2	0.2	0.2	0.2	0.2
ENGINEERING TECHNICIAN	0	0	0.5	1	1	1	1	1	1
TOTAL STORM WATER MANAGEMENT	0	0	6.5	1	1.2	1.2	1.54	1.54	1.2

STORM WATER STREET CLEANING	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
HEAVY EQUIPMENT OPERATOR	0	0	0	2	2	2	1.3	1.3	1.3
TOTAL STORM WATER STREET CLEANING	0	0	0	2	2	2	1.3	1.3	1.3

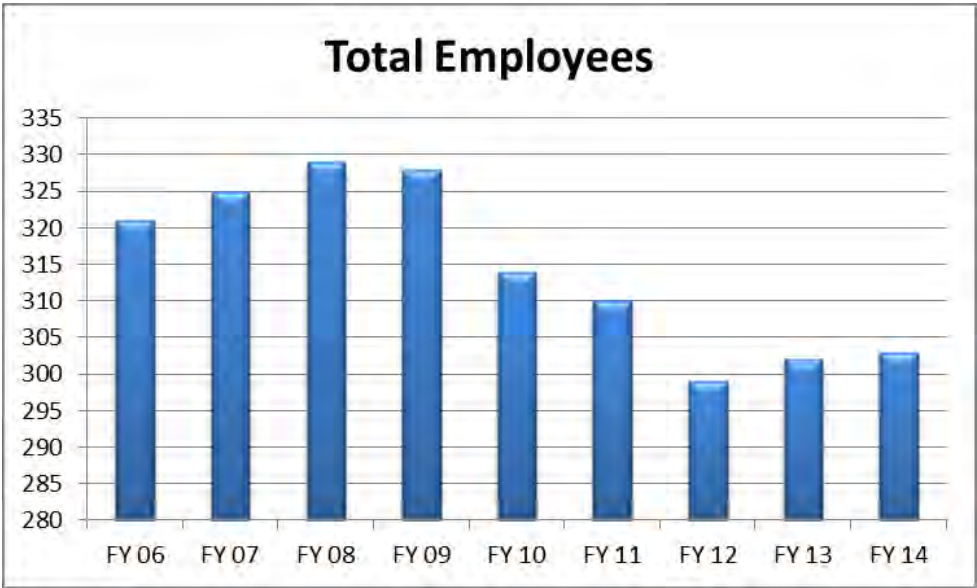
STORM WATER DRAINS & WAYS	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
MEDIUM EQUIPMENT OPERATOR	0	0	0	4	4	4	2.6	2.6	2.6
TOTAL STORM WATER DRAINS & WAYS	0	0	0	4	4	4	2.6	2.6	2.6

SOLID WASTE SANITATION	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
PUBLIC WORKS DIRECTOR	0	0	0	0	0	0	0	0	0.5
SANITATION SUPERINTENDENT	1	1	1	1	1	1	1	1	1
HEAVY EQUIPMENT OPERATOR	6	6	6	6	6	6	5	6	5
UTILITY WORKER	4	4	4	4	4	3	4	3	4
TOTAL SOLID WASTE SANITATION	11	11	11	11	11	10	10	10	10.5

SOLID WASTE RECYCLING	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
HEAVY EQUIPMENT OPERATOR	1	1	1	1	1	1	1	1	1
UTILITY WORKER	1	1	1	1	1	1	1	1	1
TOTAL SOLID WASTE RECYCLING	2	2	2	2	2	2	2	2	2

TOTAL EMPLOYEES	321	325	329	328	314	310	299	302	303
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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 were added. FY 14 employment increases by one.



# **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 2014 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 8 - June 4</b>	Council work sessions - Revisions made to budget based on Council work sessions as needed
<b>May 28</b>	Budget published in newspaper
<b>June 4</b>	Public hearing and first reading of budget ordinance
<b>June 18</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

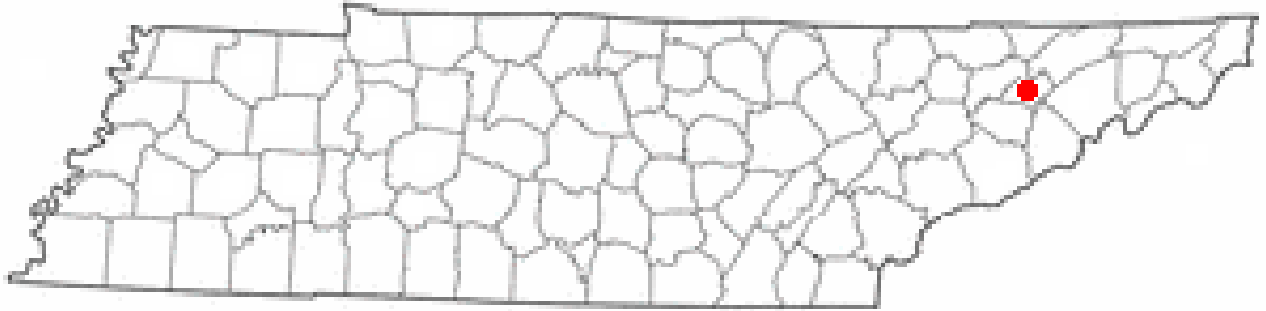
## The Community Profile

### 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**

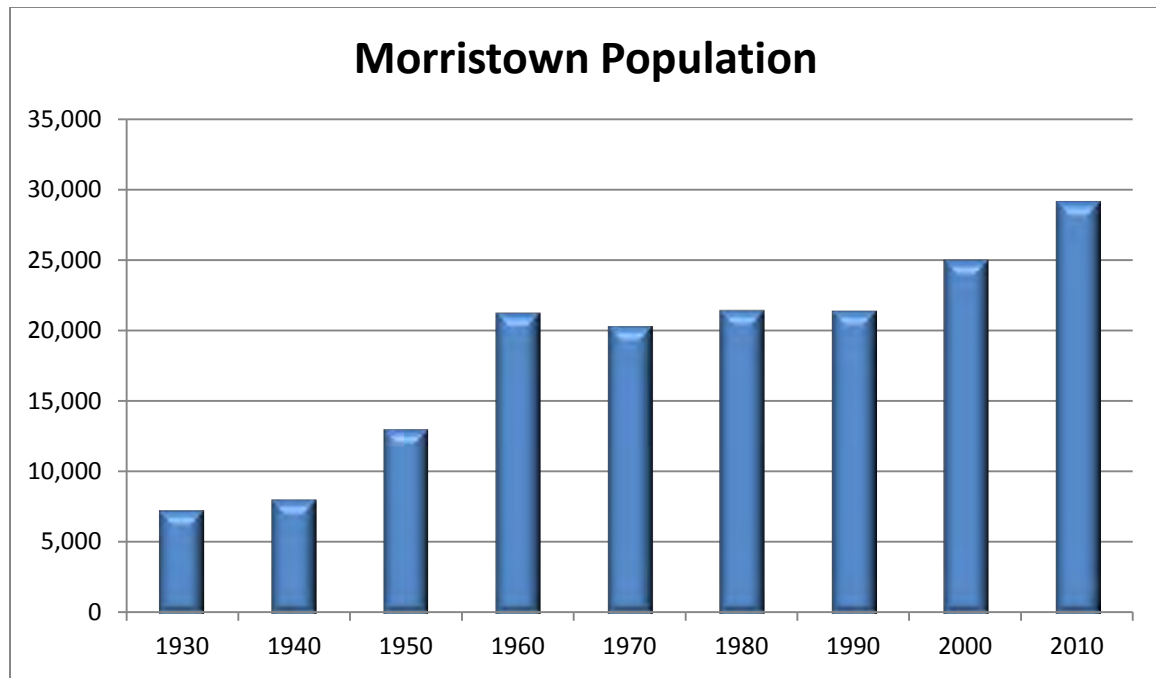
The City of Morristown is the 22<sup>nd</sup> largest city within the State of Tennessee. The population has grown significantly since the 1980's and has experienced a growth in population. The breakdown of the ages within our community indicates that we are largely a family community with the majority 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 Year's 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 and high reliability. Operational efficiencies and low power line losses provided a means to lower wholesale power cost from TVA. The residential electricity consumption rate in Morristown is 1200 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 periods and insure system reliability. 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 steady or slightly decrease through the next 5 – 10 years as mandated energy efficiency standards are fully implemented. 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. The fiber network enables Gigabit speeds across the City to improve quality of life, business efficiency, and enhance economic development.

## **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.