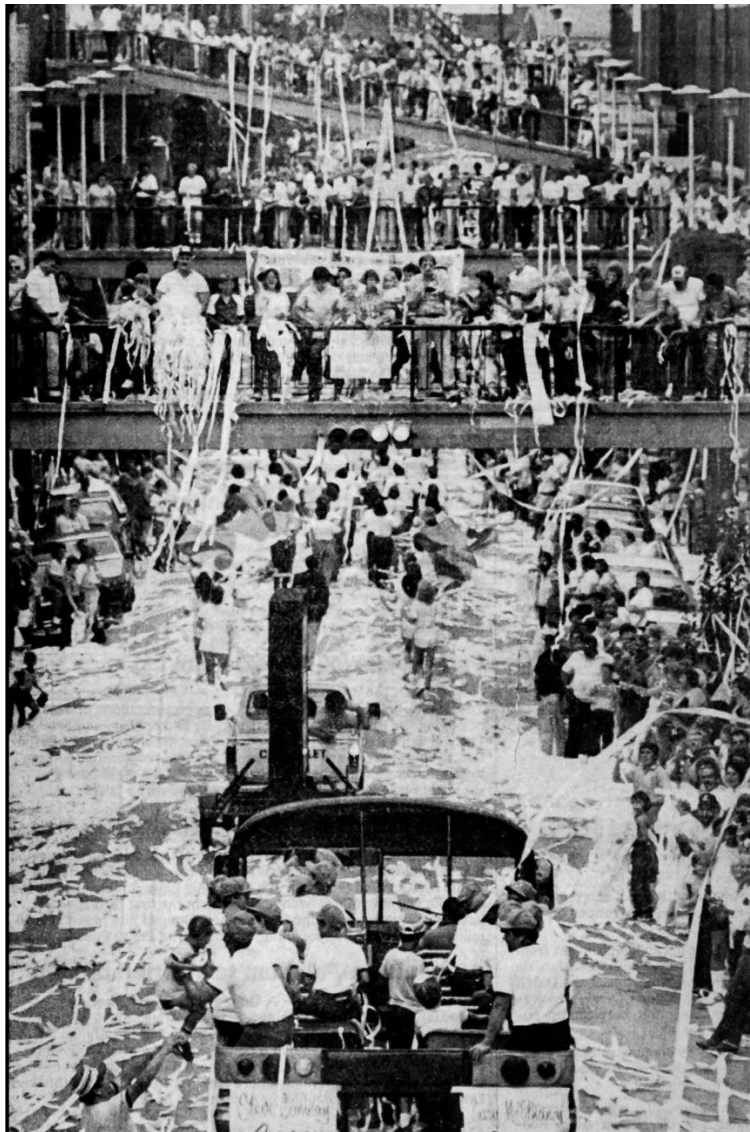


CITY OF MORRISTOWN, TENNESSEE

BUDGET & WORK PLAN



FISCAL YEAR 2017
BEGINNING JULY 1, 2016 AND ENDING JUNE 30, 2017

About the Cover

The year 2017 will mark the 60th anniversary of the SkyMart overhead sidewalks on Main Street in downtown Morristown. Built in 1967, following the flooding of Turkey Creek, the SkyMart was constructed to revitalize the downtown area and provide access to businesses on the upper floors. Over the years, the sidewalks have been used for a variety of activities including a great place for spectators to watch the Christmas parade and recently as an access point to the Morristown greenway system.

In 1985, the All-Star Little League team from Morristown competed in the Little League World Series in Williamsport, PA. The team placed third in the series and that was enough for the Morristown residents to see them as champions. Morristown welcomed the team back to town with a ticker-tape parade in their honor. Residents lined the streets and SkyMart overhead sidewalks and showered the players with adoration.



Construction of the overhead sidewalks

FY 2017 BUDGET



A look at downtown's SkyMart today

MAYOR

GARY CHESNEY

COUNCILMEMBERS

DENNIS ALVIS
CHRIS BIVENS
BOB GARRETT
TOMMY PEDIGO
KAY SENTER
KEN SMITH

FOR FISCAL YEAR BEGINNING JULY 1, 2016
AND ENDING JUNE 30, 2017

FY 2017 Budget Overview

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GFOA Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Morristown
Tennessee**

For the Fiscal Year Beginning

July 1, 2015

A handwritten signature in dark ink, reading 'Jeffrey R. Enos', is positioned above the title 'Executive Director'.

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 July 1, 2015. 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



FY 2017 Budget Message

May 16, 2016

Mayor & Council:

With this letter, I present the budget for the City of Morristown for fiscal year 2016-17. This is an overview of the budget and the key points of the plan which meet both current needs and long-term objectives. A very significant amount of detail is provided in this document to assist the reader's evaluation of the budget.

A Vision for Morristown

A budget is a plan for the coming year and beyond, but it can best be seen as a tool to help the community to achieve its vision. In the summer of 2013, City Council held a retreat to develop a vision for Morristown and to lay out a plan to implement those ideas. With the election of a new Mayor and two new Councilmembers in 2015, the vision was reviewed and revised to reflect changing conditions and opinions about the direction of our community's future. The priorities reflected in this budget were established in those sessions; this plan is intended to put life into those goals. See the Community Vision and Goals section of this document for a more detailed discussion of the vision.

A Year of Progress

Before considering the plan for the coming year, it is useful to review the accomplishments of the current year. There were some very significant achievements during this past year that will help position the community for even further progress in the coming year and beyond.

Infrastructure - Streets

The City's management approach to transportation historically focused on larger projects to foster growth. This allowed the City to leverage local resources with State and Federal funds and accomplish major projects and attract some significant new businesses to the area. An unintended consequence of this approach was a lack of attention to routine maintenance of existing neighborhood streets; this approach was even more problematic due to the major sewer rehabilitation across the City which resulted in numerous pavement cuts. The condition of streets declined. In order to stem the deterioration of streets and to make repairs before the conditions required even more expensive rebuilding, we issued a capital note of \$3,500,000 late in 2012 to resurface approximately 20 miles of streets. With the completion of this effort, we strived for a more balanced plan for investment in transportation projects. Our plan was designed to make the most of local resources by leveraging state and federal assistance for attention to major local streets. In the past year, we moved aggressively to complete State funded projects at Walters Drive and in the Medical District. Additional

transportation projects included the East / West signal coordination plan and two bridge rehabilitation projects. We also provided local funding to pave neighborhood streets with more than \$900,000 for secondary road projects in the last paving season.

Infrastructure - Stormwater

During the past year, we made significant strides with improvements to the City's stormwater infrastructure, highlighted by a major project at Vantage View Drive. This project, coupled with a large sinkhole repair in the Morristown Airport Industrial District, capped a \$5,000,000 series of projects across the community which were financed by a bond issue.

Capital Equipment

After years of deferring equipment replacement due to the economic downturn, we made progress in restoring our fleet and equipment to an acceptable condition. One key piece of equipment being replaced is a ladder truck for the Fire Department. This need was identified by a study of the department by the Municipal Technical Advisory Service. The current ladder truck will be put into reserve status and the reserve unit, which is long past its useful life, will be surplus. We originally planned to issue a note to finance this \$1,300,000 purchase but the order was paid from reserves.

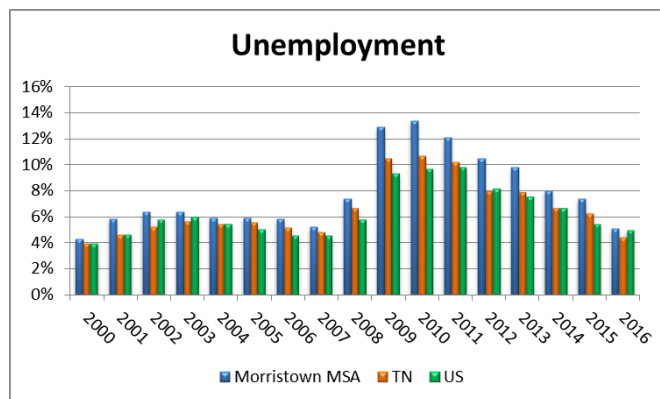
Policies and Procedures

Staff and Council have spent significant time and energy reviewing and updating a wide range of policies this year.

- Council has begun a comprehensive review of the code of ordinances to delete outdated regulations and assure that the code has kept pace with changes in State law and still is in the best interest of the community. Titles 1 – 9 have been reviewed and updated with the remainder of the code scheduled to be reviewed in the coming year.
- The City's stormwater regulations were reviewed and updated to reflect the current standards in the MS4 (Municipal Separate Storm Sewer System) phase 2 permit.
- A set of policies and procedures were put in place to address community appearance, ranging from property maintenance to brush collection.
- The employee handbook containing personnel policies was updated and presented to Council for review.

Growing Economic Strength

A budget is a plan developed in the context of the economic condition of the community. Morristown finds itself with increasing strength following the "Great Recession" which began in 2008. The national recession dealt the State of Tennessee a huge blow and Morristown suffered a significant loss of its manufacturing base. In the last year, we saw evidence of continuing economic recovery.



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, food processing, 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 this graph, our unemployment rate exceeded both the State and National trends during this downturn.

With fewer employees commuting to the City, retail sales slumped. While Morristown saw improvements in employment following national and state trends, it was not until recently that the rate of recovery began to keep pace with the nation. In the past year recovery of the local economy has accelerated and in 2016 employment levels were better than before the downturn. Existing industries are expanding capacity and employment, across a variety of business sectors. The City continues to experience a boom in retail development. The downtown central business district is showing signs of strength and vitality. New retail center developments at Barton Springs, Wallace Farms, Popkin Center, Massengill Springs and Merchant's Greene all have established anchor stores and are developing outparcels. These projects are helping reestablish Morristown's position as a regional hub. Strength with industrial expansion and retail development combine to show increasing growth in the coming year.

For the purposes of forecasting this budget, we assume that the local economy will continue to see improvement as the national economy strengthens. Our projections remain conservative until these developments establish themselves. Our philosophy is to assume past gains will be sustained, but not to project growth in local revenues that have not yet materialized.

FY 17 Initiatives

Employee Compensation

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. During the economic downturn, Morristown employees saw stagnant or even falling compensation for their service to the community. In 2014, the City conducted a compensation study and was able to implement recommendations to adjust pay, bringing each position in line with market rates. The study also identified that the City's compensation system suffers from compression. Implementation of the salary study allowed starting pay for positions to be comparable to the market, but there is little separation between those recently hired and those with much more experience. This lack of separation is known as compression. To address this situation, the FY 15 & 16 budgets provided for a step increase for each employee – a 2.5% increase. By implementing these step increases, we reestablished some separation between new hires and more experienced employees. The FY 17 budget provides for a cost of living increase of 2.0% to assure that both new hires and experienced employees are paid at rates competitive in our labor market.

Council is currently reviewing the employee handbook which governs personnel policies including leave and benefits. The City has recently engaged a new broker and advisor to assess our health and benefits package. Work will be done through the course of the next year to develop a plan to balance and adjust our benefits assuring that employees receive a competitive compensation package, and confirming the costs of the benefits are sustainable for the community. We anticipate programs to promote wellness and preventive health care to encourage more healthy lives for employees and lower cost to the program will be a key component of this plan.

Infrastructure

City Council has made maintenance of our City's infrastructure its top priority. This budget concentrates effort in this matter, particularly in the following areas:

- **Streets**

While the City has strived to provide adequate funds to resurface streets, citizens continue to rate this as a high priority need for improvement. One key reason that street conditions have suffered is the extensive sewer rehabilitation work taking place. This State ordered sewer work has resulted in a large number of streets with cuts and patches for collection lines and laterals. The TDEC order for sewer rehabilitation has a target for substantial completion in 2017. With a reduction in utility cuts, we will be able to "catch up". This budget provides an allocation of \$1.7 million for street resurfacing, which should resurface

approximately eight miles of neighborhood streets. In addition, Council has reached a settlement with the bond company for the Lochmere development that will allow this development to receive the pavement that was originally to be laid by the developer.

- **Stormwater**

The cost of increased enforcement to meet State and Federal mandates and the need to invest in infrastructure 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. In FY 16 the last of these funds were spent in a number of projects across the community.

In FY 15 budget, we adjusted our stormwater philosophy. From the inception of the dedicated utility fund, the fees supported the regulatory aspect of the MS4 permit. The remaining funds were dedicated to water quality issues. The fund supported street sweeping and right of way mowing. These efforts were intended to keep drainways clean and protect the quality of runoff water. Limited maintenance and construction efforts were accomplished via contract. Beginning in FY 15, sweeping and right of way maintenance were assumed by Public Works and supported by the General Fund. A three person crew and supporting equipment was put into service for routine stormwater / drainage system maintenance. With the equipment and staffing in place, emphasis is now placed on proactive preventive maintenance of the drainway system. Large scope projects may need to be accomplished by contractors, but the City will begin a concerted effort to maintain drainage systems with our own forces.

The Debi Circle area has been prone to flooding in very intense rain events; the neighborhood lies in a very large drainage watershed and access to homes is sometimes limited by an overflowing Stubblefield Creek. This area will be studied to determine if flood mitigation funding might be available from the Tennessee Emergency Management Agency to address these concerns.

- **Industrial Parks**

The East Tennessee Progress Center (ETPC) is the City's newest industrial park and the most promising location for future industrial development. In the center of the park is a 50 acre pad which reverted to City ownership when a development prospect failed to meet its investor targets. This site requires investment to stabilize the site improvements and retain the lot as a pad ready site for marketing to industrial prospects. This budget includes funds to stabilize the site with the goal of using this investment to leverage grant potential from the Tennessee Valley Authority (TVA). The TVA grant is hoped to provide "marketing roads" into ETPC sites. These marketing roads will allow us to better show the sites to prospects and will serve as an effective base for eventual construction of permanent roads for the park.

Community Facilities

Closely related to infrastructure in Council's goals is our community's "green infrastructure" the condition of parks and public facilities is another major focus of this budget.

- **Parks & Recreation**

Council received a report to report from the Tennessee Department of Environment & Conservation (TDEC) about the condition of our park facilities. In particular, we identified several areas for improvement in areas of accessibility in our facilities. Council has approved an application for grant funding from TDEC, which would provide \$1 million to begin addressing these needs. The grant would be 50% State with a 50% local match.

We are also analyzing our facilities to determine if they are adequate to meet the needs of our community. There are ongoing discussions with the Hamblen County School Board the schools to purchasing the Long Reel track facility for dedicated use by the schools, allowing the City to purchase more general use park

facilities elsewhere in the community. We are exploring areas where there is potential to add much needed passive park land to our overall recreation offerings.

- Turkey Creek Greenway

We will make progress extending the greenway along Turkey Creek. The environmental phase should nearly complete with design, right of way, and bidding to take place next year. This grant funded project is reflected in the budget.

- Farmer's Market – Phase 2

The new Farmer's Market facility was dedicated last year. The second phase of this project is included this budget with funding coming from Community Development Block Grant and local resources. The second phase will address the northern half of the site with reconfigured parking and greenspace to accommodate the needs of the market, downtown, and special events.

- Building Maintenance

Last year we undertook a review of the conditions of buildings and facilities owned by the City to determine short and long term needs for maintenance and renovation. With this budget we begin to implement many of the smaller recommendations which can be handled by City staff.

Equipment

A key strategy that the City employed to cope with the economic downturn was to defer equipment replacement. Due to this tactic, the City fell far behind a responsible replacement schedule. Older equipment results in higher operating costs, higher maintenance expense, lost production time and reduced staff efficiency. With a recovering local economy, we have begun to make modest replacement of equipment in areas throughout the organization. With this budget, we are able to maintain equipment replacement with a modest use of reserves.

One initiative that will be undertaken in FY 17 is a comprehensive review of our equipment and a long term plan for replacement of equipment. With this assessment in hand, we will be better able to plan for the financial burden of keeping the fleet up to date and fully effective to meeting citizen needs.

Operations

Part of our ongoing effort to assure we have the proper personnel and organization to operate most efficiently and effectively is to periodically review departments to assess if adjustments could potentially lead to improvements. In FY 17 we plan to focus our effort in the following functional areas:

- Finance
- Planning
- Public Works

Software & Technology

In FY 16 we conducted an assessment of two of our key software applications, Munis and EnerGov. Munis is a financial Enterprise Resource Planning (ERP) application and EnerGov, a Community Development and Infrastructure Software application. The assessment revealed that our current utilization of each package fell far short of their potential. Having made the investment in the purchase, installation and training for these applications, we feel it is imperative that we get more out of this software. In the coming year we plan to start from the ground up and relaunch each of these applications and assure that the software and operations are in sync in order to deliver the return on our investment in these products.

Our regional GIS (Geographic Information System) had a productive year developing base maps and initial applications. We anticipate significant growth and wider use of this tool for the City as well as our partners in Hamblen County, 911, and Morristown Utility Systems.

Capital Construction Projects

Three capital construction projects have been discussed by community leaders for many years. This year Council has laid the ground work to move these projects closer to construction.

- **Public Works Compound**

A site was purchased for the construction of a new public works compound on Liberty Hill Road, but when the economic downturn materialized the project was shelved. In a review of the project in 2016, Council directed a study to determine if it would be more feasible to build a new compound at the current Dice Street location. A preliminary report will be presented early in the new fiscal year. Resources are included in the budget to begin site work including demolition of some structures on the site that are no longer useable.

- **Fire Station**

In 2012 the Municipal Technical Advisory Service (MTAS) conducted a review of the Morristown Fire Department. One key finding in the report from this study was that two stations (#3 & #4) are aging and fail to meet modern requirements. In particular, the bays are undersized and the quarters are not configured to allow for both male and female firefighters. In 2016 Council engaged an architect to begin a design of a new station to replace Station #4. This budget provides funds to complete the design and to acquire a site for construction.

- **Community Center**

Talley Ward, the City's current community center is undersized and showing its age. In order to meet the needs of the community, athletic events are conducted utilizing school facilities. The need for a community center has been discussed for years, but no consensus has been reached. Council has agreed to hire a consulting design firm to assist the Council in refining what type of facility is needed, how to construct it in phases, and what it will cost to operate. This budget provides funds for this design consultation.

Taxes & Fees

- **General Fund**

All of the operating programs outlined in this budget plan can be accomplished without an increase in taxes or fees. There is proposed increase in the property tax rate of 9 cents to be used for capital projects. In FY 17 this increased revenue will be dedicated entirely to an enhanced street resurfacing program. It is anticipated that Council will move forward with the capital building program outlined above and bonds will be issued to finance those projects. In FY 18, the increased revenue from the tax rate increase will be used to pay debt service.

- **Other Funds**

No increase is currently recommended for Sanitation or Stormwater fees. The need to undertake a serious review of these two business type operations will be critical in the coming year. Each of these functions is supported by user fees, but the long term cost of operations increase more quickly than the revenues that support them. During the coming year we will need to review how we will finance these functions in the future. There will be a requirement for increased support from the General Fund or an increase in fees in order to sustain these operations.

Conclusion

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 very responsible requests which reflect citizen needs and priorities. This budget could not have been prepared without a major effort from the staff. Special thanks should be given to Larry Clark and Joey Barnard. Their hard work in developing this budget demonstrates both skill and determination. Rachel Westra was instrumental in compiling and producing this document. It is only with their hard work 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.

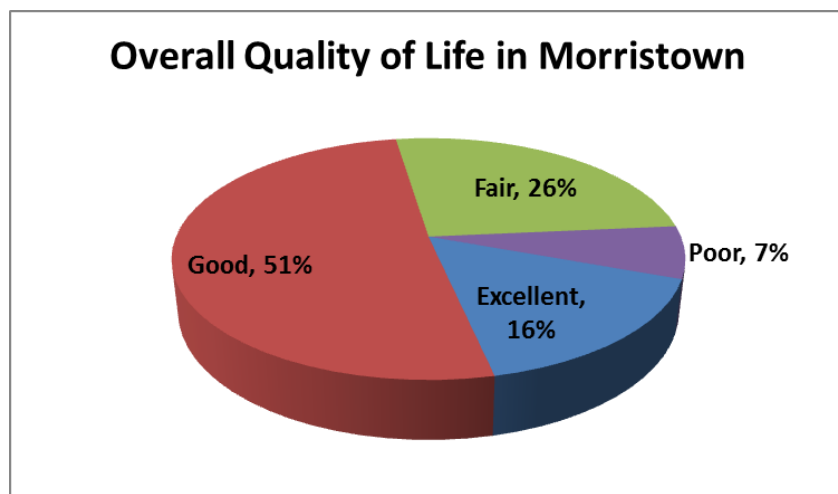
Sincerely,

Anthony W. Cox
City Administrator

Community Survey

In the fall of 2015, the City participated in the National Citizen Survey (NCS) for the fifth consecutive year. The NCS is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA) which was developed to provide a statistically valid survey of resident opinions about communities and the services provided by local government. The City of Morristown uses these responses to guide operations and to help in setting priorities for funding; survey results are an integral part of this budget plan.

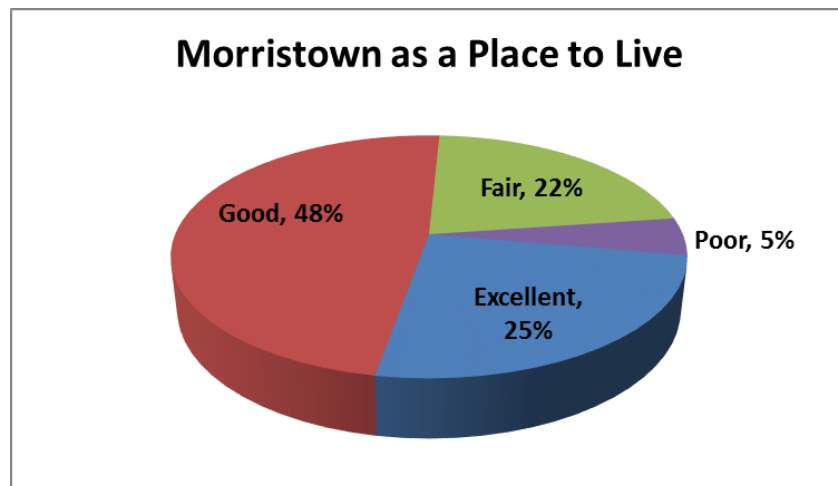
The NCS measures resident opinions within three pillars of a community, Community Characteristics, Governance and Participation. Each of these is reviewed across eight central facets of community, Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement. This section of the budget document summarizes general community characteristics. Results relating to specific service areas can be found throughout the document. Complete reports from the survey are available at the City's website, www.mymorristown.com. The margin of error around any reported percentage is 6%.



Source: 2015 Citizen Survey

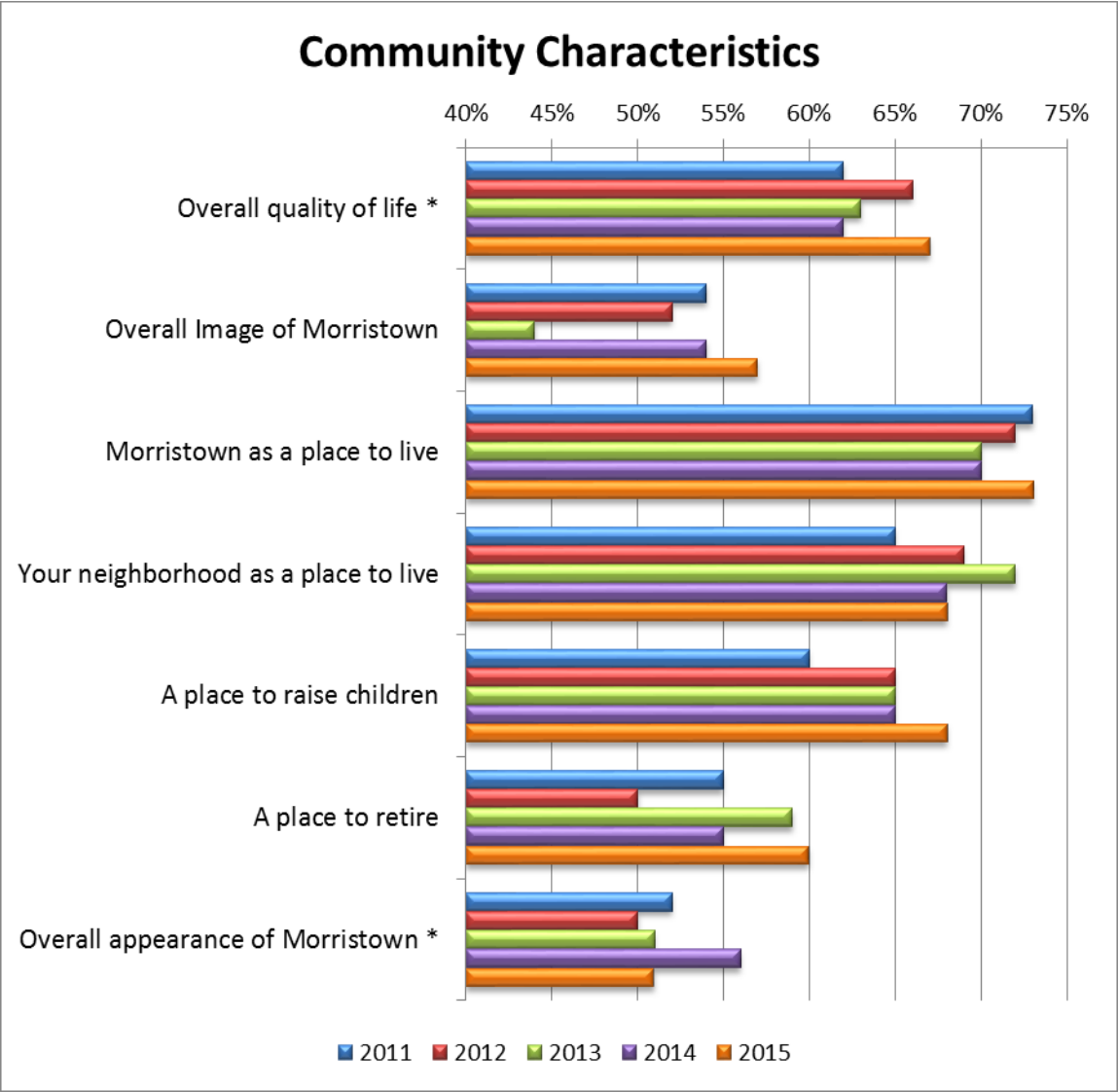
More than two thirds of residents rated the quality of life in Morristown as excellent or good which is an improvement over the past two surveys. The overall quality of life, however, was below the national benchmark for all cities participating in the survey.

Community Characteristics



Source: 2015 Citizen Survey

In Morristown, 73% rated the city as an excellent or good place to live, which was higher than in the 2014 report. Respondents’ ratings of Morristown as a place to live were similar to ratings in other communities across the nation.



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”
**- reflects an area rated below the national benchmark*

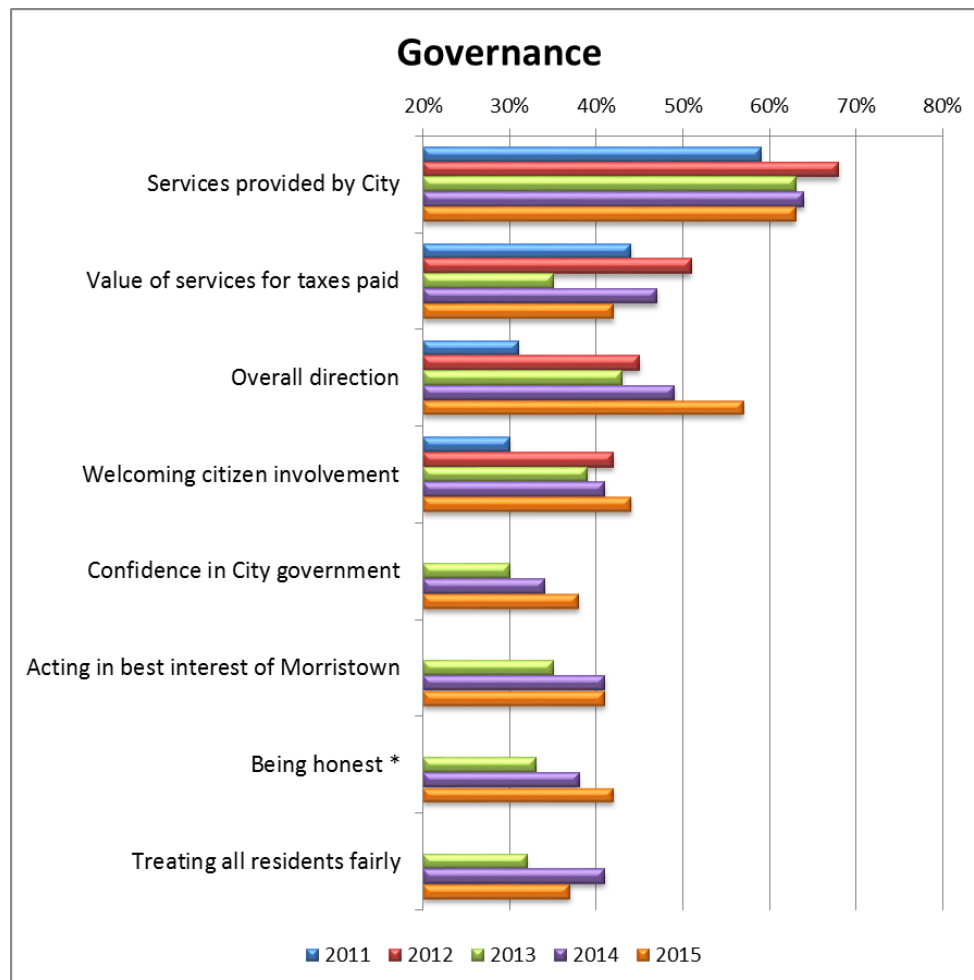
Residents generally gave high ratings on community characteristics. A majority of residents rated Morristown as “excellent” or “good” in each of these areas. Each measure held steady or saw improvement over 2014, with the notable exception of the overall appearance of the community. Citizen responses were largely similar to the national benchmark. The overall image of Morristown continued to improve following a significant rebound in 2014. Feelings about Morristown as a place to live and raise children remained strong as did the perception that we were an attractive place to retire. Unfortunately, Council’s goal to focus on improving Morristown’s appearance does not seem to have had the desired impact on the community appearance rating yet. Continued efforts will hopefully strengthen attitudes. Most ratings were stable or improving, but residents still do not rank Morristown as highly as other communities in the City’s overall image or appearance.

General Governance



Source: 2015 Citizen Survey

The overall quality of the services provided by Morristown as well as the manner in which these services are provided are a key component of how residents rate their quality of life. A majority of residents gave excellent or good ratings to the overall quality of services provided by the City of Morristown, which was on par with other communities nationally. By comparison only about 4 in 10 gave excellent or good ratings to the services provided by the Federal Government.

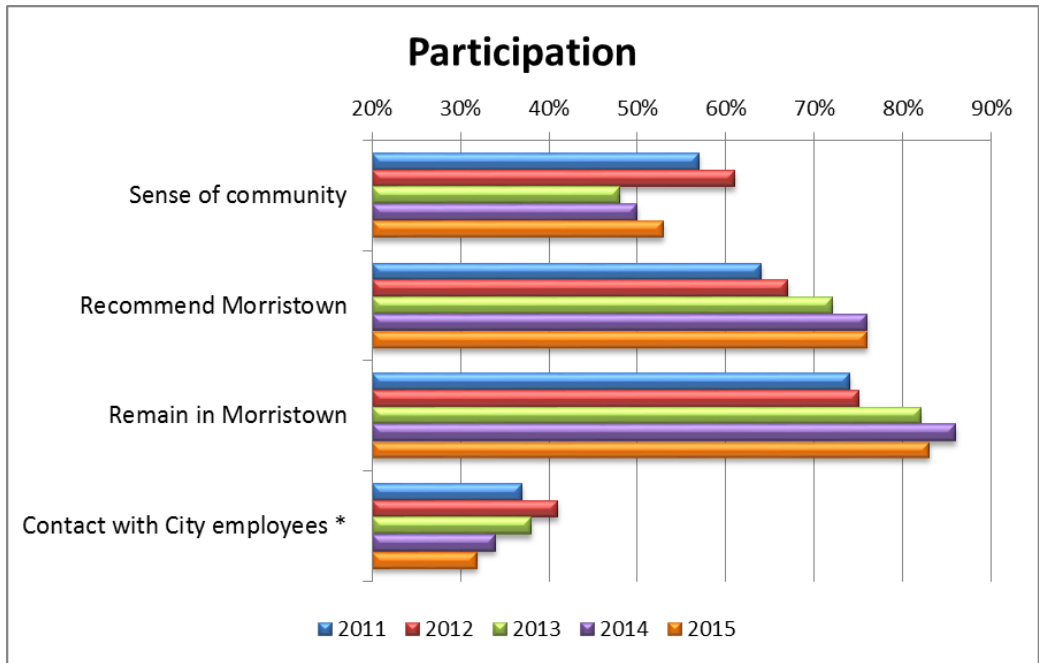


Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

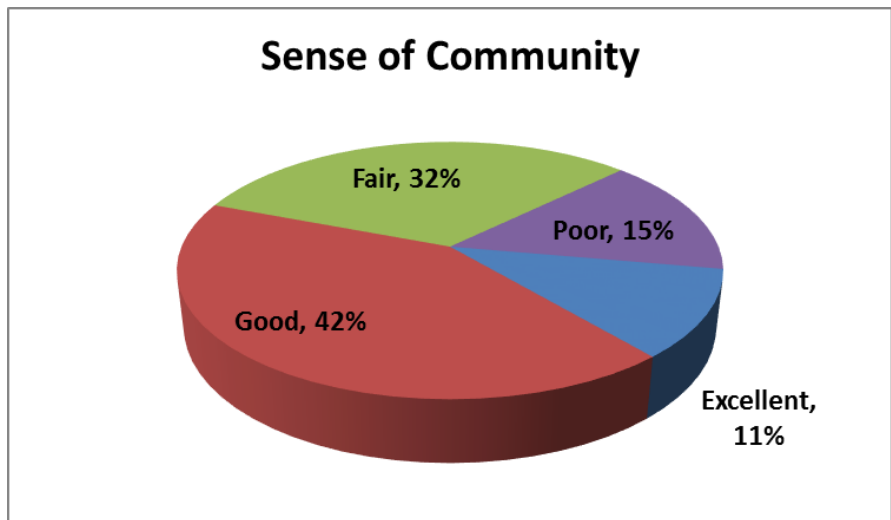
* - reflects an area rated below the national benchmark

Survey respondents also rated various aspects of Morristown’s leadership and governance. Most ratings tended to be similar to the benchmark. Two-thirds of residents positively rated overall customer service provided by City employees and slightly fewer rated the overall direction of the City as excellent or good. The rating of the overall direction improved for the second year. All other ratings were rated as excellent or good by about 2 in 5 residents.

Citizen Participation



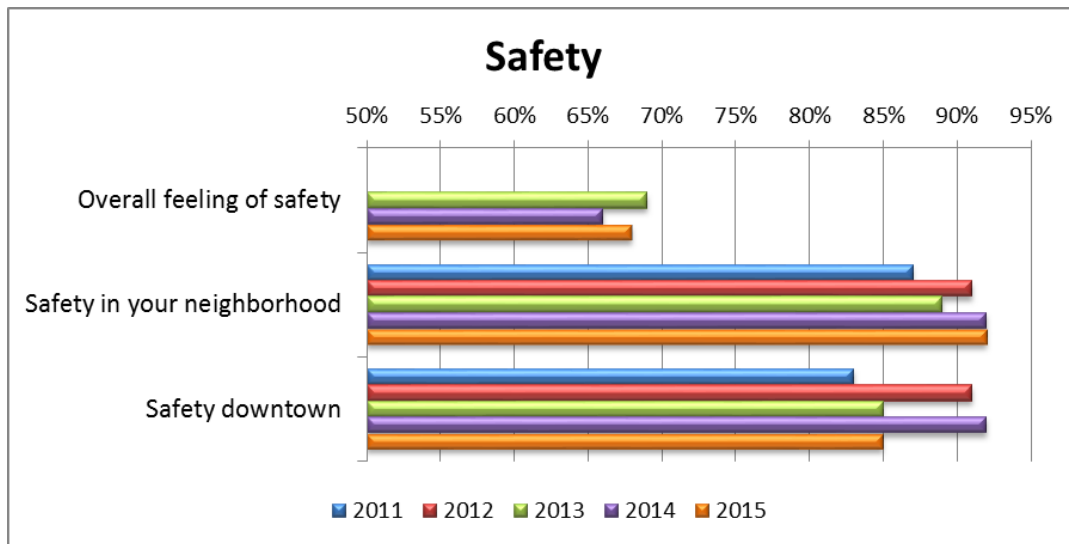
Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”
 *- reflects an area rated below the national benchmark



Source: 2015 Citizen Survey

An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses and other organizations help to create a sense of community; a shared sense of membership, belonging and history. Ratings for sense of community in Morristown were excellent or good according to 5 in 10 residents, similar to other communities in the nation. A majority reported that they would recommend living in Morristown and planned to remain there for the next five years.

Safety

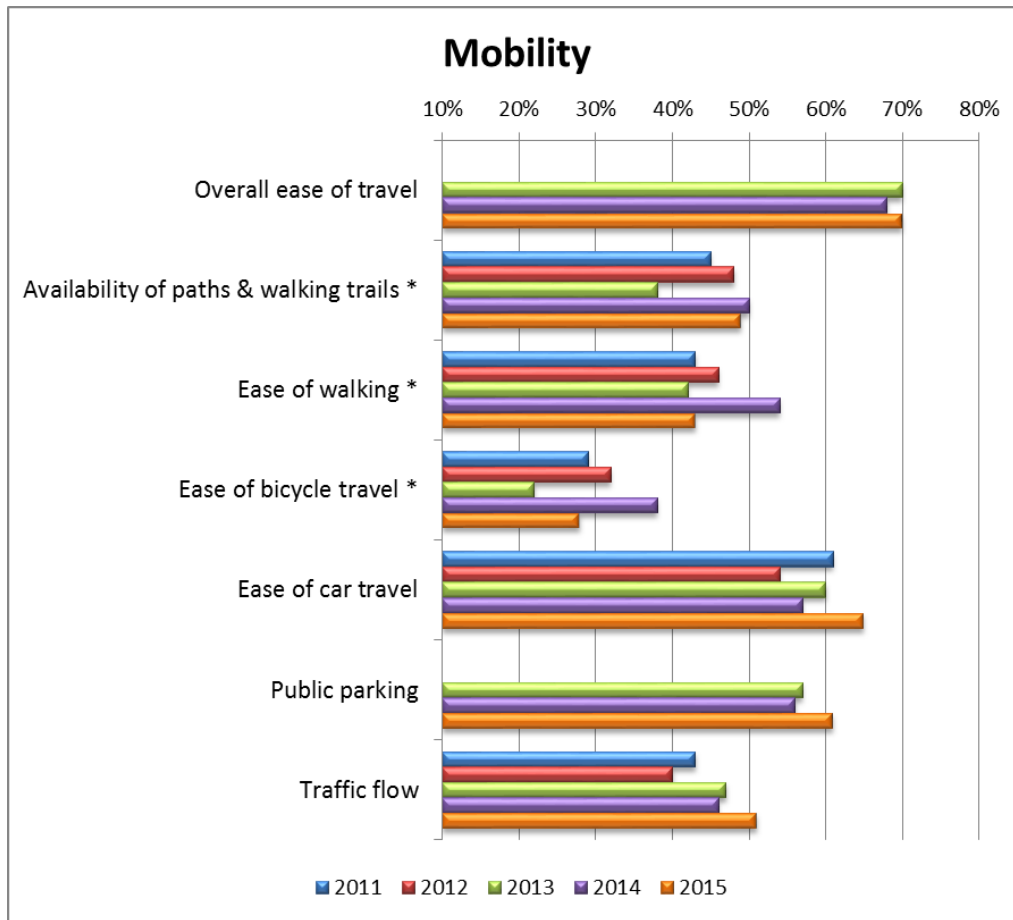


Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

Citizen perception of safety is one of the most important facets of a community. Improvements or declines in this area have a very significant influence on our citizens overall impression of the City. Safety was rated highly by most respondents, with 92% saying they felt “very” or “somewhat” safe in their neighborhood. Resident rankings declined slightly in downtown/commercial areas. The overall perception of safety was comparable to the national benchmark.

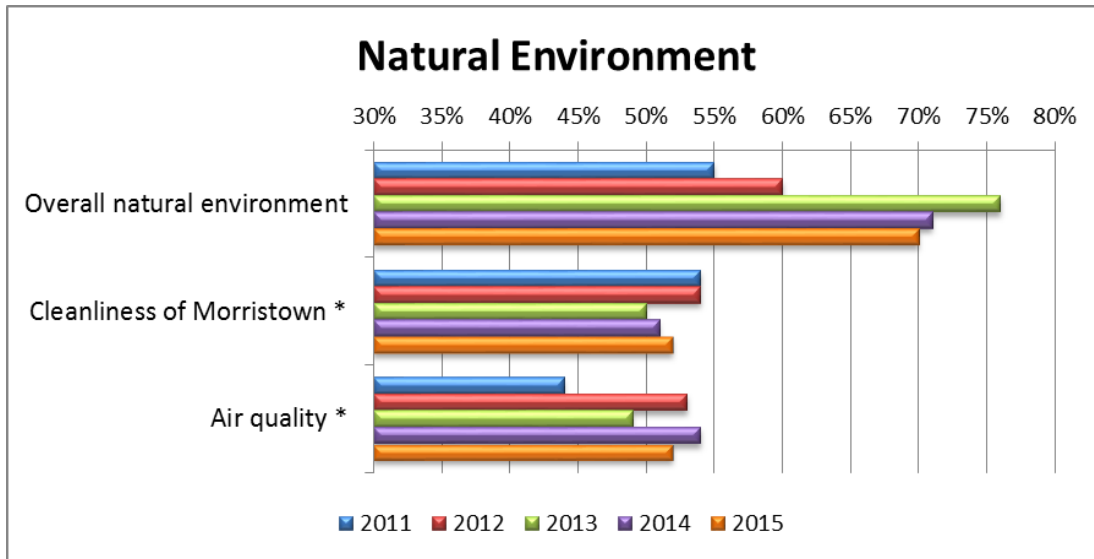
Mobility



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”
 *- reflects an area rated below the national benchmark

Ratings for mobility varied, with a majority of respondents rating the overall ease of travel, travel by car and public parking as “excellent” or “good.” The ease of travel by car and the flow of traffic both saw improved ratings in 2015. Nontraditional forms of travel, paths, walking and bicycling continued to show weakness with scores below comparison cities. Both walking and bicycle travel saw declines in resident ratings. A look at demographic data shows that those aged 35-54 were most critical of the ease of walking. Both younger and older residents were more favorable. Renters were also more critical than those who own their home.

Natural Environment

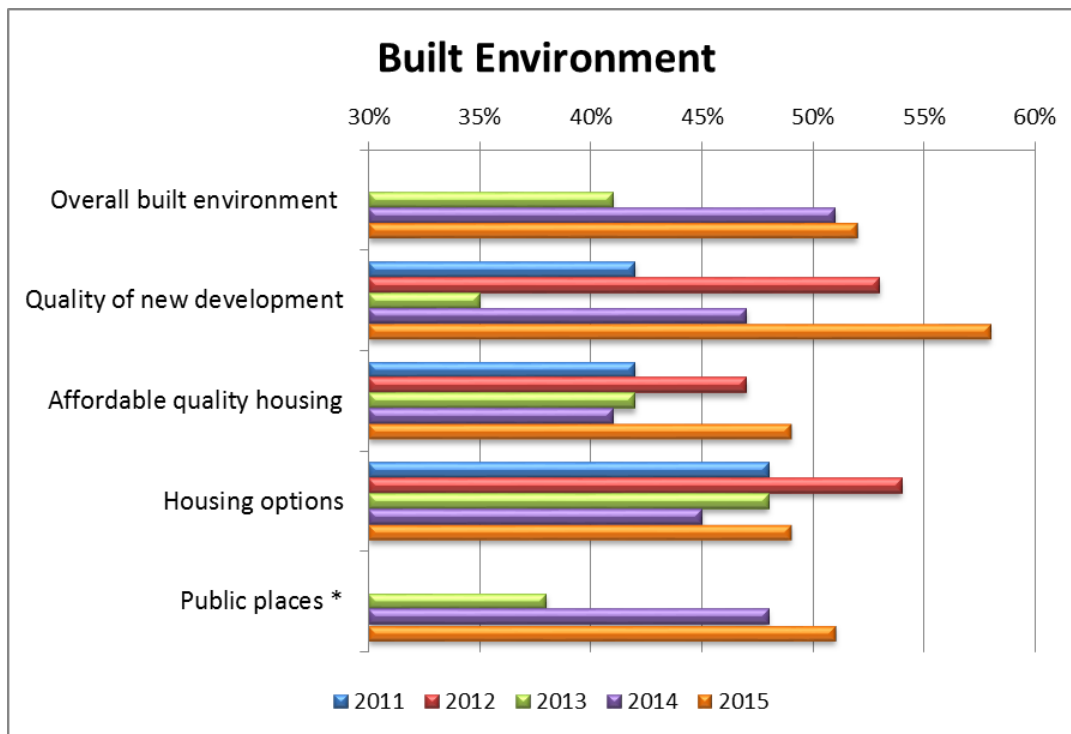


Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

**- reflects an area rated below the national benchmark*

Natural environment received positive ratings from a majority of residents in most areas. The overall natural environment was seen as excellent or good by 7 out of 10 citizens. The overall cleanliness of the community and air quality were rated positively by a majority of residents, but these ratings were below national comparison communities.

Built Environment

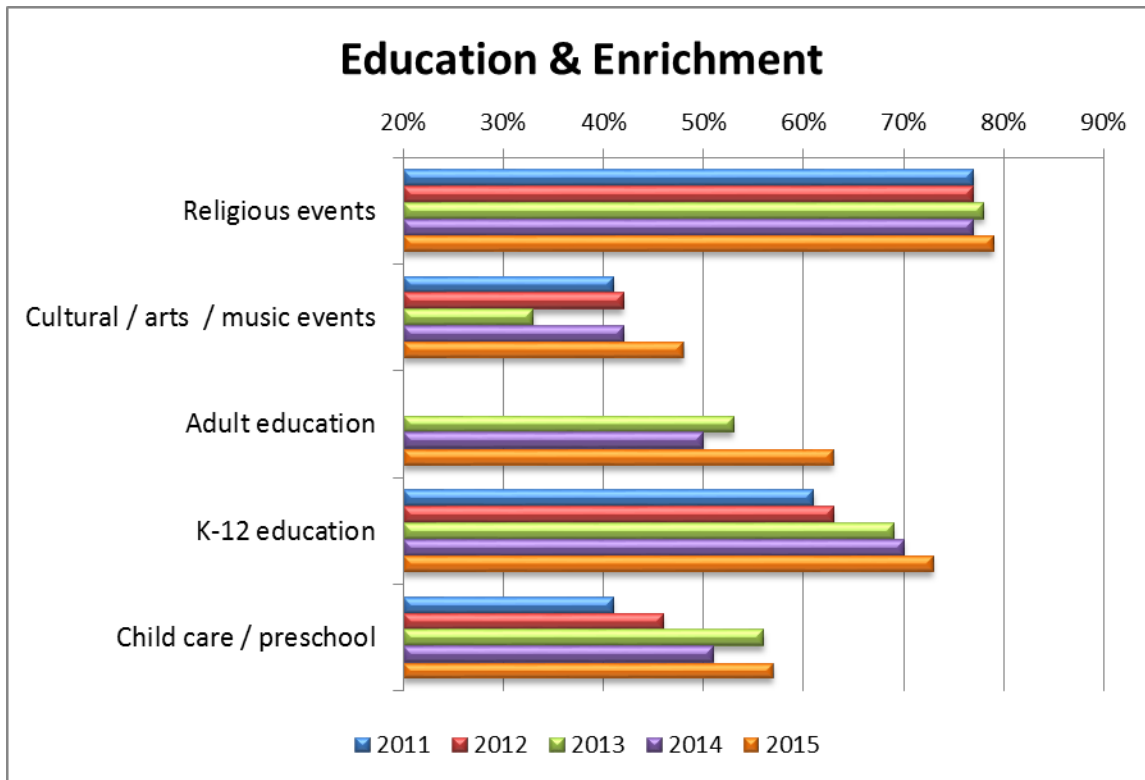


Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

**- reflects an area rated below the national benchmark*

The overall built environment continued to receive favorable ratings from a majority of residents. Scores for the quality of new development continued to show strong improvements, reflecting the strong retail development that is taking place in Morristown. While comparable to other communities across the nation, ratings for neither the availability of affordable housing nor the variety of housing options were positive for a majority of residents. The quality of public places scored above 50%, still under other communities across the nation.

Education and Enrichment

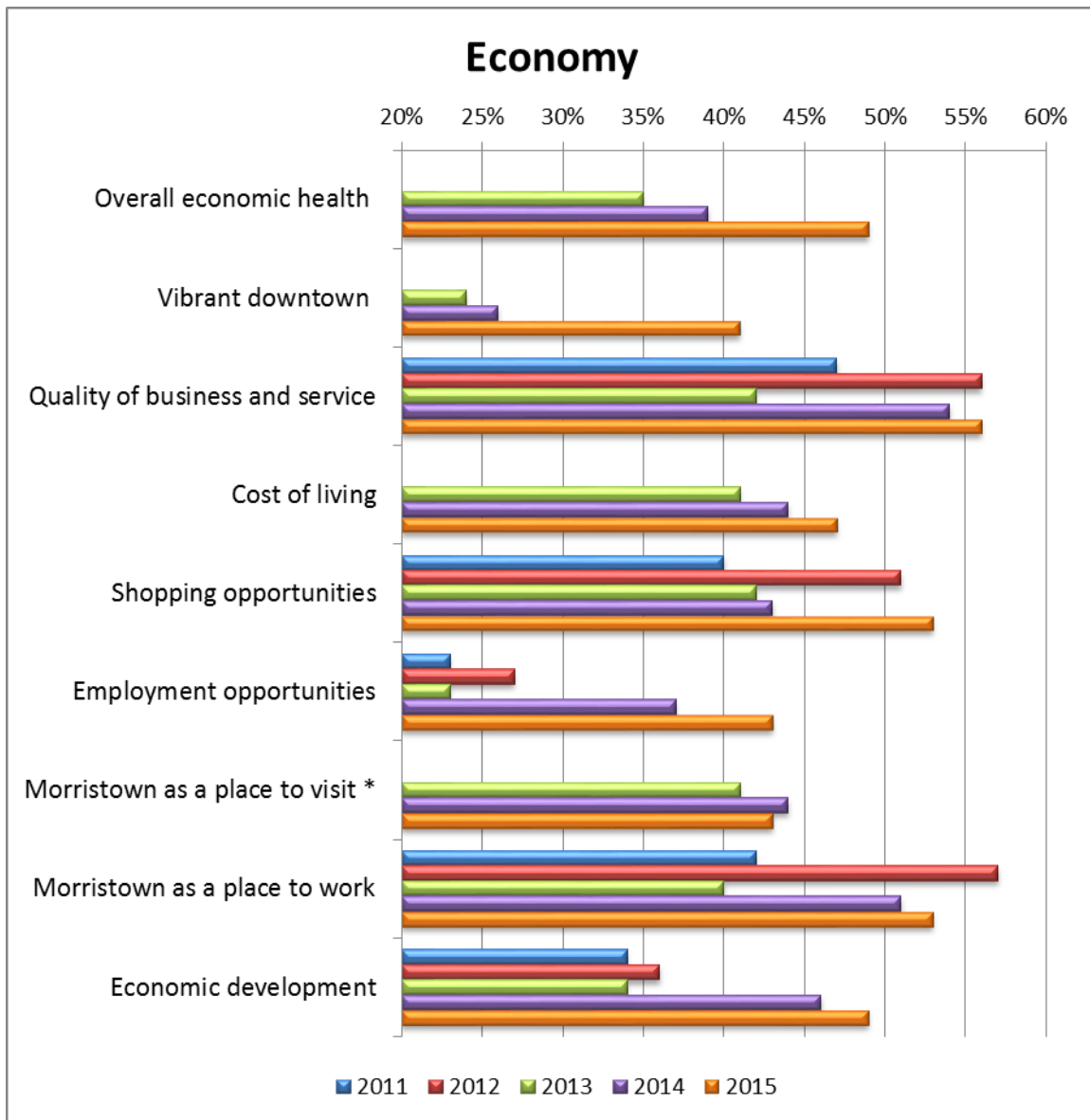


Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

Morristown received favorable ratings in education, with responses that were similar to the national benchmark. Religious activities also received favorable ratings, above the norm for responding communities. Morristown continued to get weak scores in cultural and special events.

Economy

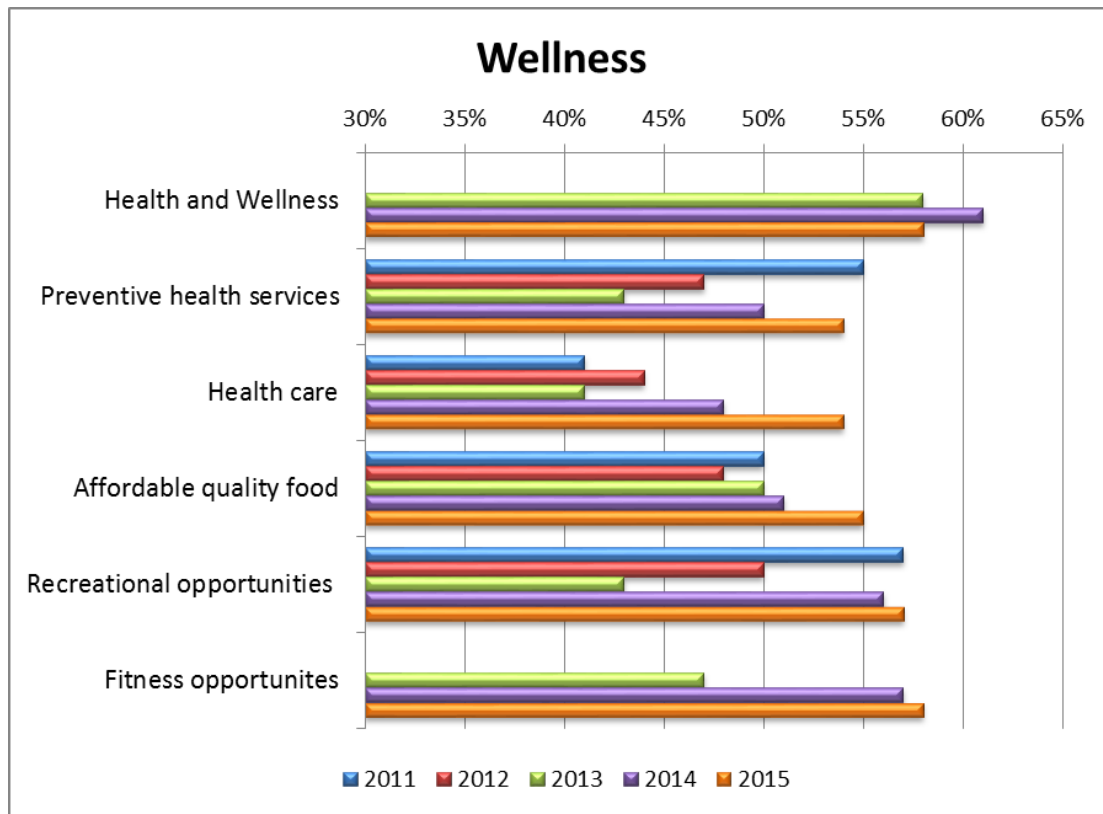


Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

Measures of economic health showed advances in nearly every category. Ratings of overall economic health and a vibrant downtown both showed strong increases. Economic health measures were comparable to other communities, a major improvement from prior years. Resident responses showed improvements in both employment and shopping opportunities. The trend in the assessment of the local economy is for continued strength and progress. There is room for additional advancement, but in comparison with prior reports, our economy is making significant improvement.

Recreation and Wellness

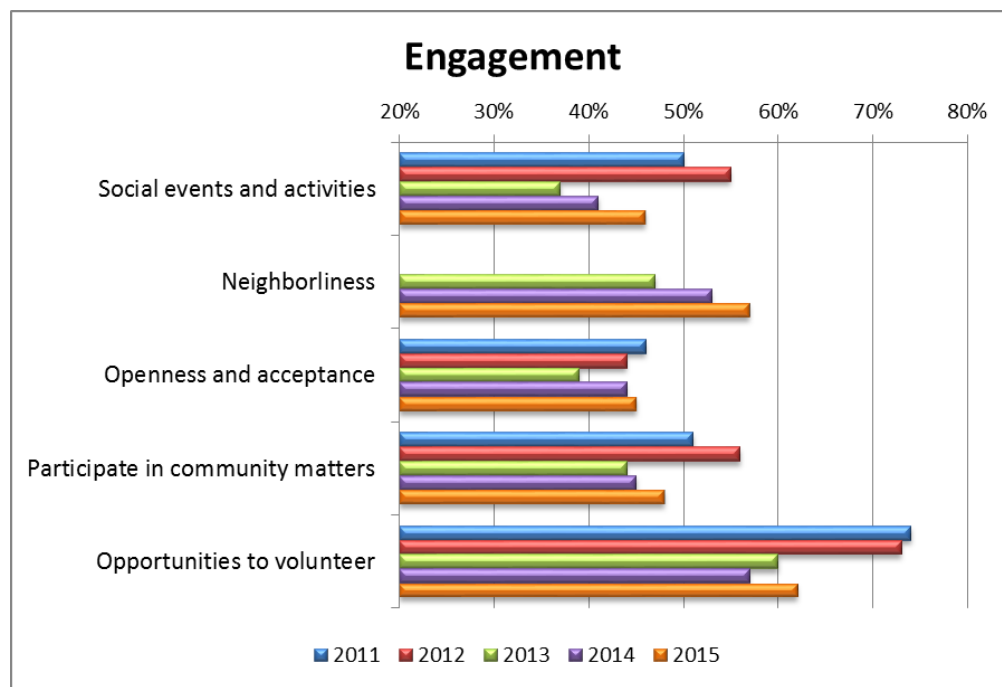


Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

Respondent ratings for health services tended to be at national standards, and largely showed an improvement in the last year. Health care and preventive health services both showed significant improvement. The availability of affordable food was also significantly stronger in 2015. The ongoing development and construction activities seem to have positively impacted ratings in this area.

Community Engagement



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”
 *- reflects an area rated below the national benchmark

Morristown responses to questions about community engagement show an opportunity for significant improvement. Of particular concern are weakness in the perception of our social events, the community’s openness and acceptance, and participation in community matters. Modest improvements in these areas brought ratings in line with benchmark communities across the nation.

Overall

| | Community Characteristics | | | Governance | | | Participation | | |
|--------------------------|---------------------------|---------|-------|------------|---------|-------|---------------|---------|-------|
| | Higher | Similar | Lower | Higher | Similar | Lower | Higher | Similar | Lower |
| Overall | 0 | 42 | 9 | 0 | 41 | 4 | 2 | 23 | 10 |
| General | 0 | 5 | 2 | 0 | 3 | 0 | 0 | 2 | 1 |
| Safety | 0 | 3 | 0 | 0 | 6 | 1 | 0 | 3 | 0 |
| Mobility | 0 | 4 | 3 | 0 | 6 | 1 | 0 | 1 | 1 |
| Natural Environment | 0 | 1 | 2 | 0 | 6 | 0 | 0 | 2 | 1 |
| Built Environment | 0 | 4 | 1 | 0 | 7 | 0 | 0 | 1 | 1 |
| Economy | 0 | 7 | 1 | 0 | 1 | 0 | 1 | 2 | 0 |
| Recreation and Wellness | 0 | 7 | 0 | 0 | 4 | 0 | 0 | 3 | 2 |
| Education and Enrichment | 0 | 6 | 0 | 0 | 1 | 1 | 1 | 0 | 2 |
| Community Engagement | 0 | 5 | 0 | 0 | 7 | 1 | 0 | 9 | 2 |

| Legend | |
|--------|---------|
| | Higher |
| | Similar |
| | Lower |

Ratings about the dimensions of community livability in Morristown across all of the facets were strong and similar to other communities across the nation. Only Community Characteristics related to the area of Natural Environment tended to lag behind other communities. In most areas, the fifth year of our participation in the National Citizen Survey shows continued improvement. Morristown residents ranked more aspects of the community at levels similar to other communities participating in the survey and those below the standard were reduced. These scores will help the City to adjust both how we prioritize our efforts and how we communicate with citizens.

Community Vision and Goals

Mission



The City of Morristown's mission is to draw from our heritage, grow our community, and nurture our "can do" attitude. We will accomplish this by:

- providing professional and efficient services;
- demonstrating leadership as a regional hub; and
- expanding economic opportunities.

In the summer of 2013, the Mayor and Council held a retreat to develop the mission statement shown above and to develop goals for the City. The following goals were developed as our top priorities:

- Put our infrastructure on a sound financial base
- Improve community appearance and work on code enforcement.
- Develop and maintain our “community infrastructure”, including trails, greenways, parks, etc.
- Build a strong financial foundation so we can reach our goals.

Council also agreed that these additional goals should be accomplished:

- Develop a community center large enough to handle our capacity.
- Address (with the county) the animal control issue.
- Involve ourselves in industrial recruitment/development of our employment base.
- Improve the appearance of downtown.
- Complete transportation routes connecting major thoroughfares.

Each year Council meets to review progress toward achieving these goals and adjust them as appropriate. Council and staff work together through the year to develop action items to achieve these goals with specific objectives for the coming year. The following is a reflection of the objectives for FY 16 and the success in each area. For each objective, a date was established to complete the activity and/or report to Council and the public on the topic. Color codes are used to reflect progress.

| | |
|--------|--------------------------------|
| Green | = on target |
| Yellow | = underway but behind schedule |
| Red | = not achieved |
| White | = future activity |

Mission / Goals Progress Report FY16

| Put Our Infrastructure On A Sound Financial Base | | | |
|---|------------------------|------------|------------|
| Activity | Responsible | Target | Report |
| Update the annual a 5 year Capital Improvements Plan | Clark / Cox | May '16 | |
| | | | |
| Asset Management Software | | | |
| - Assess needs / develop RFP | Cox / SSC | Winter '16 | |
| - Select package | Brown | | |
| - Install and implement system | Brown | FY17 | |
| - Tie system to GIS maps | Clark / Brown | FY17 | |
| - Condition assessment for Streets | Brown | FY17 | |
| - Condition assessment for Stormwater | Brown | FY17 | |
| | | | |
| Stormwater | | | |
| - Update Stormwater Ordinances | Fielder / Brown | Winter '16 | |
| - Stormwater standard operating procedures / maintenance plan | Brown | | Spring '16 |
| | | | |
| Buildings | | | |
| - Condition assessment | SSC / Brown | | Winter '16 |
| - Proposed maintenance program | SSC / Brown | May '16 | |
| | | | |
| Review and update the sidewalk master plan and funding | Hartman | | FY '17 |
| | | | |
| Maintain a Capital Improvements Plan for the Airport | Fielder / Commission | Nov '15 | Fall '15 |
| | | | |
| Assess communication equipment needs | Overholt / Honeycutt | | FY '17 |
| | | | |
| Construction Projects | | | |
| Streets / Transportation | | | |
| - Integrated Traffic Control System | Brown /Kimley Horn | Nov '15 | |
| - Walters Signal / Right Turn | Brown /Mattern & Craig | Dec '15 | |
| - Medical District Repaving | Brown / CDM | Dec '15 | |
| - W AJ - Fairmont to Walters | Brown | Jun '18 | |
| | | | |
| Stormwater | | | |
| - Vantage View | Brown | Feb '16 | |

| Improve Community Appearance & Work on Code Enforcement | | | |
|--|------------------------|------------|------------|
| Activity | Responsible | Target | Report |
| Aggressively address substandard structures | Building Official | | Fall '15 |
| - Develop list of targeted structures for inspections and hearings | Codes / Building | Fall '15 | |
| - Adopt ordinances and procedures for substandard residential structures | Building Official | Winter '16 | |
| - Adopt ordinances and procedures for substandard commercial structures | Building Official | Winter '16 | |
| - Report on housing rehabilitation program | Hartman | | Spring '16 |
| | | | |
| Develop a plan for high profile buildings (ie Bradley's Hardware / Telephone building) | Cox/ Fielder | Winter '16 | |
| | | | |
| Develop a plan for high profile sites (ie Morristown College / Eagle Heights) | Cox/ Fielder | | Winter '16 |
| | | | |
| Develop a plan for high profile industrial sites / parks | Cox / Ramsey / Fielder | | Winter '16 |
| | | | |
| Develop a plan for effective enforcement of the sign ordinance | Fielder / Hartman | | Fall '15 |
| | | | |
| Increase effectiveness of Codes enforcement | Overholt | | |
| - Update bulk waste regulations | Brown / Codes | Nov '15 | |
| - Update weed lot regulations | Codes | Nov '15 | |
| - Peddlers / etc | Codes | | Spring '16 |
| | | | |
| Improve the appearance of the streetscape | Brown | | |
| - Address options for program to address grass growing in the curb line | Brown / Price | | Spring '16 |
| - Develop long term plan for planting / landscaping medians | Brown | FY 16 | |
| - Install Median beds - East | Brown | Fall '15 | |
| - Install hardscape at Cumberland / Morris | Cox / Brown | | Winter '16 |
| | | | |
| Complete construction of wayfinding signage | Hartman / Kimley Horn | Dec '16 | |
| | | | |
| Improve the Appearance of Gateways | | | |
| - Report on Cumberland corridor plan | Hartman | | Dec '15 |
| - Report on expanded façade program | Hartman | | Dec '15 |

| Develop & Maintain Our “Community Infrastructure”, Including Trails, Greenways, Parks, Etc. | | | |
|---|--------------------------|------------|--------|
| Activity | Responsible | Target | Report |
| Construct Turkey Creek Greenway | Brown | | |
| - Contract with Consultant | Brown | Aug ‘15 | |
| - Environmental | McGill / Brown | Spring ‘16 | |
| - Design Approval | McGill / Brown | Oct ‘16 | |
| - Acquire Right of Way | McGill / Brown | Fall ‘16 | |
| - Award construction contract | | | |
| - Complete construction | | | |
| | | | |
| Freddie Kyle Park | | | |
| - Plan for development | Price | May ‘16 | |
| | | | |
| Greenway System | | | |
| - Plan to integrate / connect the greenway system | Price | May ‘16 | |
| - Plan for signage & enhancements | Price | May ‘16 | |
| | | | |
| Safe Routes to Schools | Hartman | Sept ‘16 | |
| | | | |
| Prepare accessibility grant application for sidewalks | Hartman / Brown / LAMTPO | Fall ‘15 | |
| | | | |
| Plan for ADA improvements in park facilities | Price | May ‘16 | |
| | | | |
| Explore greenspace staffing / funding | Price, Brown, Hartman | Spring ‘16 | |
| | | | |
| Park Facilities | | | |
| - Wayne Hansard Shelter | Price | Jan ‘16 | |
| - Wayne Hansard Playground | Price | Jan ‘16 | |
| - Wayne Hansard Master Plan | Price | FY ‘17 | |
| - Rotary Club Playground @ Fred Miller | Price | Nov ‘15 | |
| | | | |
| Develop long term plan for City / School facilities | Price | | |
| - Long Reel Track | Cox / Clark | TBD | |

| Build A Strong Financial Foundation So We Can Reach Our Goals. | | | |
|---|-----------------|------------|-----------|
| Activity | Responsible | Target | Report |
| Financial policies and procedures | | | |
| - Purchasing | Clark | | FY '17 |
| - Contract Management | Clark | | FY '17 |
| | | | |
| Personnel Management | | | |
| - Update personnel policies and employee handbook | Clark / Council | Spring '16 | |
| - Review employee health benefit plan | Clark / Council | May '16 | |
| - Wellness plan (PATH) | Clark / Price | | Jan '16 |
| | | | |
| Review and adopt revised debt policy. Submit to Comptroller | Clark / Council | | April '16 |
| | | | |
| Equipment / Vehicles | | | |
| - Develop an inventory and replacement plan | Clark / Barnard | May '16 | |
| - Select fleet maintenance software | Brown | Spring '16 | |
| - Implement fleet maintenance software | Brown | FY 17 | |
| | | | |
| Develop more an effective report on key financial trends and condition for the public | Clark/ Westra | Spring '16 | |

| <i>Additional Council Goals</i> | | | |
|--|------------------|------------|------------|
| Activity | Responsible | Target | Report |
| Assess the need for building projects | | | |
| - Community center | Cox /Price | | Jan '16 |
| - Fire station | Cox / Honeycutt | | Jan '16 |
| - Public Works compound | Cox / Brown | | Jan '16 |
| | | | |
| Monitor the new contract with MHHS and Hamblen County for animal control | Council | May '16 | |
| | | | |
| Involve ourselves in industrial recruitment/development of our employment base | | | |
| - Market the existing industrial pads in the East Tennessee Progress Center | Cox / IDB | Ongoing | |
| - Prepare additional sites in ETPC to improve marketability | Cox / Brown | Spring '16 | |
| - Consider ways to expand MAID park | Cox / IDB | | May '16 |
| - Quarterly report on business locations and expansions | Cox / IDB | Ongoing | |
| | | | |
| Improve the appearance of downtown | | | |
| - Promote façade program including South Cumberland | Hartman / Stroud | Fall '15 | |
| - Replace lighting | Cox / MUS | | Winter '16 |
| - Improve downtown cleanliness | Cox | Fall '15 | |
| | | | |
| Complete transportation routes connecting major thoroughfares | | | |
| - Provide Council and Public with monthly status reports on major State Projects | Cox | Ongoing | |
| - WSCC / Mall / Wal Mart | TDOT | Sept '15 | |
| - Exit 4 connector | TDOT | May '16 | |
| - 11E widening | TDOT | On Hold | |
| - Commerce Signal @ 11E | TDOT | 2016 | |
| - Commerce @ 160 | TDOT | 2017 | |
| | | | |

| Further Goals and Ongoing Projects | | | |
|---|-------------------|----------|------------|
| Activity | Responsible | Target | Report |
| Develop an Annexation Plan | | | |
| - Develop a long term plan of targeted areas where service delivery makes annexation attractive | Cox / Fielder | | Winter '16 |
| | | | |
| Complete the process to review and update development regulations. | Fielder / Hartman | | Winter '16 |
| | | | |
| Improve Public Information | | | |
| - Maintain & enhance the city website | Stamey / Westra | Ongoing | |
| - Enhance social media presence | Stamey / Westra | Ongoing | |
| - Recognize Accomplishments of Departments, Staff, Employees | Stamey / Westra | Ongoing | |
| - Develop a community dashboard to provide feedback on progress to the public | Cox | Fall '15 | |
| - system to track complaints from complaint to resolution | Stamey / Westra | Feb '16 | |
| | | | |
| Police / Court software implementation | | | |
| - Reporting module | Overholt | | Winter '16 |
| - GIS integration | Clark / Overholt | | Winter '16 |
| | | | |
| Special Events Policy | Fielder | Jan. '16 | Dec. '15 |
| | | | |
| Review sanitation routes | Brown | May '16 | |
| | | | |
| Expand / Promote offerings at Talley Ward | Price | Fall '15 | |
| | | | |
| Deploy GIS Apps | Clark | | Fall '15 |
| | | | |
| Farmer's Market phase 2 - Plan | Brown | FY17 | May '16 |

Goals by Organizational Unit

Throughout the document there are operating goals which reflect these organizational goals and seek to advance them in the coming year. The table below reflects the organizational units primarily responsible for each of the Council's goals. We anticipate that the Council will conduct a series of sessions to review and refine this vision for the coming year.

| Goals by Organizational Unit | | | | | |
|------------------------------|----------------|------------|--------------------------|----------------|------------------|
| Goal / Department | Infrastructure | Appearance | Community Infrastructure | Financial Base | Additional Goals |
| Administrator | X | X | X | X | X |
| Finance and Administration | X | | X | X | X |
| Community Development | | X | X | X | X |
| Police | | X | | X | |
| Fire | | X | | X | |
| Public Works | X | X | X | X | X |
| Parks & Recreation | | X | X | X | X |
| Stormwater | X | X | | X | |
| Solid Waste | | X | | X | |
| LAMTPO (transportation) | X | | | X | X |

Budget Ordinance

ORDINANCE No. 3555

AN ORDINANCE OF THE CITY OF MORRISTOWN, TENNESSEE ADOPTING THE ANNUAL BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2016 AND ENDING JUNE 30, 2017

WHEREAS, *Tennessee Code Annotated* Title 9 Chapter 1 Section 116 requires that all funds of the State of Tennessee and all its political subdivisions shall first be appropriated before being expended and that only funds that are available shall be appropriated; and

WHEREAS, the Municipal Budget Law of 1982 requires that the governing body of each municipality adopt and operate under an annual budget ordinance presenting a financial plan with at least the information required by that state statute, that no municipality may expend any moneys regardless of the source except in accordance with a budget ordinance and that the governing body shall not make any appropriation in excess of estimated available funds; and

WHEREAS, the Board of Mayor and City Council has published the annual operating budget and budgetary comparisons of the proposed budget with the prior year (actual) and the current year (estimated) in a newspaper of general circulation not less than ten (10) days prior to the meeting where the Board will consider final passage of the budget.

NOW THEREFORE BE IT ORDAINED BY THE BOARD OF MAYOR AND CITY COUNCIL OF THE CITY OF MORRISTOWN, TENNESSEE AS FOLLOWS:

SECTION 1: That the governing body estimates anticipated revenues of the municipality from all sources to be as follows for fiscal year 2017:

| General Fund | FY 2015 Actual | FY 2016 Estimated | 2017 Proposed |
|----------------------------|----------------|-------------------|---------------|
| Local Taxes | \$25,118,815 | \$26,231,355 | \$27,165,722 |
| Licenses And Permits | 1,013,461 | 892,301 | 861,000 |
| Intergovernmental | 6,866,289 | 9,267,171 | 6,545,810 |
| Charges For Services | 129,851 | 128,246 | 128,000 |
| Fines And Forfeitures | 1,073,674 | 1,059,749 | 970,000 |
| Uses of Money And Property | 525,203 | 1,512,831 | 397,687 |
| Total Revenues | 34,727,293 | 39,091,653 | 36,068,219 |
| Beginning Fund Balance | 25,535,914 | 27,014,574 | 27,015,606 |
| Total Available Funds | 60,263,207 | 66,106,227 | 63,083,825 |

| Narcotics Fund | FY 2015 Actual | FY 2016 Estimated | 2017 Proposed |
|----------------------------|-----------------------|--------------------------|----------------------|
| Local Taxes | \$0 | \$0 | \$0 |
| Licenses And Permits | 0 | 0 | 0 |
| Intergovernmental | 0 | 0 | 0 |
| Charges For Services | 0 | 0 | 0 |
| Fines And Forfeitures | 97,658 | 99,250 | 80,000 |
| Transfer from General Fund | 483,218 | 568,623 | 0 |
| Total Revenues | 580,876 | 667,873 | 80,000 |
| Beginning Fund Balance | 54,465 | 83,295 | 73,054 |
| Total Available Funds | 635,341 | 751,168 | 153,054 |

| LAMTPO Fund | FY 2015 Actual | FY 2016 Estimated | 2017 Proposed |
|----------------------------|-----------------------|--------------------------|----------------------|
| Local Taxes | \$0 | \$0 | \$0 |
| Licenses And Permits | 0 | 0 | 0 |
| Intergovernmental | 257,932 | 142,154 | 328,854 |
| Charges For Services | 0 | 0 | 0 |
| Fines And Forfeitures | 0 | 0 | 0 |
| Uses of Money And Property | 0 | 0 | 0 |
| Transfer from General Fund | 0 | 0 | 0 |
| Total Revenues | 257,932 | 142,154 | 328,854 |
| Beginning Fund Balance | 455,620 | 488,646 | 234,492 |
| Total Available Funds | 713,552 | 630,800 | 563,346 |

| Solid Waste Fund | FY 2015 Actual | FY 2016 Estimated | 2017 Proposed |
|----------------------------|-----------------------|--------------------------|----------------------|
| Local Taxes | \$0 | \$0 | \$0 |
| Licenses And Permits | 0 | 0 | 0 |
| Intergovernmental | 0 | 0 | 0 |
| Charges For Services | 1,356,626 | 1,363,498 | 1,365,000 |
| Fines And Forfeitures | 0 | 0 | 0 |
| Uses of Money And Property | 0 | 0 | 0 |
| Transfer from General Fund | 300,000 | 400,000 | 230,000 |
| Total Revenues | 1,656,626 | 1,763,498 | 1,595,000 |
| Beginning Fund Balance | 203,306 | 230,012 | 344,707 |
| Total Available Funds | 1,859,932 | 1,993,510 | 1,939,707 |

| Storm Water Fund | FY 2015 Actual | FY 2016 Estimated | 2017 Proposed |
|----------------------------|----------------|-------------------|---------------|
| Local Taxes | \$0 | \$0 | \$0 |
| Licenses And Permits | 0 | 0 | 0 |
| Intergovernmental | 0 | 0 | 0 |
| Charges For Services | 1,276,063 | 1,338,314 | 1,500,000 |
| Fines And Forfeitures | 0 | 0 | 0 |
| Uses of Money And Property | 5,380 | 6,765 | 5,000 |
| Total Revenues | 1,281,443 | 1,345,079 | 1,505,000 |
| Beginning Fund Balance | 3,580,008 | 3,838,115 | 2,343,365 |
| Total Available Funds | 4,861,451 | 5,183,194 | 3,848,365 |

SECTION 2: That the governing body appropriates from these anticipated revenues and unexpended and unencumbered funds as follows:

| General Fund | FY 2015 Actual | FY 2016 Estimated | 2017 Proposed |
|---------------------------|-------------------|----------------------|------------------|
| City Legislative Services | \$166,884 | \$188,838 | \$293,852 |
| City Management | 483,567 | 623,073 | 784,892 |
| Finance | 757,713 | 827,206 | 895,023 |
| Procurement Services | 72,245 | 60,741 | 64,518 |
| Technology Services | 507,561 | 220,185 | 243,740 |
| Human Resource Services | 664,402 | 662,432 | 723,851 |
| Legal Services | 202,303 | 177,121 | 197,303 |
| Community Services | 1,512,977 | 1,178,865 | 421,953 |
| Code Enforcement Services | 178,206 | 179,127 | 246,899 |
| Engineering | 229,660 | 289,686 | 396,820 |
| GIS Department | 250,941 | 261,647 | 283,583 |
| Inspections | 420,123 | 407,415 | 540,307 |
| Police | 7,543,238 | 7,450,889 | 8,457,527 |
| Fire and Medical | 7,579,278 | 7,233,388 | 7,623,681 |
| Public Works | 6,216,832 | 9,621,584 | 8,198,509 |
| Park & Rec | 2,024,368 | 2,012,548 | 2,149,105 |
| CDBG | 0 | 0 | 494,061 |
| Outside Agencies | 237,202 | 250,000 | 250,000 |
| Airport | 910,628 | 1,654,981 | 1,168,906 |
| Debt | 1,402,512 | 1,485,841 | 2,054,106 |
| Special Appropriations | 1,104,775 | 1,961,431 | 1,200,169 |
| Internal Transfers | 783,218 | 2,343,623 | 3,380,000 |
| Total Appropriations | 33,248,633 | 39,090,621 | 40,068,805 |
| Surplus/(Deficit) | 1,478,660 | 1,032 | (4,000,586) |
| Ending Fund Balance | 27,014,574 | 27,015,606 | 23,015,020 |

| Narcotics Fund | FY 2015 Actual | FY 2016 Estimated | 2017 Proposed |
|-----------------------------|---------------------------|------------------------------|--------------------------|
| Police Narcotics | \$552,046 | \$678,114 | \$131,059 |
| Internal Transfers | 0 | 0 | 0 |
| Total Appropriations | 552,046 | 678,114 | 131,059 |
| Surplus/(Deficit) | 28,830 | (10,241) | (51,059) |
| Ending Fund Balance | 83,295 | 73,054 | 21,995 |

| LAMTPO Fund | FY 2015 Actual | FY 2016 Estimated | 2017 Proposed |
|---------------------------------|---------------------------|------------------------------|--------------------------|
| Transportation Planning Admin. | \$216,865 | \$396,308 | \$328,854 |
| Section 5303 Admin and Programs | 8,041 | 0 | 0 |
| Internal Transfers | 0 | 0 | 0 |
| Total Appropriations | 224,906 | 396,308 | 328,854 |
| Surplus/(Deficit) | 33,026 | (254,154) | 0 |
| Ending Fund Balance | 488,646 | 234,492 | 234,492 |

| Solid Waste Fund | FY 2015 Actual | FY 2016 Estimated | 2017 Proposed |
|-----------------------------|---------------------------|------------------------------|--------------------------|
| Sanitation | \$1,405,503 | \$1,404,602 | \$1,438,341 |
| Recycling | 190,202 | 210,176 | 261,263 |
| Debt Service | 34,215 | 34,025 | 33,083 |
| Internal Transfers | 0 | 0 | 0 |
| Total Appropriations | 1,629,920 | 1,648,803 | 1,732,687 |
| Surplus/(Deficit) | 26,706 | 114,695 | (137,687) |
| Ending Fund Balance | 230,012 | 344,707 | 207,020 |

| Storm Water Fund | FY 2015 Actual | FY 2016 Estimated | 2017 Proposed |
|-----------------------------|---------------------------|------------------------------|--------------------------|
| Drainway Maintenance | \$406,244 | \$2,005,369 | \$542,797 |
| Storm Water Admin. | 272,240 | 254,300 | 393,231 |
| Debt Service | 127,108 | 362,416 | 348,638 |
| Depreciation | 217,744 | 217,744 | 218,386 |
| Total Appropriations | 1,023,336 | 2,839,829 | 1,503,052 |
| Surplus/(Deficit) | 258,107 | (1,494,750) | 1,948 |
| Ending Fund Balance | 3,838,115 | 2,343,365 | 2,345,313 |

SECTION 3: At the end of the current fiscal year the governing body estimates balances/ (deficits) as follows:

| | |
|--------------|---------------|
| General Fund | \$ 27,015,606 |
| Narcotics | \$ 73,054 |
| LAMTPO | \$ 234,492 |
| Solid Waste | \$ 344,707 |
| Storm Water | \$ 2,343,365 |

SECTION 4: That the governing body recognizes that the municipality has bonded and other indebtedness as follows:

| Bonded or Other Indebtedness | Debt Principal | Interest Requirements | Debt Authorized and Unissued | Principal Outstanding at June 30 |
|------------------------------|----------------|-----------------------|------------------------------|----------------------------------|
| Bonds | \$208,884 | \$135,156 | \$0 | \$4,373,650 |
| Notes | \$335,000 | \$54,632 | \$0 | \$2,660,000 |
| Capital Leases | \$0 | \$0 | \$0 | \$0 |
| Other Debt | \$893,300 | \$708,356 | \$0 | \$15,259,909 |

SECTION 5: During the coming fiscal year the governing body has planned capital projects and proposed funding as follows:

| Proposed Capital Projects | Proposed Amount Financed by Appropriations | Proposed Amount Financed by Debt |
|---------------------------|--|----------------------------------|
| \$7,582,585 | \$7,582,585 | \$0 |

SECTION 6: No appropriation listed above may be exceeded without an amendment of the budget ordinance as required by the Municipal Budget Law of 1982 T.C.A. Section 6-56-208. In addition, no appropriation may be made in excess of available funds except to provide for an actual emergency threatening the health, property or lives of the inhabitants of the municipality and declared by a two-thirds (2/3) vote of at least a quorum of the governing body in accord with Section 6-56-205 of the *Tennessee Code Annotated*.

SECTION 7: Money may be transferred from one appropriation to another in the same fund by the City Administrator, subject to such limitations and procedures as set in the Section 6-56-209 of the *Tennessee Code Annotated*. Any resulting transfers shall be reported to the governing body at its next regular meeting and entered into the minutes.

SECTION 8: A detailed financial plan will be attached to this budget and become part of this budget ordinance. In addition, the published operating budget and budgetary comparisons shown by fund with beginning and ending fund balances and the number of full time equivalent employees required by Section 6-56-206, *Tennessee Code Annotated* will be attached.

SECTION 9: If for any reason a budget ordinance is not adopted prior to the beginning of the next fiscal year, the appropriations in this budget ordinance shall become the appropriations for the next fiscal year until the adoption of the new budget ordinance in accordance with Section 6-56-210, *Tennessee Code Annotated* provided sufficient revenues are being collected to support the

continuing appropriations for no longer than 60 days after the end of the fiscal year. Approval of the Director of the Office of State and Local Finance in the Comptroller of the Treasury for a continuation budget will be requested if any indebtedness is outstanding.

SECTION 10: There is hereby levied a property tax of \$1.20 per \$100 of assessed value on all real and personal property.

SECTION 11: All unencumbered balances of appropriations remaining at the end of the fiscal year shall lapse and revert to the respective fund balances.

SECTION 12: This ordinance shall take effect July 1, 2016, the public welfare requiring it.

Mayor

SEAL

ATTESTED:

City Clerk

Fund Summaries

All Funds

| | | FY 2017 | | | | | |
|---|--|----------------|------------|-------------|--------------|--------------|-----------------|
| | | General | LAMPTO | Narcotics | Storm Water | Solid Waste | All Funds Total |
| Revenues: | | | | | | | |
| | Property Tax | \$ 10,510,000 | \$ - | \$ - | \$ - | \$ - | \$ 10,510,000 |
| | Local Option Sales Tax | \$ 12,025,000 | \$ - | \$ - | \$ - | \$ - | \$ 12,025,000 |
| | Other Local Taxes | \$ 4,630,722 | \$ - | \$ - | \$ - | \$ - | \$ 4,630,722 |
| | Licenses, Permits & Fees | \$ 1,831,000 | \$ - | \$ 80,000 | \$ - | \$ - | \$ 1,911,000 |
| | Use of Money & Property | \$ 338,500 | \$ - | \$ - | \$ 5,000 | \$ - | \$ 343,500 |
| | Service Charges & Fees | \$ 128,000 | \$ - | \$ - | \$ 1,500,000 | \$ 1,365,000 | \$ 2,993,000 |
| | Intergovernmental | \$ 6,604,997 | \$ 328,854 | \$ - | \$ - | \$ - | \$ 6,933,851 |
| Total Revenues: | | \$ 36,068,219 | \$ 328,854 | \$ 80,000 | \$ 1,505,000 | \$ 1,365,000 | \$ 39,347,073 |
| Expenditures/Expenses | | | | | | | |
| | General Administration | \$ 2,703,179 | \$ - | \$ - | \$ 393,231 | \$ - | \$ 3,096,410 |
| | Public Safety | \$ 16,081,208 | \$ - | \$ 131,059 | \$ - | \$ - | \$ 16,212,267 |
| | Public Works, Streets and Transportation | \$ 8,198,509 | \$ - | \$ - | \$ 542,797 | \$ 1,699,604 | \$ 10,440,910 |
| | Parks & Recreation | \$ 2,149,105 | \$ - | \$ - | \$ - | \$ - | \$ 2,149,105 |
| | Civic Support | \$ 1,450,169 | \$ - | \$ - | \$ - | \$ - | \$ 1,450,169 |
| | Airport | \$ 1,168,906 | \$ - | \$ - | \$ - | \$ - | \$ 1,168,906 |
| | Community & Economic Development | \$ 2,383,623 | \$ 328,854 | \$ - | \$ - | \$ - | \$ 2,712,477 |
| | Debt Service | \$ 2,054,106 | \$ - | \$ - | \$ 348,638 | \$ 33,083 | \$ 2,435,827 |
| | Other | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |
| | Depreciation | \$ - | \$ - | \$ - | \$ 218,386 | \$ - | \$ 218,386 |
| Total Expenditures/Expenses | | \$ 36,688,805 | \$ 328,854 | \$ 131,059 | \$ 1,503,052 | \$ 1,732,687 | \$ 40,384,457 |
| Transfers (To) From: | | | | | | | |
| | General Fund | \$ - | \$ - | \$ - | \$ - | \$ 230,000 | \$ 230,000 |
| | Solid Waste Fund | \$ (230,000) | \$ - | \$ - | \$ - | \$ - | \$ (230,000) |
| | Capital Projects Fund | \$ (3,150,000) | \$ - | \$ - | \$ - | \$ - | \$ (3,150,000) |
| Net Transfers | | \$ (3,380,000) | \$ - | \$ - | \$ - | \$ 230,000 | \$ (3,150,000) |
| Net Increase (Decrease) in Fund Reserves | | \$ (4,000,586) | \$ - | \$ (51,059) | \$ 1,948 | \$ (137,687) | \$ (4,187,384) |

General Fund

CITY OF MORRISTOWN GENERAL FUND FY 2017 Budget

| | <i>FY 2015 Actual</i> | <i>FY 2016 Budget</i> | <i>FY 2016 Projected</i> | <i>FY 2017 Budget</i> |
|---|----------------------------------|----------------------------------|-------------------------------------|----------------------------------|
| REVENUES | | | | |
| Total Taxes | 25,118,815 | 24,405,466 | 26,231,355 | 27,165,722 |
| Total Licenses, Permits and Fees | 2,087,135 | 1,304,500 | 1,952,050 | 1,831,000 |
| Total Use of Money and Property | 525,203 | 436,187 | 1,512,831 | 397,687 |
| Total Service Charges and Fees | 129,851 | 148,000 | 128,246 | 128,000 |
| Total Intergovernmental Revenues | 6,866,289 | 6,748,050 | 9,267,171 | 6,545,810 |
| Total Revenues | 34,727,293 | 33,042,203 | 39,091,653 | 36,068,219 |
| EXPENDITURES | | | | |
| Total General Government | 5,063,666 | 4,931,492 | 4,678,900 | 5,086,802 |
| Total Public Safety | 15,122,516 | 16,621,281 | 14,684,277 | 16,081,208 |
| Total Public Works | 6,216,832 | 7,162,250 | 9,621,584 | 8,198,509 |
| Total Parks and Recreation | 2,024,368 | 2,042,434 | 2,012,548 | 2,149,105 |
| Total Civic Support | 1,341,977 | 1,625,015 | 2,211,431 | 1,450,169 |
| Total Miscellaneous | 1,293,544 | 2,367,962 | 2,052,417 | 1,668,906 |
| Total General Fund Debt Service | 1,402,512 | 1,784,390 | 1,485,841 | 2,054,106 |
| Total Expenditures | 32,465,415 | 36,534,824 | 36,746,998 | 36,688,805 |
| Other Financing Sources (Uses) | | | | |
| Narcotics Transfer (Out) | (483,218) | (468,623) | (568,623) | 0 |
| Solid Waste Transfer (Out) | (300,000) | (400,000) | (400,000) | (230,000) |
| Transfer to Capital Project | 0 | 0 | (1,375,000) | (3,150,000) |
| Bond Proceeds | 0 | 1,300,000 | 0 | 0 |
| Total Other Financing Sources (Uses) | (783,218) | 385,527 | (2,343,623) | (3,380,000) |
| Net Change in Fund Balance | 1,478,660 | (3,107,094) | 1,032 | (4,000,586) |
| Beginning Fund Balance | 25,535,914 | 12,440,290 | 27,014,574 | 27,015,606 |
| Ending Fund Balance | 27,014,574 | 10,033,196 | 27,015,606 | 23,015,020 |

Solid Waste Fund

CITY OF MORRISTOWN SOLID WASTE FUND FY 2017 Budget

| | <i>FY 2015 Actual</i> | <i>FY 2016 Budget</i> | <i>FY 2016 Projected</i> | <i>FY 2017 Budget</i> |
|-----------------------------------|----------------------------------|----------------------------------|-------------------------------------|----------------------------------|
| REVENUES | | | | |
| Solid Waste Fees | \$1,356,626 | \$1,392,000 | \$1,363,498 | \$1,365,000 |
| Transfer From General Fund | 300,000 | 400,000 | 400,000 | 230,000 |
| Total Revenues | <i>1,656,626</i> | <i>1,792,000</i> | <i>1,763,498</i> | <i>1,595,000</i> |
| EXPENDITURES | | | | |
| Sanitation | 1,405,503 | 1,487,496 | 1,404,602 | 1,438,341 |
| Recycling | 190,202 | 229,531 | 210,176 | 261,263 |
| Debt Service | 34,215 | 33,489 | 34,025 | 33,083 |
| Total Expenditures | <i>1,629,920</i> | <i>1,750,516</i> | <i>1,648,803</i> | <i>1,732,687</i> |
| Net Change in Fund Balance | 26,706 | 41,484 | 114,695 | (137,687) |
| Beginning Fund Balance | 203,306 | 393,992 | 230,012 | 344,707 |
| Ending Fund Balance | \$230,012 | \$435,476 | \$344,707 | \$207,020 |

Stormwater Fund

CITY OF MORRISTOWN STORMWATER FUND FY 2017 Budget

| | <i>FY 2015 Actual</i> | <i>FY 2016 Budget</i> | <i>FY 2016 Projected</i> | <i>FY 2017 Budget</i> |
|--|----------------------------------|----------------------------------|-------------------------------------|----------------------------------|
| OPERATING REVENUES | | | | |
| Storm Water Utility Fees | \$1,276,063 | \$1,506,799 | \$1,338,314 | \$1,500,000 |
| Total Operating Revenues | <u>1,276,063</u> | <u>1,506,799</u> | <u>1,338,314</u> | <u>1,500,000</u> |
| OPERATING EXPEDITURES | | | | |
| Drain Way Maintenance | 406,244 | 2,243,082 | 2,005,369 | 542,797 |
| Storm Water Management | 272,240 | 378,210 | 254,300 | 393,231 |
| Debt Service | 127,108 | 354,900 | 362,416 | 348,638 |
| Depreciation | 217,744 | 141,536 | 217,744 | 218,386 |
| Total Operating Expenditures | <u>1,023,336</u> | <u>3,117,728</u> | <u>2,839,829</u> | <u>1,503,052</u> |
| Operating Income (loss) before contributions | 252,727 | (1,610,929) | (1,501,515) | (3,052) |
| Non-Operating Activities | | | | |
| Interest Earnings | 5,380 | 0 | 6,765 | 5,000 |
| Transfer to General Fund | 0 | (29,187) | 0 | 0 |
| Total Non-Operating Activities | <u>5,380</u> | <u>(29,187)</u> | <u>6,765</u> | <u>5,000</u> |
| Change in Net Assets | 258,107 | (1,640,116) | (1,494,750) | 1,948 |
| Net Assets - Beginning | 3,580,008 | 3,111,622 | 3,838,115 | 2,343,365 |
| Net Assets - Ending | <u>\$3,838,115</u> | <u>\$1,471,506</u> | <u>\$2,343,365</u> | <u>\$2,345,313</u> |

Narcotics Fund

CITY OF MORRISTOWN NARCOTICS FUND FY 2017 Budget

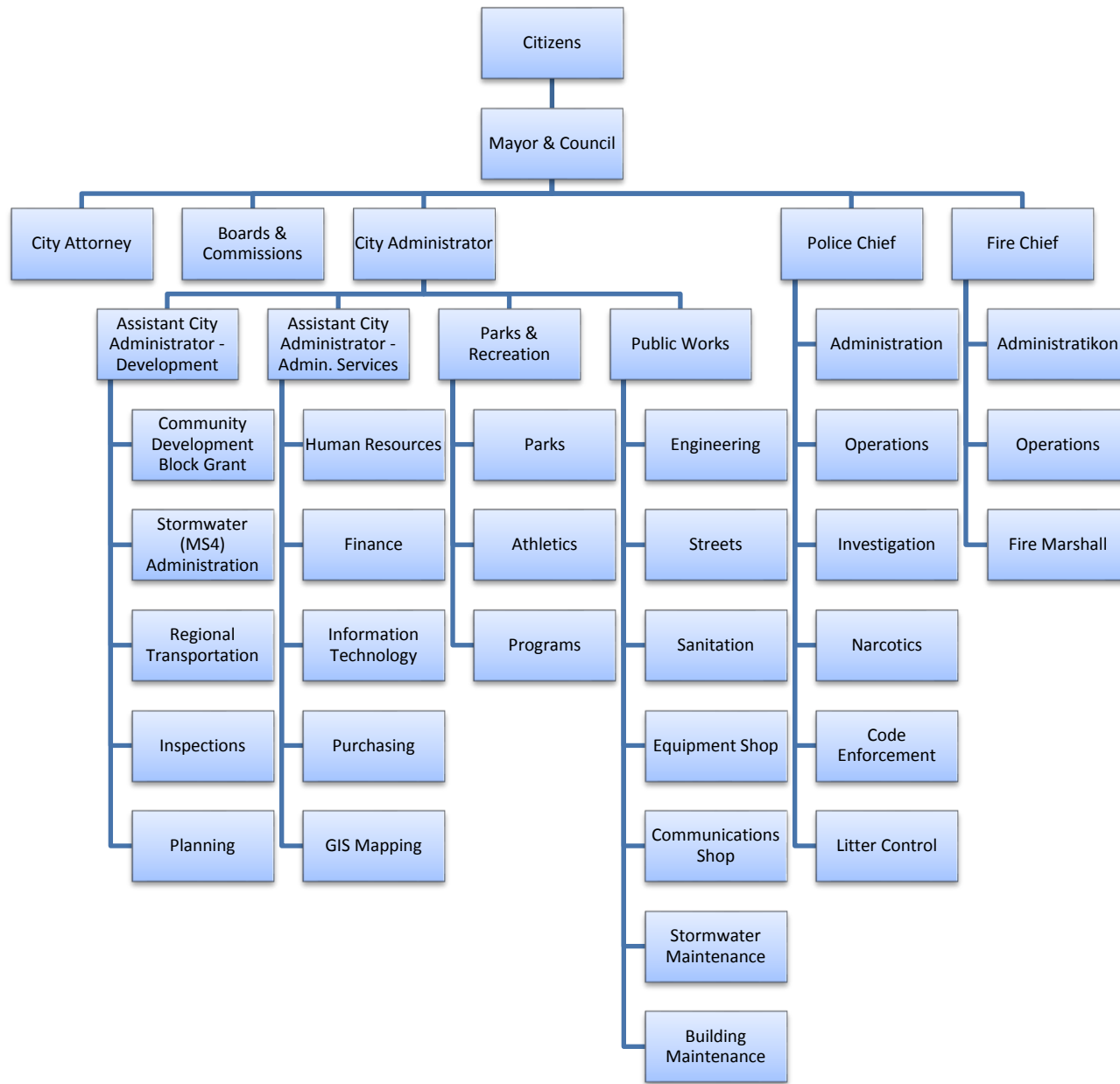
| | <i>FY 2015 Actual</i> | <i>FY 2016 Budget</i> | <i>FY 2016 Projected</i> | <i>FY 2017 Budget</i> |
|-----------------------------------|----------------------------------|----------------------------------|-------------------------------------|----------------------------------|
| REVENUES | | | | |
| Program Income | \$97,658 | \$126,948 | \$99,250 | \$80,000 |
| Transfer From General Fund | 483,218 | 468,623 | 568,623 | - |
| Total Revenues | 580,876 | 595,571 | 667,873 | 80,000 |
| EXPENDITURES | | | | |
| Narcotics Enforcement | 552,046 | 595,571 | 678,114 | 131,059 |
| Total Expenditures | 552,046 | 595,571 | 678,114 | 131,059 |
| Net Change in Fund Balance | 28,830 | (0) | (10,241) | (51,059) |
| Beginning Fund Balance | 54,465 | 117,810 | 83,295 | 73,054 |
| Ending Fund Balance | 83,295 | 117,810 | 73,054 | 21,995 |

LAMTPO Fund

CITY OF MORRISTOWN LAMTPO FUND FY 2017 Budget

| | <i>FY 2015 Actual</i> | <i>FY 2016 Budget</i> | <i>FY 2016 Projected</i> | <i>FY 2017 Budget</i> |
|--|----------------------------------|----------------------------------|-------------------------------------|----------------------------------|
| REVENUES | | | | |
| ETHRA Reimbursements | \$ - | \$ 216,009 | \$ - | \$ 175,908 |
| City Revenues | 45,130 | 45,850 | 45,850 | 65,771 |
| Federal Grants | - | - | - | - |
| State Grants | 8,193 | 16,629 | 22,100 | - |
| Transportation Planning Reimbursements | 74,912 | - | 72,884 | 87,175 |
| Section 5307 Reimbursements | 129,697 | - | - | - |
| Other County Revenue | - | 10,000 | 1,320 | - |
| Total Revenues | 257,932 | 288,488 | 142,154 | 328,854 |
| EXPENDITURES | | | | |
| Transportation Planning Administration | 216,865 | 270,011 | 396,308 | 328,854 |
| Section 5307 Admin. And Programs | - | - | - | - |
| Section 5303 Admin.and Programs | 8,041 | 18,477 | - | - |
| Total Expenditures | 224,906 | 288,488 | 396,308 | 328,854 |
| Net Change in Fund Balance | 33,026 | - | (254,154) | - |
| Beginning Fund Balance | 455,620 | 430,820 | 488,646 | 234,492 |
| Ending Fund Balance | 488,646 | 430,820 | 234,492 | 234,492 |

City – Wide Organization Chart



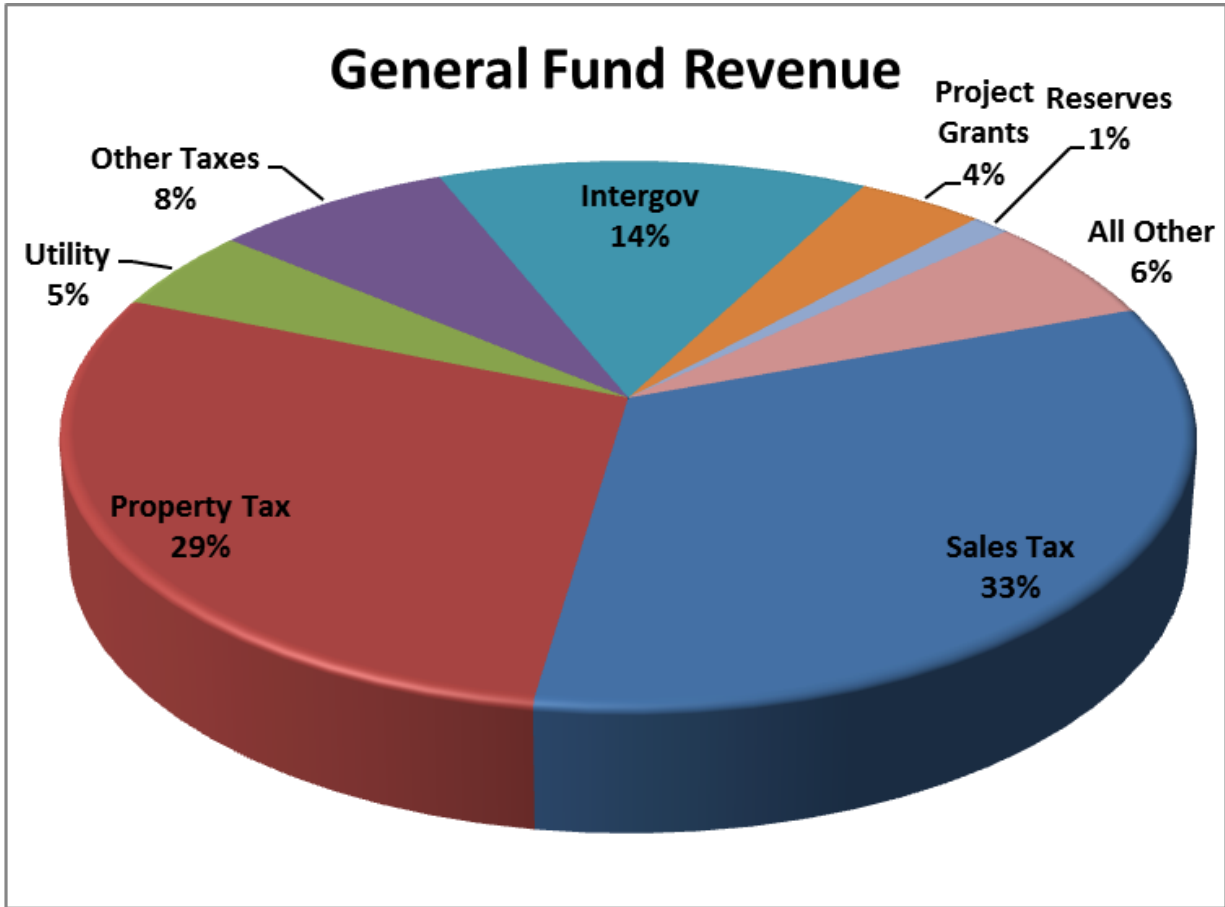
GENERAL FUND



Cherokee Lake Overlook

Revenue Analysis

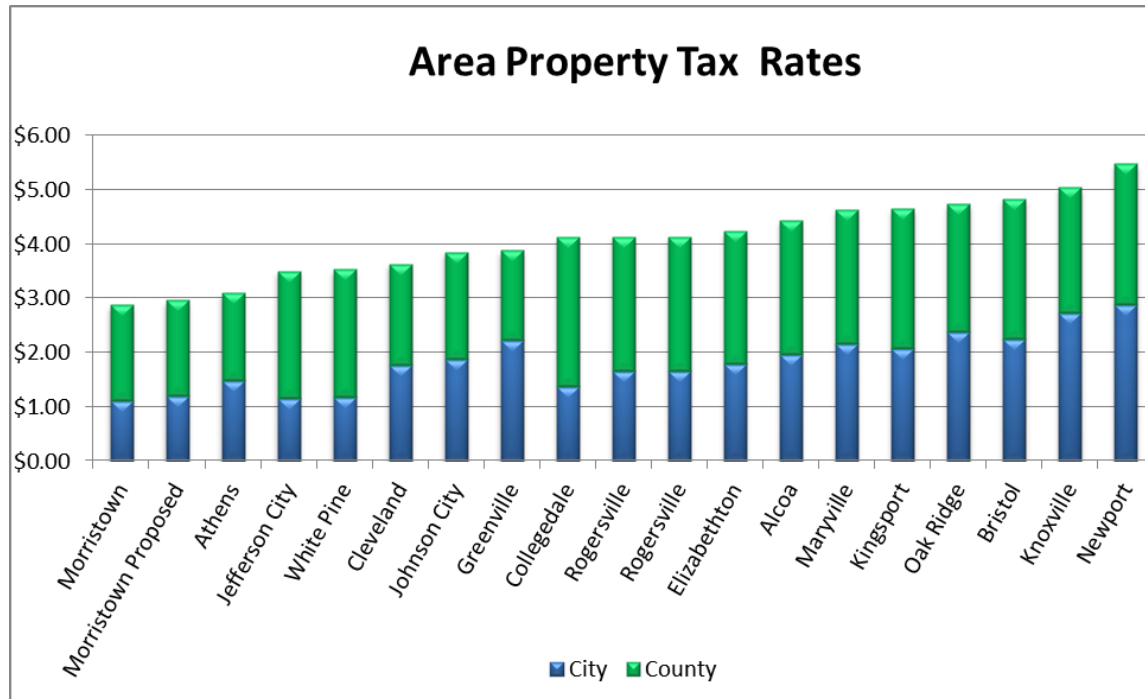
The overall growth in recurring revenues is highlighted by a significant increase in sales taxes, showing the overall strength of the local economy and increasing our reliance on this source of income. The in lieu of tax payment from the Morristown Utility System (MUS) has grown to 5% of total revenue with their acquirement of the wastewater utility. Also of note in this year's income are one time State grants for improvements at the airport and the greenway along Turkey Creek. There is a very small use of reserves to purchase a variety of equipment replacing part of our aging fleet.



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

Taxes:

Property Taxes:

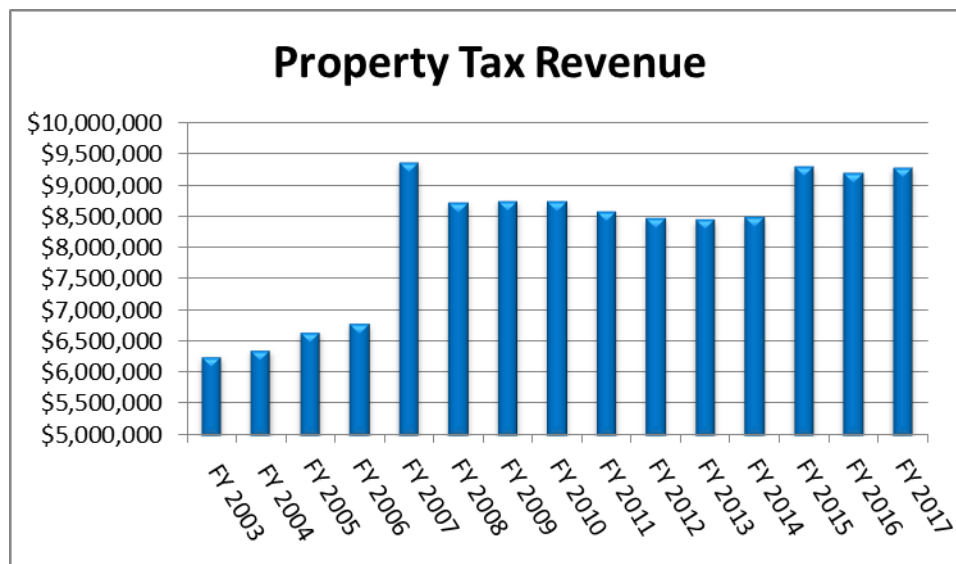


Source: Tennessee State Board of Equalization

As can be seen from the chart above, property tax rates in Morristown are the lowest in the region. For purposes of comparison, the combined City and County tax rates are shown. Some school systems are operated by Cities and others by Counties. The combined rates offer a clearer picture of the total tax levy on citizens. There is a property tax rate increase proposed with the FY 17 budget to support capital projects and an increased paving program. Even with this proposed increase, Morristown / Hamblen county rates are the lowest in the area.



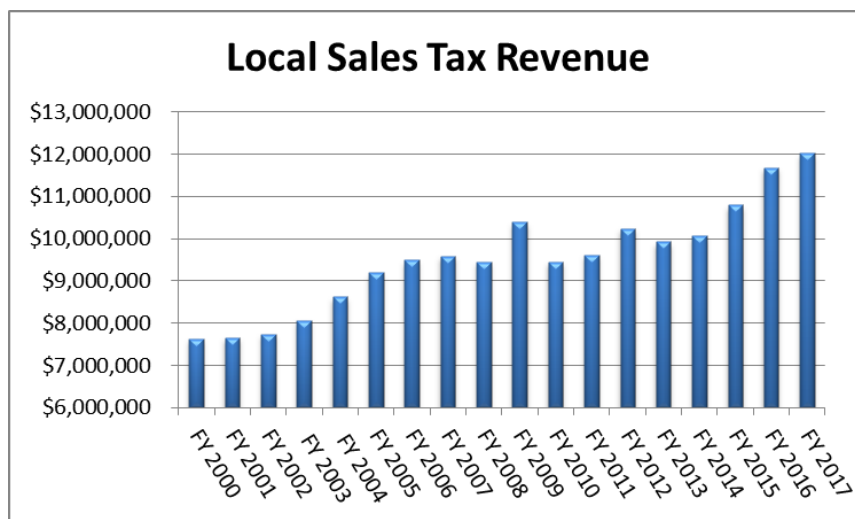
Property tax rates were increased in FY 07 and reduced in FY 08 after passage of the sales tax rate referendum. The tax rate remained constant until FY 2016 when the rate was increased with the county-wide reassessment. State law provides that the rate is adjusted to remain revenue neutral in years when the values increase the rate is reduced. Since the reassessment reflected the impact of the recession, values decreased and our tax rate was increased in order generate the same revenue generated in the prior year. With the FY 17 budget we propose to increase the tax rate by 9 cents to provide for needed paving and capital projects.



Revenue collections fell from FY 11 through FY 13 with the recession and the closing of the Berkline furniture plant. Revenues showed modest growth in FY 14. Increased development activity in both commercial and industrial sectors has brought about healthy growth in recent years. It should be noted that incentive programs such as Tax increment financing (TIF) payments for major commercial developments and PILOT (Payment-in-Lieu-of-Tax) programs for industrial projects partially offset this growth in revenue. The cost of these programs is shown as an expense in the special appropriations section of the budget. The proposed increase in the tax rate will result in new revenue of about \$750,000 above the growth of property tax revenue from development.

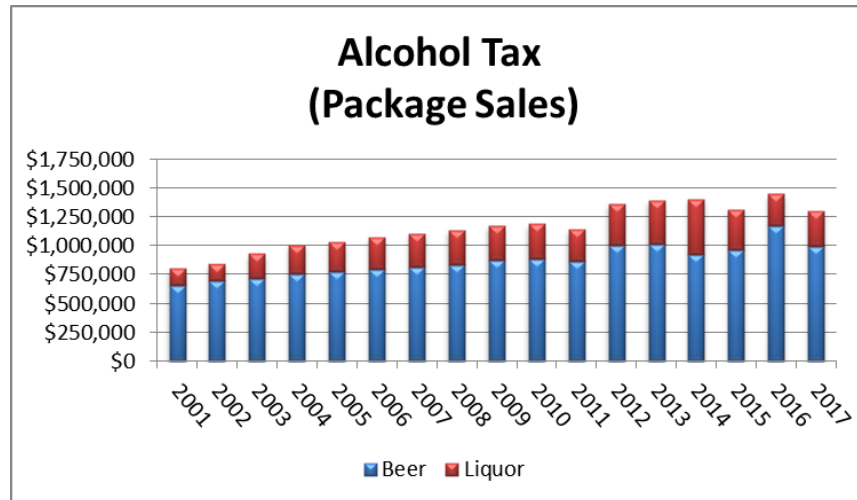
Local Sales Tax:

One of the major sources of revenue for the General Fund is the local sales tax. A cursory review of sales tax collections might lead one to conclude that the period from fiscal year 2008 through 2013 was extremely volatile. In order to assess sales taxes, one must take into account several factors. First, the national recession saw retail sales fall across the nation. A second factor is that some of the surrounding jurisdictions developed shopping centers competing with Morristown's position as a regional hub. In FY 2009 the City passed a referendum increasing 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 along with national and regional economic conditions, sales activity is a little clearer.



The City was experiencing 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 11, the trend of decline turned and actual collections surpassed FY 10 collections. In the spring of 2011, Berkline announced that they were ceasing production in Morristown; 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 actually grew by nearly 5%. Despite a stronger local economy, collections for FY 13 declined. The major traffic disruption from two highway renovation projects on the highway 25E corridor hampered retail activity in the eastern commercial area. In FY 14, the disruption from construction activity bottomed and there was a slight increase. Development of major retail centers have helped spur significant growth and helped reinforce our role as a regional hub of commercial activity since that time.

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, 13 & 14 but declined again in FY 15. Even with growth in FY 16, we continue to conservatively project collections.

Hotel / Motel Tax:

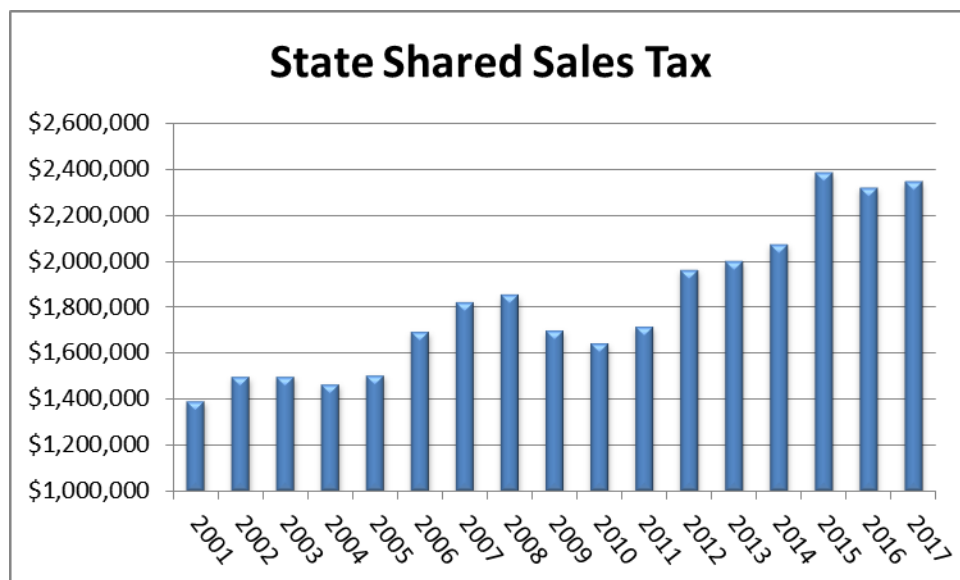


A portion of these receipts is dedicated to tourism promotion and the programs to improve the historic downtown. Receipts from the lodging tax were historically increasing due to construction of additional rooms and robust economic activity. In the recession years we saw a decline in these receipts. 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 situation. One of these was to seek approval to increase the cap on the lodging tax rate from 5% to 7%. The State Legislature approved the measure, allowing City Council to increase the rate in FY 11. After the rate increase, revenue has grown reflecting a more active local economy and the success of efforts to attract visitors to our area. The decline in revenue for FY 17 is more a function of conservative forecasting than a decline in activity.

Intergovernmental Revenues:

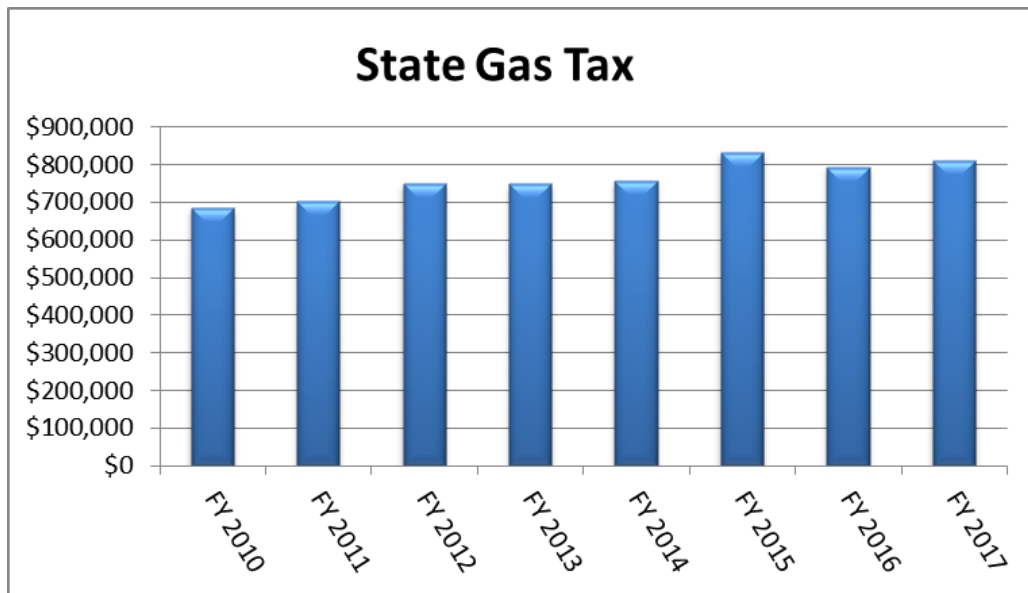
State Sales Tax:

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 2012 exceeded prerecession levels. In 2013 and 14, we saw stabilization which fell short of the State’s projected growth rate. There was a healthy rebound in 2015, but in order to be conservative, we project FY17 collections based on the long term trend.



State Gas Tax:

This State revenue is shared with localities based on population. Collections fluctuate with the amount of fuel sold. Changes such as increases cost per gallon and more efficient vehicles impact these collections. In recognition of the potential for market conditions to impact sales, the budget for FY 17 reflects little change.



Community Development Block Grant:

Previously the Federal Housing and Urban Development CDBG program was accounted for in a separate fund. Beginning with FY 17, these activities are reflected in the General Fund. The apparent increase for community development block grant and ESG grant is due to this change in accounting.

Capital Project Grants:

Several areas of revenue reflect State and federal grants relating to capital projects. These projects typically span over multiple fiscal years. The anticipated revenue for these projects in FY 17 includes:

- Airport grant - \$ 926,820 – continuation of improvements at the Morristown regional airport
- Other State Revenue - \$ 500,000 grant support for two projects 1) a safe route to school project at Lincoln school and 2) a regional wayfinding signage system
- Greenway grant - \$80,000 – State funding for extension of the greenway along turkey creek.

Bond Proceeds:

In FY 16, we planned to issue a note for the replacement of an outdated ladder truck for the Fire Department. During the course of the year, it was determined that the note would not be required and the vehicle will be paid from assigned fund balance.

We anticipate a bond issue late in the fiscal year to construct capital projects but the amount will be determined following the design phase. Council will determine the scope, timing and financing of these projects following additional study.

Revenue Detail

| Description | | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|-------------|-------------------------------------|--------------|----------------|-----------------|----------------|
| 31100 | PROPERTY TAX - CURRENT YEAR | 9,319,187 | 8,835,000 | 9,225,504 | 10,050,000 |
| 31200 | PROPERTY TAX - DEL. CURRENT YEAR | 244,040 | 220,000 | 249,490 | 240,000 |
| 31300 | PROPERTY TAX-INTEREST & PENALTY | 127,695 | 85,000 | 113,007 | 110,000 |
| 31400 | PROPERTY TAX-Prior Year(s) | 160,554 | 120,000 | 109,286 | 110,000 |
| 31500 | IN LIEU TAX- MUS | 1,633,383 | 1,532,540 | 1,768,811 | 1,780,722 |
| 31550 | TV CABLE FRANCHISE | 332,256 | 275,000 | 319,420 | 300,000 |
| 31560 | NATURAL GAS FRANCHISE | 393,918 | 400,000 | 272,348 | 300,000 |
| 31600 | LOCAL OPTION SALES TAX | 10,793,398 | 10,870,000 | 11,674,822 | 12,025,000 |
| 31710 | LOCAL BEER TAX 17% | 966,986 | 976,899 | 1,170,400 | 1,000,000 |
| 31720 | ST_TN- WHOLESALE LIQUOR TAX | 349,287 | 320,000 | 278,568 | 300,000 |
| 31800 | BUSINESS TAX- GROSS RECEIPTS | 958,795 | 921,027 | 973,004 | 950,000 |
| 31920 | LOCAL HOTEL & MOTEL TAX | 565,490 | 525,000 | 668,463 | 600,000 |
| 31930 | CITY LITIGATION TAX | 12,906 | - | 59,845 | - |
| 32215 | LICENSE- BEER | 15,580 | 15,000 | 19,210 | 15,000 |
| 32610 | PERMITS- BUILDING | 206,388 | 130,000 | 212,498 | 200,000 |
| 32620 | PERMITS- ELECTRIC | 19,134 | 15,000 | 25,967 | 15,000 |
| 32630 | PERMITS- PLUMBING | 16,663 | 11,000 | 23,735 | 11,000 |
| 32640 | PERMITS- GAS | 5,587 | 3,500 | 5,894 | 5,000 |
| 32650 | PERMITS- DEVELOPMENT FEES | 15,198 | 5,000 | 4,059 | 5,000 |
| 32660 | PERMITS- SIDEWALKS | - | 4,000 | - | 4,000 |
| 32670 | PERMITS- SIGNS | 8,737 | - | 9,170 | 5,000 |
| 32720 | SERVER PERMITS | - | 8,000 | - | 8,000 |
| 32730 | PERMITS-FARMERS MARKET | - | 1,000 | - | 1,000 |
| 33110 | COMMUNITY DEVELOPMENT BLOCK GRANT | - | - | - | 414,592 |
| 33120 | ESG GRANT | - | - | - | 54,398 |
| 33180 | OTHER FEDERAL GRANTS | - | - | - | 200,000 |
| 33195 | USDA-SUMMER FEEDING PROGRAM | 41,948 | 90,000 | 92,855 | - |
| 33290 | FEMA | - | - | 56,759 | - |
| 33320 | ST_TN- TVA REPLACEMENT TAX | 337,702 | 332,050 | 341,923 | 340,750 |
| 33510 | ST_TN- SALES TAX | 2,387,650 | 2,189,500 | 2,322,844 | 2,349,000 |
| 33515 | ST_TN- TELECOMMUNICATIONS TAX | 3,488 | 2,300 | 2,711 | 2,300 |
| 33520 | ST_TN- HALL INCOME TAX | 349,118 | 135,000 | 300,000 | 250,000 |
| 33530 | ST_TN- BEER TAX | 13,935 | 14,500 | 14,227 | 14,500 |
| 33540 | ST_TN- MIXED DRINK TAX | 41,645 | - | 46,555 | 40,000 |
| 33551 | ST_TN- GASOLINE & MOTOR FUEL TAX | 832,416 | 761,250 | 792,908 | 812,000 |
| 33552 | ST_TN- STATE PTS TAX | 69,379 | 59,450 | 59,278 | 59,450 |
| 33580 | ST_TN_TDOT_STREETS | 311,720 | - | 2,585,640 | - |
| 33585 | ST_TN- TDOT-AIRPORT GRANT | 773,926 | 1,680,000 | 1,563,500 | 926,820 |
| 33590 | ST_TN- OTHER STATE REVENUE | 8,516 | 500,000 | 14,283 | 500,000 |
| 33593 | ST_TN- EXCISE TAX | 10,247 | 10,000 | 9,455 | 10,000 |
| 33596 | ST_TN- AIRPORT MAINT GRANT | 8,462 | 20,000 | 8,379 | 10,000 |
| 33602 | ST_TN_COPS_MORE_GRANT | - | 100,000 | - | - |
| 33603 | PUBLIC SAFETY INSERVICE | 149,385 | 50,000 | 97,605 | 100,000 |
| 33604 | FED-DEPT OF JUSTICE GRANT | 20,787 | - | 6,848 | - |
| 33607 | ST_TN- POLICE DEPT GRANTS | 5,662 | - | 5,807 | - |
| 33608 | ST_TN- PUBLIC WORKS GRANTS | 1,740 | - | 3,933 | - |
| 33609 | ST_TN- PARK & REC GRANTS | 2,503 | - | - | - |
| 33611 | ST_TN- FAST TRACK GRANT | - | - | 428,000 | - |
| 33614 | ST_TN_GOVERNOR_HIGHWAY_SAFETY_GRANT | 12,040 | - | 13,179 | - |
| 33617 | ST_TN- GREENWAY GRANT | 1,110,958 | 400,000 | 756 | 80,000 |

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|--------------|----------------|-----------------|----------------|
| 33623 ST_TN-FARMERS MARKET | 1,320 | 22,000 | 121,900 | - |
| 33660 TML GRANTS | 2,000 | 2,000 | 2,600 | 2,000 |
| 33800 COUNTY REVENUE | 369,742 | 380,000 | 375,226 | 380,000 |
| 33840 NON_REV- FUND BALANCE APPROPRIATED | - | 700,000 | - | - |
| 34610 LOCAL MATCH-PRIV. BUSINESS | - | - | 451,354 | - |
| 34700 RECREATIONAL FEES | 122,880 | 145,000 | 124,291 | 125,000 |
| 34710 R_C PARK & REC DONATIONS | 560 | 10,000 | 48,483 | - |
| 34720 DONATIONS | - | - | 400 | - |
| 34740 DONATIONS - POLICE | 1,622 | - | - | - |
| 34770 DONATIONS FIRE DEPT | 229 | - | - | - |
| 35110 PD- NON-MOVING VIOLATIONS CITY COURT FINES | 531,417 | - | 399,515 | 525,000 |
| 35115 REDFLEX CITATIONS | 438,941 | 350,000 | 502,907 | 350,000 |
| 35120 SEX OFFENDER REG FEE | 3,600 | 3,000 | 3,300 | 3,000 |
| 35130 POLICE REPORTS | 3,101 | 2,000 | 1,455 | 2,000 |
| 35140 DOCVIEW REPORTS | 270 | 1,000 | - | 1,000 |
| 35150 PD- MOVING TRAFFIC VIOLATIONS DUI FINES | 86,810 | 84,000 | 94,182 | 84,000 |
| 35190 FEES AND COMMISSIONS | 21,571 | - | 37,011 | 30,000 |
| 36110 FIRE_DEPT_CHARGE_FOR_SERVICE | 3,600 | - | 2,500 | - |
| 36120 INTEREST- INVESTMENTS | 22,641 | 5,000 | 45,444 | 25,000 |
| 36210 LEASE/RENTAL CITY PROPERTY | 160,591 | 175,000 | 46,500 | 46,500 |
| 36230 PROGRAM INCOME-AIRPORT | 149,101 | 100,000 | 150,433 | 150,000 |
| 36300 NON_REV- SALE- REAL ESTATE | - | - | 8,875 | - |
| 36310 SALE OF LAND | 43,023 | - | - | - |
| 36320 SALE OF BUILDING | - | - | 180,000 | - |
| 36360 GAIN ON SALE OF PROPERTY | 43,803 | - | - | - |
| 36400 JUDGEMENTS AND RESTITUTION | 245 | - | 1,382 | - |
| 36700 OTHER MISCELLANEOUS REVENUE | 37,655 | 117,000 | 99,575 | 117,000 |
| 36720 INSURANCE REIMBURSEMENTS/CUSTOMER REIMB. | 9,742 | - | 96,882 | - |
| 36730 WORKERS COMPENSATIONS INSURANCE REFUND | 5,167 | - | 17,305 | - |
| 36740 DRIVER_LICENSE_VERIFICATION | 66 | - | - | - |
| 36850 BOND PROCEEDS | - | 1,300,000 | - | - |
| 37820 STORM WATER TRANSFER ADMIN & IN-LIEU | 29,187 | 29,187 | 29,187 | 29,187 |
| 37880 TRANSFER FROM LAMTPO | - | - | 300,000 | - |
| Total Revenue & NON-REVENUE FUNDS | 34,727,293 | 35,042,203 | 39,091,653 | 36,068,219 |

Expenses by Department

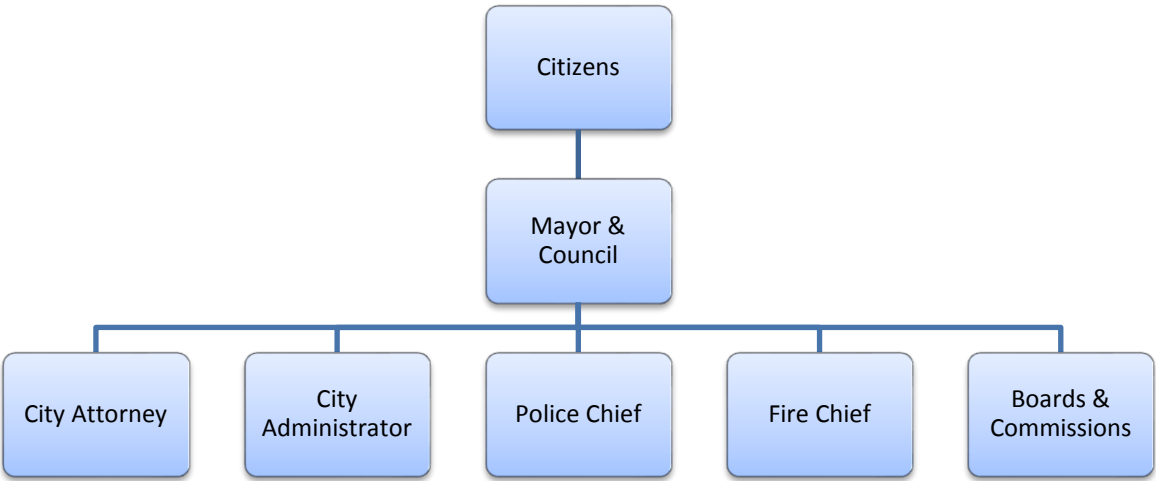
| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|--------------|----------------|-----------------|----------------|
| <i>101 General Fund</i> | | | | |
| 41100 - City Council SUBTOTAL | 150,070 | 265,986 | 188,838 | 276,197 |
| 41110 - Council Elections SUBTOTAL | 16,814 | 16,000 | - | 17,655 |
| 41200 - City Administrator's SUBTOTAL | 483,567 | 548,509 | 623,073 | 784,892 |
| 41530 - Finance SUBTOTAL | 757,713 | 876,208 | 827,206 | 895,023 |
| 41610 - Purchasing SUBTOTAL | 72,245 | 61,075 | 60,741 | 64,518 |
| 41630 - GF Retiree Benefits SUBTOTAL | 382,916 | 461,343 | 397,436 | 500,000 |
| 41640 - Computer Operations SUBTOTAL | 507,561 | 209,399 | 220,185 | 243,740 |
| 41650 - Human Resources SUBTOTAL | 281,486 | 294,301 | 264,996 | 223,851 |
| 41660 - Legal Services SUBTOTAL | 202,303 | 147,395 | 177,121 | 197,303 |
| 41700 - Planning SUBTOTAL | 1,512,977 | 1,081,546 | 1,178,865 | 421,953 |
| 41710 - Code Enforcement SUBTOTAL | 178,206 | 185,713 | 179,127 | 246,899 |
| 41800 - Engineering SUBTOTAL | 229,660 | 402,368 | 289,686 | 396,820 |
| 41810 - GIS Department SUBTOTAL | 250,941 | 342,110 | 261,647 | 283,583 |
| 42400 - Inspections SUBTOTAL | 420,123 | 500,882 | 407,415 | 540,307 |
| 42110 - Police Administration SUBTOTAL | 573,699 | 631,077 | 634,800 | 643,963 |
| 42120 - Patrol & Traffic Safety SUBTOTAL | 5,633,030 | 5,744,643 | 5,376,727 | 5,709,345 |
| 42130 - Police Criminal Investigation SUBTOTAL | 1,336,509 | 1,407,769 | 1,439,362 | 1,468,413 |
| 42171 - Narcotics SUBTOTAL | - | - | - | 635,806 |
| 42210 - Fire Administration SUBTOTAL | 628,958 | 663,394 | 653,437 | 699,034 |
| 42220 - Fire Inspection SUBTOTAL | 157,464 | 131,615 | 123,965 | 136,737 |
| 42230 - Fire Stations SUBTOTAL | 158,387 | 168,712 | 169,791 | 182,775 |
| 42240 - Fire Fighting SUBTOTAL | 6,634,469 | 7,874,071 | 6,286,195 | 6,605,135 |
| 43110 - Public Works Admin SUBTOTAL | 222,857 | 288,224 | 235,092 | 323,170 |
| 43120 - Public Works Buildings & Grounds SUBTOTAL | 568,483 | 940,579 | 632,846 | 761,704 |
| 43130 - Public Works Equipment Shop SUBTOTAL | 501,308 | 553,678 | 526,489 | 547,769 |
| 43140 - Public Works Street Repairs & Maint. SUBTOTAL | 1,187,804 | 1,723,008 | 1,187,896 | 1,614,691 |
| 43150 - Public Works Street Lights & Signs SUBTOTAL | 777,405 | 730,413 | 803,621 | 770,124 |
| 43160 - Public Works Brush Pick-Up & Snow Removal SUBTOTAL | 1,259,068 | 1,573,946 | 1,531,048 | 1,750,029 |
| 43175 - Public Works Communication Shop SUBTOTAL | 185,700 | 170,490 | 154,558 | 289,343 |
| 43180 - Public Works Sidewalks SUBTOTAL | 15,752 | 23,000 | 75,402 | 23,000 |
| 43190 - Public Works Traffic Devices SUBTOTAL | 83,493 | 131,090 | 125,950 | 346,896 |
| 43300 - Public Works Pavement Management | 1,404,419 | 1,000,000 | 4,337,557 | 1,750,000 |
| 43400 - Public Works Health Inspection & Welfare SUBTOTAL | 10,543 | 27,822 | 11,125 | 21,783 |
| 44410 - Parks & Rec Administration SUBTOTAL | 426,921 | 448,556 | 418,284 | 457,761 |
| 44420 - Parks & Rec Playgrounds & Programs SUBTOTAL | 528,475 | 522,371 | 603,378 | 584,422 |
| 44430 - Parks & Rec Parks SUBTOTAL | 1,068,972 | 1,071,507 | 990,886 | 1,106,922 |
| 44600 - Social Services SUBTOTAL | 237,202 | 250,000 | 250,000 | 250,000 |
| 46510 - Comm. Development Administration - Subtotal | - | - | - | 494,061 |
| 48100 - Airport SUBTOTAL | 910,628 | 1,906,619 | 1,654,981 | 1,168,906 |
| 49100 - Bonds SUBTOTAL | 1,402,512 | 1,784,390 | 1,485,841 | 2,054,106 |
| 81000 - Special Appropriations SUBTOTAL | 1,104,775 | 1,375,015 | 1,961,431 | 1,200,169 |
| 92000 - Transfers to Other Funds SUBTOTAL | 783,218 | 914,473 | 2,343,623 | 3,380,000 |
| Total 110 General Fund | 33,248,633 | 37,449,297 | 39,090,621 | 40,068,805 |

General Government



City Center during the holidays

Mayor & Council Organization Chart

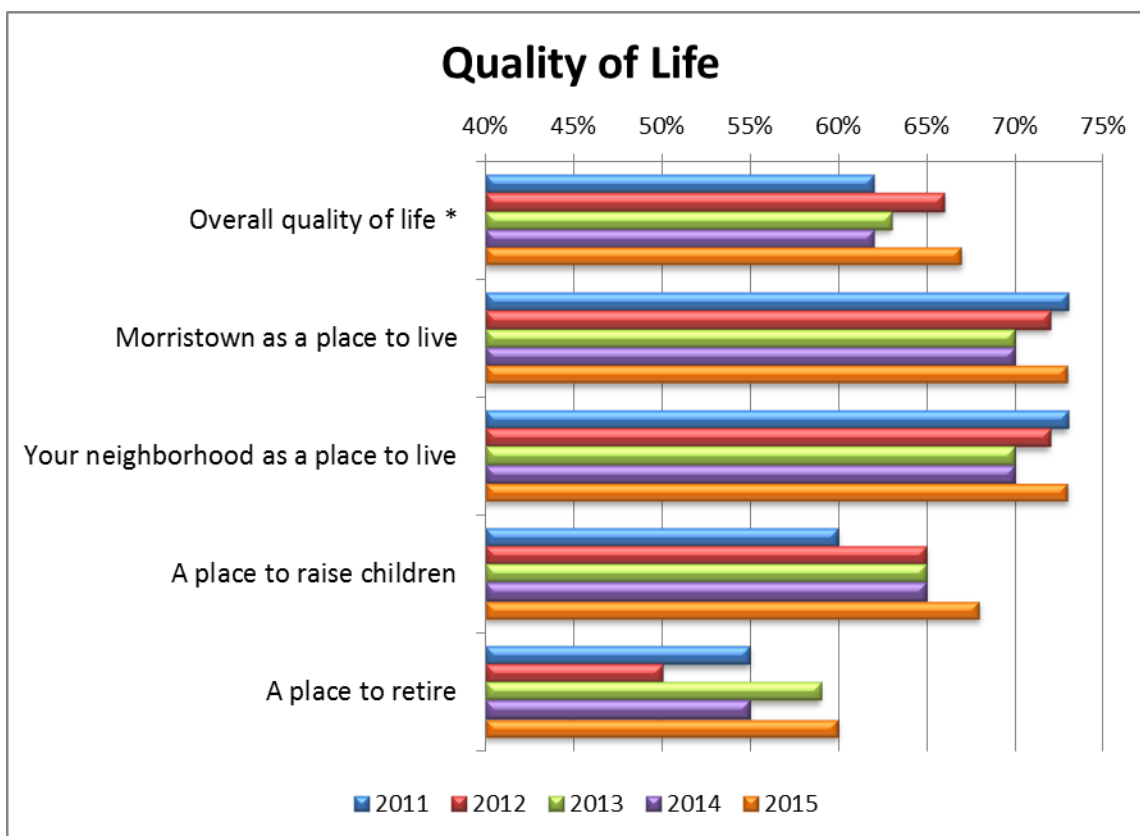


Mayor & City Council

The Mayor and City Council, the legislative and policy-making body of the City, is composed of seven 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.

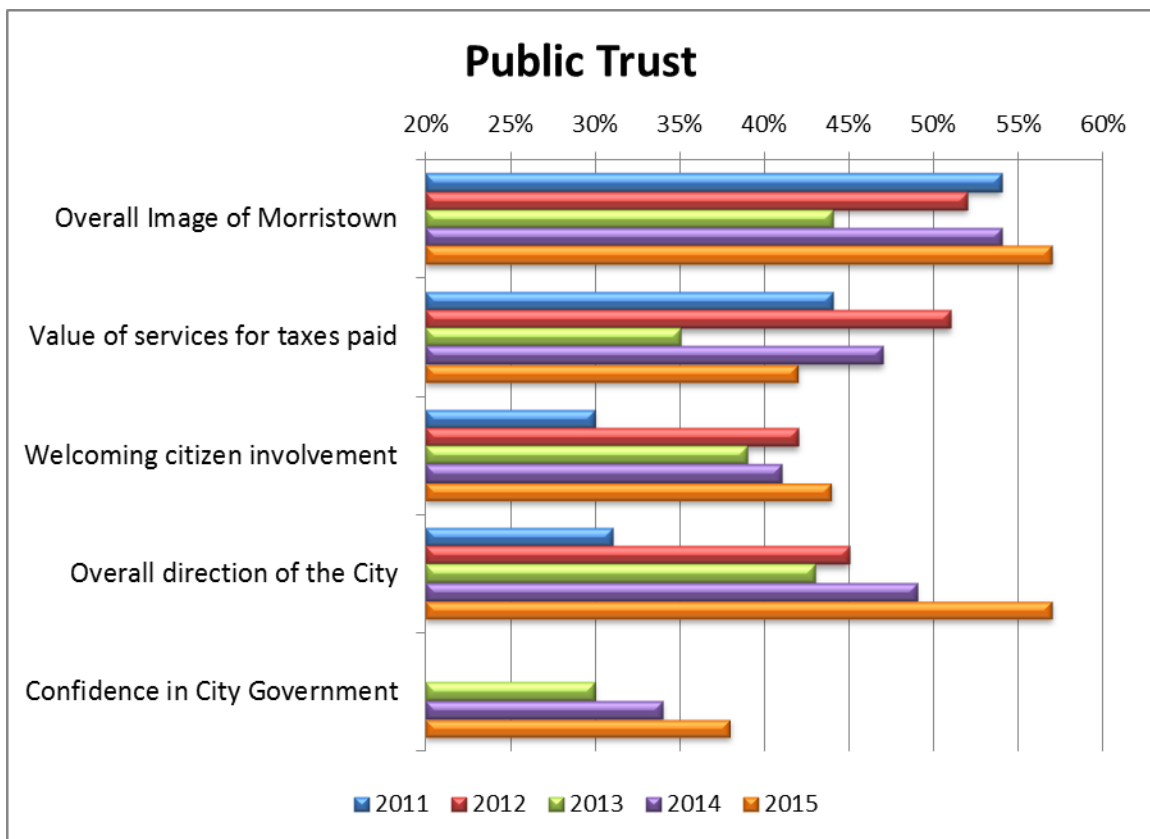
The Mayor and City Council conduct their business in public sessions held in the City Center on the first and third Tuesday of each month. Work sessions are held periodically on an as needed basis to review basic issues before public action is taken.



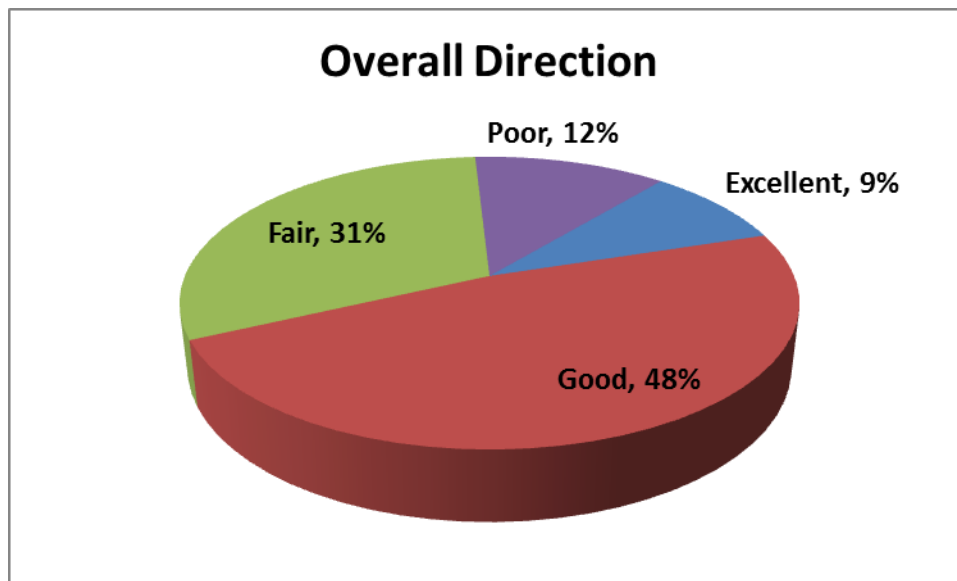
Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

Morristown continues to fall short of other communities participating in the National Citizen Survey in the assessment of the quality of life.



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”
**- reflects an area rated below the national benchmark*



Source: 2015 Citizen Survey

The Citizen Survey reflects stability in most areas. The overall direction that the community is taking shows an increase in excellent and reduction in poor ratings.

❑ Significant Accomplishments FY 2015-2016:

- Refined a mission statement, vision and goals for Morristown and assured that progress was made in the implementation of these goals.
- Facilitated major retail development projects across the City.
- Approved State incentives to local industries to encourage expansion and increased employment.
- Helped local industries to expand and strengthen the local economy.
- Reviewed and approved a comprehensive set of financial policies, including a debt management policy.
- Updated the code of ordinances governing the City's finances, management of Parks and Recreation facilities, and regulation of yard sales.
- Reviewed and updated the local ordinances regulating alcohol sales in light of changing State regulations such as wine in grocery stores.
- Cooperated with Hamblen County and the Humane Society in a review of operations and began to develop a plan to enhance services to the community.

❑ Goals for FY 2016 - 2017:

- See Community Vision and Goals.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

Council began the year with \$90,000 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 2017:

- There are no major changes in this account.

❑ Personnel Summary

| MAYOR AND COUNCIL | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 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 |

Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--------------------------------------|----------------|----------------|-----------------|----------------|
| <i>41100 - City Council</i> | | | | |
| 111 SALARIES & WAGES | 36,650 | 37,200 | 37,800 | 37,800 |
| 134 HOLIDAY BONUS | 947 | 807 | 877 | 1,007 |
| 210 FICA | 1,979 | 2,356 | 2,398 | 2,406 |
| 212 MEDICARE | 463 | 551 | 548 | 563 |
| 214 EMPLOYEE HEALTH INS | 54,155 | 87,612 | 74,226 | 87,612 |
| 217 EMPLOYEE LIFE INS | - | 134 | - | 134 |
| 310 POSTAL SERVICE | 65 | 175 | 396 | 175 |
| 321 PRINTING SERVICES | 1,672 | 1,200 | 1,652 | 2,500 |
| 330 LEGAL NOTICES | 2,290 | 2,100 | 2,508 | 3,000 |
| 341 ELECTRICITY | 1,595 | 1,581 | 1,566 | 1,750 |
| 342 WATER & SEWER | 182 | 189 | 155 | 190 |
| 343 NATURAL GAS & PROPANE | 98 | 97 | 90 | 100 |
| 345 TELEPHONE SERVICES | 1,360 | 1,409 | 1,215 | 1,500 |
| 355 COMPUTER/DATA SERVICE | - | - | 1,600 | 1,750 |
| 371 SUBSCRIPTIONS & BOOKS | 258 | 400 | 303 | 400 |
| 375 MEMBERSHIPS & DUES | 15,193 | 17,000 | 15,094 | 17,000 |
| 378 EDUCATION - SEMINARS & TRAINING | 1,590 | 1,800 | 2,780 | - |
| 383 TRAVEL-BUSINESS EXPENSES | 16,590 | 12,000 | 20,507 | 20,000 |
| 399 OTHER CONTRACTED SERVICES | 1,600 | 1,750 | - | - |
| 411 OFFICE SUPPLIES & MATERIALS | 559 | 750 | 533 | 750 |
| 413 OFFICE EQUIPMENT | 617 | - | 1,055 | - |
| 429 GENERAL OPERATING SUPPLIES | 93 | - | 17 | - |
| 499 OTHER SUPPLIES & MATERIALS | 408 | 800 | 965 | 1,000 |
| 510 INSURANCE - GENERAL LIABILITY | 3,767 | 3,767 | 3,886 | 4,275 |
| 523 BUILDINGS - INSURANCE | 508 | 508 | 439 | 485 |
| 533 EQUIPMENT- RENTAL/LEASE | 1,713 | 1,800 | 1,649 | 1,800 |
| 689 OTHER MISCELLANEOUS EXPENSES | - | - | 25 | - |
| 804 COUNCIL CONTINGIECY | 5,718 | 90,000 | 16,554 | 90,000 |
| <i>41100 - City Council SUBTOTAL</i> | 150,070 | 265,986 | 188,838 | 276,197 |

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 2015-2016:

- No elections were conducted in FY 16.

☐ Comments on FY 2015 Actual and FY 2016 Projections:

- There was a municipal election in May 2015.

☐ Significant Changes for FY 2017:

- There will be a municipal election in May 2017.

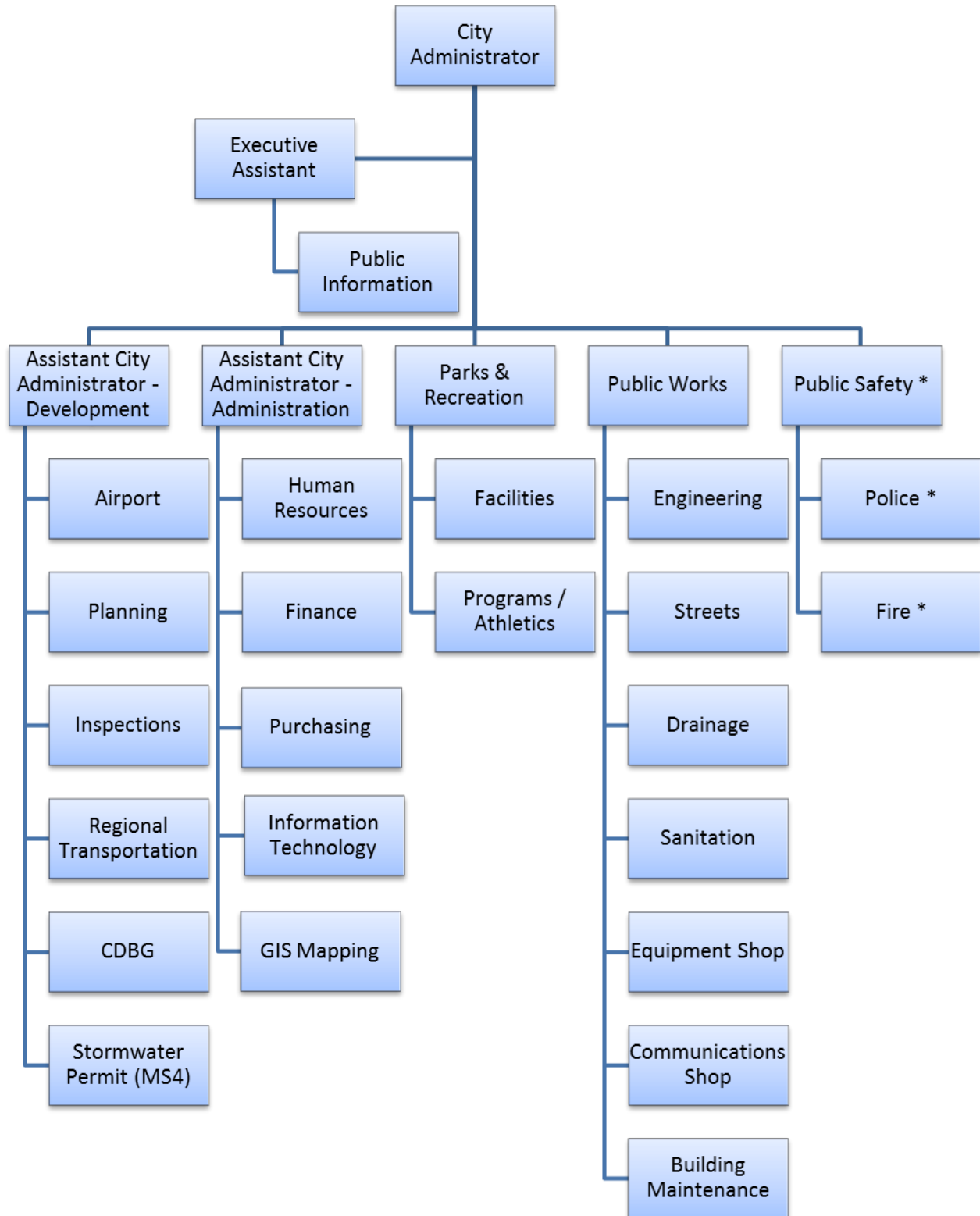
☐ Personnel Summary

- There are no personnel assigned to this department.

☐ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|---------------|----------------|-----------------|----------------|
| <i>41110 - Council Elections</i> | | | | |
| 399 OTHER CONTRACTED SERVICES | 16,814 | 16,000 | - | 17,655 |
| <i>41110 - Council Elections SUBTOTAL</i> | <i>16,814</i> | <i>16,000</i> | <i>-</i> | <i>17,655</i> |

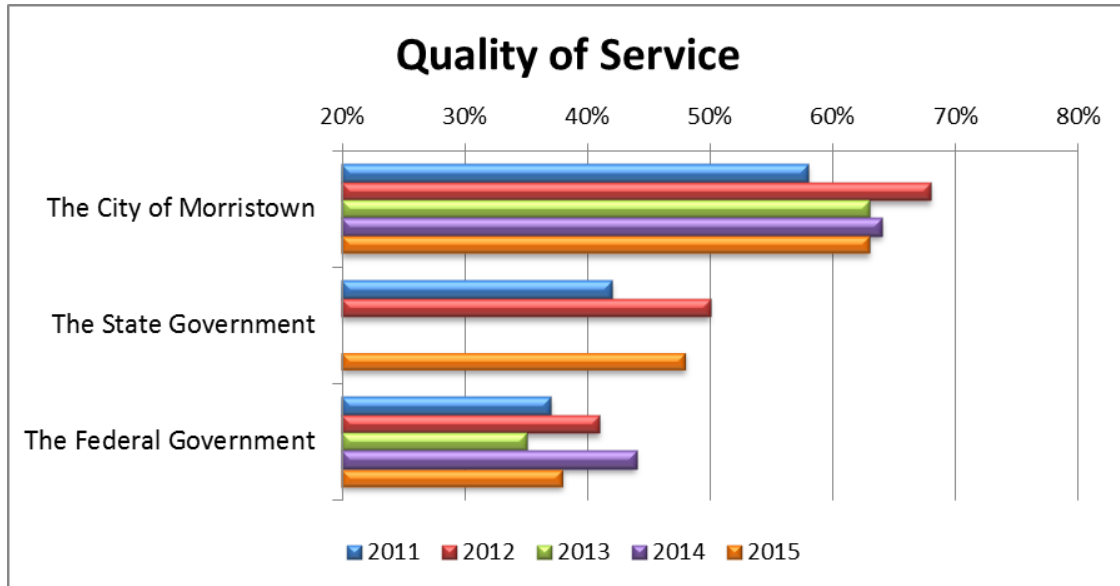
City Administrator Organization Chart



**Public safety personnel are civil service employees, hired and fired by the Mayor and City Council*

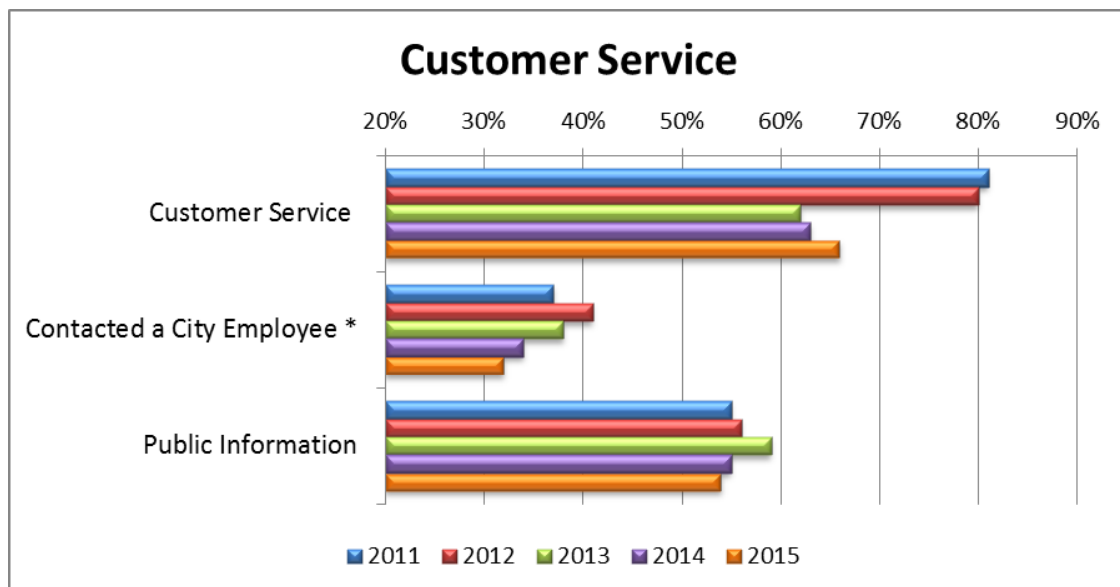
City Administrator

The City Administrator is hired by the City Council and serves as the Chief Executive Officer 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: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

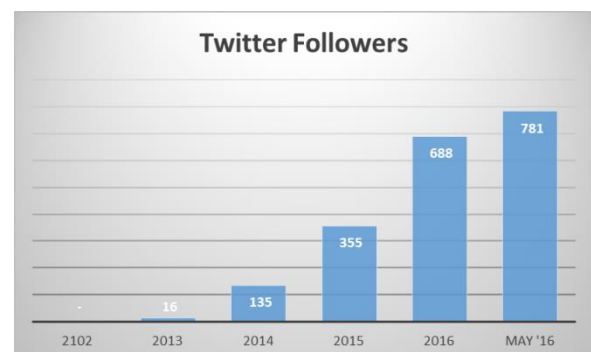
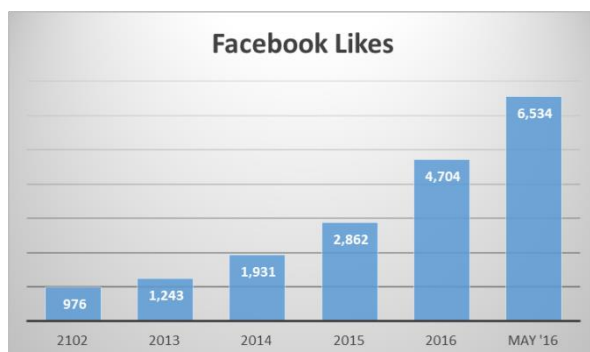
*- reflects an area rated below the national benchmark

The rating of customer service fell significantly in 2013 falling below the national benchmark. This was an area which exceeded comparable cities in 2012.

❑ Significant Accomplishments FY 2015-2016:

- Established professional standards for city services.
 - Conducted a citizen survey through the National Citizen Survey.
 - Participated in the Tennessee Municipal Benchmark Program.
 - Facilitated a refinement of Council's mission, vision and goals.
 - Continued to offer a variety of staff training, including the Municipal Management Academy program.
- Facilitated economic development
 - Worked to refine the development process using one stop shop and single point of contact to "shepherd" projects through the review and permitting process.
 - Identified and helped market sites for commercial development. Saw construction of commercial and food service facilities in several centers: Popkin Center, Massengill Springs, Merchants Greene, and Cherokee Crossing.
 - Saw significant industrial expansion from existing businesses, increasing investment and job creation.
 - Increased total sales tax revenue by 9%, exceeding the 2.5% annual growth target.
- Improved the City's infrastructure and developed long term plans for its maintenance
 - Continued to dedicate local resources to improve local streets, supplementing State funding sources. More than \$1,000,000 in local funds were spent on resurfacing projects in FY 16.
 - Completed improvements on Walters Drive and a coordinated system for traffic signal control along the east/west corridor.
 - Accomplished pavement and wayfinding improvements in the medical district using federal funding.
 - Finished repairs to two bridges which had been deemed to be structurally deficient by the Tennessee Department of Transportation.
 - Completed construction of the Vantage View drainage improvement, the last project in a significant series of bond funded stormwater projects.
 - Continued making improvements to the municipal airport using State funding to strengthen the airport's ability to support our industrial base.
 - Established a new system for contract management for locally managed transportation projects funded from State and Federal sources to facilitate construction in a much timelier manner.
 - Continued progress in conducting an inventory, assessment, and condition analysis for major infrastructure systems including streets, sidewalks and storm drainage.
 - Assessed the condition of the City's buildings and developed a plan for maintenance needs.
 - Expanded and enhanced the regional Geographic Information System (GIS) map data for infrastructure and develop tools to assist City Council in management of these systems.
 - Implemented the Municipal Separate Storm Sewer Systems (MS4) permit requirements using the storm water utility. This effort brought the City into compliance with State and Federal law as well as protecting the water quality of the region.
- Improved community appearance and worked on code enforcement.
 - Continued to implement the Community Appearance Action Plan developed in 2012.
 - Continued an expanded façade grant program to include both Main Street and the Cumberland Avenue corridors.
 - Expanded the median planting program to improve the appearance of major corridors.
 - Developed plans to remove the fountain at the corner of Cumberland and Morris and install a gateway sign for downtown.
 - Adopted procedures to enhance bulk waste and brush collection reducing the volume of materials at curbside waiting for collection.

- Adopted updated guidelines for property maintenance, educated the public about these requirements and implemented effective enforcement efforts.
- Continued to utilize a litter crew of jail inmates under the supervision of a police officer to address litter and other labor intensive needs of public areas.
- Accelerated our efforts to remove substandard residential structures by encouraging owners to repair or demolish them. Moved to demolish structures that failed to come into compliance. Revised the process for filing appropriate liens to recover the cost of removal more quickly.
- Began a more effective enforcement program of the sign ordinance.
- Developed and maintained our “community infrastructure”, including trails, greenways, parks, etc.
 - Received the Tennessee Department of Environment and Conservation (TDEC) inspection report on Parks and Recreation facilities and used this information to develop an action plan to address high priority needs.
 - The State awarded funding for an additional phase of the greenway trail along Turkey creek and the old Peavine Railroad that will eventually connect residential areas, downtown and Cherokee Lake. Began the process of environmental review for this project.
 - Made improvements to park facilities, including enhancements at Wayne Hansard Park.
 - Partnered with the Rotary club for improvements to Frank Lorino Park.
- Assured operations are effective, efficient and responsive to the needs of our citizens
 - Completed the fifth annual survey of citizens to assure feedback from a broad cross section of the community and measure success in making improvements.
 - Participated in the Tennessee Municipal Benchmark program for the fifth year and used this data to focus on areas for operational improvements.
 - Enhanced citizen communications through a coordinated message using social media and the City’s website.
 - Launched a monthly newsletter to reach more traditional residents not reached by electronic media.
- Assisted in regional projects which benefit the City and the region.
 - Worked with the Hamblen / Morristown Solid Waste Authority to address staffing, permitting concerns and operational policies and procedures. Effectively met the requirements of the State’s order requiring changes in operation at the landfill.
 - Expanded the Morristown Hamblen Geographic Information System (MHGIS) and facilitated data sharing and coordination among the City, County, 911 and Utility Board.



❑ Goals for FY 2016 - 2017:

- Improve the City's infrastructure and develop long term plans for its maintenance
 - Continue to dedicate local resources to improve local streets.
 - Continue inventory and assessment of the major infrastructure systems including a condition analysis, focusing on stormwater, streets and sidewalks.
 - Implement a long term plan for infrastructure maintenance including the level of financial support required for rehabilitation and replacement.
 - Begin to implement the maintenance needs identified in the City building assessment report and develop a plan for high priority maintenance needs.
 - Expand and enhance GIS map data for infrastructure and develop tools to assist City Council in management of these systems.
 - Implement preventive maintenance programs for Streets and Stormwater systems.
 - Continue to secure State funding for the municipal airport in making improvements to its function in support of our industrial base.
 - Prepare for purchase and implementation of an asset management software system in FY 18.
- Improve community appearance and work to enhance code enforcement.
 - Continue to address concerns identified in the Community Appearance Action Plan developed in 2012.
 - Continue efforts to remove substandard residential structures by encouraging owners to repair or demolish them. Move to demolish structures that fail to come into compliance and file appropriate liens to recover the cost of removal.
 - Develop a plan to address larger commercial structures which remain vacant and are falling into disrepair. The plan should include elements to encourage private owners to redevelop and tools to enforce health and safety standards for maintenance.
 - Further expand the façade grant program currently available on Main and South Cumberland Streets to include the North Cumberland / Buffalo Trail corridor.
 - Remove the fountain at the corner of Cumberland and Morris and install a gateway sign for downtown.
 - Educate residents about changes in bulk waste and brush collection designed to reduce the volume of materials at curbside waiting for collection. Implement enforcement actions for those who continue to fail to comply with these regulations.
- Develop and maintain our “community infrastructure”, including trails, greenways, parks, etc.
 - Seek grant funding from the State to address issues identified in the Tennessee Department of Environment and Conservation (TDEC) report on our Parks and Recreation department facilities. Focus efforts to improve accessibility of park facilities, including enhancement of the walking trail system in Fred Miller Park.
 - Complete the environmental review, right of way acquisition, and design of the greenway trail along Turkey creek and the old Peavine Railroad connecting residential areas, downtown and Cherokee Lake.
 - Develop a plan for enhancing the Freddy Kyle Park which will serve as a focal point of the Turkey Creek greenway.
 - Develop the second phase of the farmer's market site, enhancing the functionality of this facility for the downtown as well as completing an important link in the greenway system.

- Facilitate economic development
 - Work with the Industrial Development Board to encourage industrial development in new and existing businesses, enhancing our role as a regional hub of economic activity.
 - Seek grant funding from the Tennessee Valley Authority InvestPrep program to construct marketing roads and stable building pads in the East Tennessee Progress Center (ETPC) industrial park
 - Increase total sales tax revenue by at least 2.5% annually
 - Continue to manage development in the major retail center developments currently under construction with location of businesses on outparcels.
 - Assist in marketing sites for commercial development, especially retail and restaurants.
 - Review and relaunch the EnerGov software system used to manage development projects to assure it is used to its full capacity.
 - Refine the development shepherding process and development regulations to facilitate quality development.
- Assure operations are effective, efficient and responsive to the needs of our citizens
 - Continue the annual 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.
 - Review the organizational and staffing configuration to assure we are prepared to meet the community's needs in the following areas:
 - Finance
 - Planning
 - Public Works
 - Review alternatives for solid waste service, including automated collection.
 - Continue enhancing citizen communications through a coordinated message using social media and the City's website as well as more traditional channels.
- Assist in regional projects that benefit the City and the region.
 - Complete the review of regional animal control and implement revisions to the program in cooperation with the Humane Society and Hamblen County.
 - Continue to work with the Regional Solid Waste Authority to address long term waste disposal needs for the region.
 - Expand and enhance the Morristown Hamblen Geographic Information System (MHGIS) and facilitate data sharing and coordination among the City, County, 911 and Utility Board.
- Strengthen financial management and the financial condition of the City.
 - Review and relaunch the Munis software system used to financial data to assure it is used to its full capacity.
 - Work with employee benefit consultant to review the total benefit plan and recommend adjustments as needed to remain competitive in the labor market but minimizing long term expenses.

□ Comments on FY 2015 Actual and FY 2016 Projections:

- A change in salaries is attributed to two new positions located in Administration. The position of Citizen Information Specialist/Public Relations was added in the Fall and an Assistant City Administrator was added in February.

❑ Significant Changes for FY 2017:

- There is an increase in salaries/wages and benefits due to the moving of an employee from Finance/HR to City Administrator Budget.

❑ Personnel Summary

| CITY ADMINISTRATOR | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| CITY ADMINISTRATOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ASSISTANT CITY ADMINISTRATORS | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 |
| CITY CLERK/EXECUTIVE SECRETARY | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| CITIZEN INFORMATION SPECIALIST | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 |
| RECEPTIONIST | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| TOTAL CITY ADMINISTRATOR | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 6 |

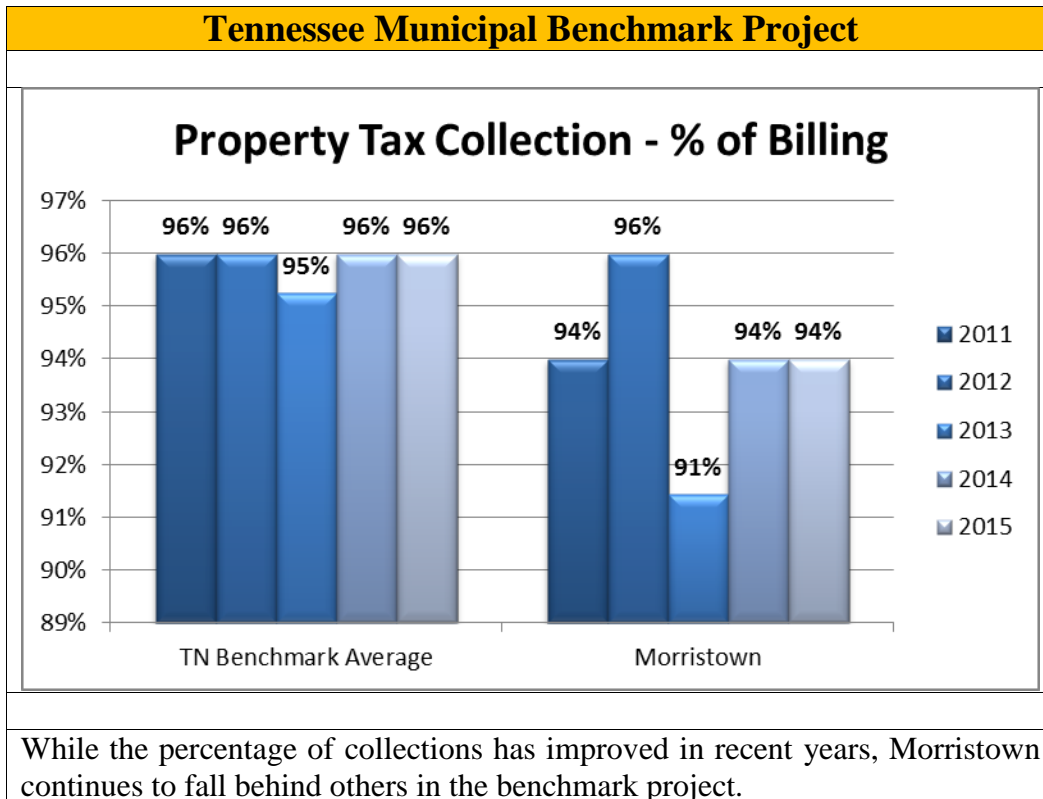
❑ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| 41200 - City Administrator | | | | |
| 111 SALARIES & WAGES | 328,367 | 343,681 | 411,738 | 506,009 |
| 112 OVERTIME | 348 | - | 888 | 2,000 |
| 134 HOLIDAY BONUS | 1,473 | 1,657 | 1,741 | 2,750 |
| 210 FICA | 17,350 | 21,411 | 25,691 | 31,667 |
| 212 MEDICARE | 4,467 | 5,007 | 6,008 | 7,406 |
| 213 TCRS CONTRIBUTION | 49,066 | 51,317 | 61,575 | 75,899 |
| 214 EMPLOYEE HEALTH INS | 41,343 | 51,127 | 73,919 | 76,661 |
| 217 EMPLOYEE LIFE INS | - | 1,143 | 3,727 | 5,000 |
| 219 WORKERS COMPENSATIONS INSURANCE | 5,300 | 5,300 | 4,550 | 5,300 |
| 310 POSTAL SERVICE | 67 | 200 | 6 | 200 |
| 330 LEGAL NOTICES | 1,497 | 1,500 | 1,603 | 1,750 |
| 341 ELECTRICITY | 5,582 | 5,532 | 5,480 | 5,700 |
| 342 WATER & SEWER | 636 | 661 | 637 | 700 |
| 343 NATURAL GAS & PROPANE | 345 | 339 | 314 | 400 |
| 345 TELEPHONE SERVICES | 3,435 | 3,586 | 3,809 | 4,000 |
| 351 MEDICAL SERVICES | - | - | 84 | 100 |
| 371 SUBSCRIPTIONS & BOOKS | 822 | 2,000 | 634 | 2,000 |
| 375 MEMBERSHIPS & DUES | 3,679 | 4,500 | 3,363 | 4,500 |
| 378 EDUCATION - SEMINARS & TRAINING | 2,357 | 1,000 | 2,093 | 4,000 |
| 383 TRAVEL-BUSINESS EXPENSES | 4,602 | 15,000 | 8,132 | 15,000 |
| 399 OTHER CONTRACTED SERVICES | 9,940 | 4,000 | 4,000 | 4,000 |
| 411 OFFICE SUPPLIES & MATERIALS | 444 | 500 | 577 | 750 |
| 429 GENERAL OPERATING SUPPLIES | 67 | 500 | 119 | 500 |
| 499 OTHER SUPPLIES & MATERIALS | 23 | 100 | 111 | 100 |
| 510 INSURANCE - GENERAL LIABILITY | 395 | 395 | 408 | 450 |
| 523 BUILDINGS - INSURANCE | 53 | 53 | 46 | 50 |
| 533 EQUIPMENT- RENTAL/LEASE | 1,909 | 3,000 | 1,820 | 3,000 |
| 801 GRANTS & OTHER SUBSIDIES | - | 25,000 | - | 25,000 |
| 41200 - City Administrator's SUBTOTAL | 483,567 | 548,509 | 623,073 | 784,892 |

Finance

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

❑ Performance and Workload Measures



| Task | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 |
|--------------------------------|--------|--------|--------|--------|--------|--------|
| Vendor checks prepared | 5,646 | 5,742 | 5,666 | 6,369 | 6,181 | 5,485 |
| Payroll checks prepared | 5,982 | 5,423 | 5,096 | 4,187 | 3,434 | 2,520 |
| Direct Deposit checks prepared | 4,667 | 4,701 | 4,974 | 5,671 | 6,436 | 6,404 |
| Real Estate Tax Payments | 13,140 | 12,995 | 12,373 | 12,708 | 12,866 | 12,900 |
| Personal Property Tax Payments | 2,161 | 1,728 | 1,889 | 1,710 | 1,721 | 1,750 |
| License Payments | 1,264 | 593 | 109 | 312 | 307 | 316 |
| Miscellaneous Payments | 14,565 | 16,422 | 16,529 | 16,644 | 16,507 | 15,335 |
| General Billing Payments | 1,488 | 1,925 | 1,989 | 3,444 | 3,853 | 4,000 |

❑ Significant Accomplishments FY 2015-2016:

- Recipient of Government Finance Officers Association's Distinguished Budget Presentation Award for the fiscal year beginning July 1, 2014.
- Recipient of Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for the fiscal year ended June 30, 2014.
- Maintained a financial staff with the following certifications/designations: Certified Municipal Finance Officer (CFMO), Certified Government Financial Manager (CGFM), Certified Fraud Examiner (CFE), and a Certified Public Accountant (CPA).
- Maintained a 95% collection rate for property taxes in 2015-16.
- Implemented additional procedures to strengthen the internal controls throughout various functions.

❑ Goals for FY 2016 - 2017:

Goal: Be 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 and ensure that it is issued in a timely manner
- Seek the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting
- To be the leader in municipal finance and reporting

Goal: To evaluate the financial systems and processes that are currently being utilized by the City and implement a system that ensures effective and efficient internal controls over financial reporting.

- To develop processes that protect public trust and demonstrate accountability and transparency
- To develop processes that ensure that all payments are processed in a timely manner
- To develop processes and written policies to ensure that all revenues are received in a timely manner and are coded to the correct revenue account
- To develop written policies and procedures that ensure all grant documentation is maintained in an organized manner
- To develop a process for the tracking of all capital projects
- To ensure that all capital assets are properly recorded
- To improve processes related to inventories to provide for better accountability and internal control
- To ensure proper coding of all financial transactions

Goal: To develop a fleet management plan for all functional areas of the City.

- To establish guidelines that will allow for predictability with planned purchases to avoid fluctuations in budgeting
- To compare the existing fleet with the needs of the City
- To identify the essential components within the fleet regardless of utilization
- To establish guidelines that will extend the life of the fleet while minimizing maintenance costs over the life of the asset
- To formulate a plan for the disposal of those items in the fleet plan that are deemed surplus

Goal: To develop an annual debt report that demonstrates the strong financial management practices of the City to the citizens of Morristown, investors, and credit agencies.

- To amend or improve current policies to include benchmarks that must be maintained
- To present summary of debt in a manner that is useful to all readers
- To prepare amortization schedules for each debt issue that includes, principal, interest and other fees, if applicable

Goal: To create an internal audit program.

- To develop an audit program for City staff to begin reviewing processes and transactions for internal control evaluation
- To identify processes that can be improved

❑ **Comments on FY 2015 Actual and FY 2016 Projections:**

The Finance Department operations for the fiscal year ended June 30, 2015 were as expected with the exception of an unanticipated expense for delinquent property taxes on an industrial development site. This site, located in the East Tennessee Progress Center, reverted back to the City with approximately \$45,000 in unpaid taxes. It is projected that actual expenditures will be within appropriated amounts for the year ending June 30, 2016.

❑ **Significant Changes for FY 2017:**

- There is a decrease in salaries/wages and benefits due to the moving of an employee to City Administrator Budget.
- There is an increase in Computer/Data Services.

❑ **Personnel Summary**

| FINANCE DEPARTMENT | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|----------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| ADMINISTRATIVE SERVICES DIRECTOR | 0 | 0 | 0 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.0 |
| FINANCE DIRECTOR | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 |
| FINANCE/PURCHASING MANAGER | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| 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 | 0 | 0 | 0 | 0 | 0 | 0 |
| ACCOUNTING TECHNICIAN | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SENIOR ACCOUNTING TECHNICIAN | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 0 | 0 |
| CITY ACCOUNTANT | 0 | 0 | 0 | 0 | 2 | 2 | 2 | 2 | 2 |
| PAYROLL TECHNICIAN | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL FINANCE DEPARTMENT | 7.0 | 6.0 | 6.0 | 5.5 | 6.5 | 6.5 | 6.5 | 6.5 | 6.0 |

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 Services 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 FY12 and replaced with two accountant positions. In FY15 an accountant has assumed payroll functions and a Purchasing/Finance Manager oversees this operation.

□ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| <i>41530 -Finance</i> | | | | |
| 111 SALARIES & WAGES | 294,702 | 352,393 | 328,245 | 302,524 |
| 112 OVERTIME | 442 | 500 | 520 | 5,000 |
| 134 HOLIDAY BONUS | 1,658 | 1,710 | 1,680 | 1,855 |
| 210 FICA | 17,939 | 21,985 | 20,488 | 19,181 |
| 212 MEDICARE | 4,195 | 5,142 | 4,791 | 4,486 |
| 213 TCRS CONTRIBUTION | 44,105 | 52,694 | 49,104 | 45,974 |
| 214 EMPLOYEE HEALTH INS | 54,743 | 82,454 | 74,270 | 76,058 |
| 217 EMPLOYEE LIFE INS | - | 1,188 | - | 1,040 |
| 219 WORKERS COMPENSATIONS INSURANCE | 8,613 | 8,613 | 7,393 | 7,393 |
| 310 POSTAL SERVICE | 13,109 | 12,500 | 12,390 | 12,500 |
| 321 PRINTING SERVICES | 16 | 500 | 30 | 500 |
| 330 LEGAL NOTICES | 502 | 1,200 | 576 | 1,200 |
| 341 ELECTRICITY | 11,961 | 11,855 | 11,743 | 12,000 |
| 342 WATER & SEWER | 1,363 | 1,416 | 1,792 | 1,800 |
| 343 NATURAL GAS & PROPANE | 738 | 727 | 630 | 750 |
| 345 TELEPHONE SERVICES | 5,100 | 5,289 | 5,293 | 5,300 |
| 351 MEDICAL SERVICES | 28 | - | - | - |
| 353 ACCOUNTING & AUDIT SERVICES | 50,035 | 46,500 | 38,075 | 50,000 |
| 355 COMPUTER/DATA SERVICE | 49,557 | 45,000 | 50,928 | 90,000 |
| 359 OTHER PROFESSIONAL SERVICES | 87,366 | 70,097 | 51,835 | 95,097 |
| 363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT | - | 400 | - | 400 |
| 371 SUBSCRIPTIONS & BOOKS | 48 | 250 | - | 250 |
| 375 MEMBERSHIPS & DUES | 1,037 | 1,750 | 1,739 | 1,750 |
| 378 EDUCATION - SEMINARS & TRAINING | 4,529 | 3,000 | 2,919 | 4,000 |
| 383 TRAVEL-BUSINESS EXPENSES | 5,746 | 6,000 | 4,691 | 6,000 |
| 399 OTHER CONTRACTED SERVICES | 15,772 | 20,500 | 14,877 | 23,500 |
| 411 OFFICE SUPPLIES & MATERIALS | 8,124 | 5,000 | 7,792 | 8,000 |
| 428 EDUCATIONAL & TRAINING SUPPLIES | - | 30 | - | - |
| 429 GENERAL OPERATING SUPPLIES | 2 | 200 | - | - |
| 510 INSURANCE - GENERAL LIABILITY | 1,158 | 1,158 | 1,195 | 1,315 |
| 514 OPEB FUNDING | - | 100,000 | 123,000 | 100,000 |
| 515 PROPERTY TAXES | 45,519 | - | - | - |
| 523 BUILDINGS - INSURANCE | 157 | 157 | 135 | 150 |
| 533 EQUIPMENT- RENTAL/LEASE | 11,525 | 11,000 | 11,039 | 12,000 |
| 553 BANK SERVICE CHARGES & WIRE FEES | 2,351 | 5,000 | - | 5,000 |
| 597 CASH VARIANCES | 31 | - | - | - |
| 699 REIMBURSABLE EXPENSES | 15,542 | - | - | - |
| 732 COMPENSATION FOR DAMAGES | - | - | 36 | - |
| <i>41530 - Finance SUBTOTAL</i> | <i>757,713</i> | <i>876,208</i> | <i>827,206</i> | <i>895,023</i> |

Purchasing

The Purchasing Department is a function within the Finance Department. 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, Purchasing 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.

❑ Significant Accomplishments FY 2015-2016:

- The City's website and other resources were better utilized to reach vendors and strengthen the City's purchasing power.
- Purchasing staff took advantage of training opportunities and began expanding its networking system.
- Some marked improvements have been made to ensure purchase orders are properly obtained prior to obligating the City to make a purchase.

❑ Goals for FY 2016 - 2017:

- To update the purchasing policies and procedures to ensure that departments have a clear understanding of the requirements that they must follow in compliance with applicable laws.
- To evaluate and implement updates to the purchasing system software to ensure efficiency and effectiveness.
- To communicate to vendors the purchasing requirements of the City.
- To update the current vendor listing and ensure its accuracy.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

The Purchasing Department operations for the fiscal year ended June 30, 2015, were as expected. It is projected that actual expenditures will be within appropriated amounts for the year ending June 30, 2016.

❑ Significant Changes for FY 2017:

- There are no major changes in this account.

❑ Personnel Summary

| PURCHASING | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 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 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|-------------------------------------|---------------|----------------|-----------------|----------------|
| 41610 - Purchasing | | | | |
| 111 SALARIES & WAGES | 46,077 | 34,592 | 36,048 | 37,239 |
| 112 OVERTIME | 48 | 250 | - | - |
| 134 HOLIDAY BONUS | 289 | 102 | 92 | 108 |
| 210 FICA | 2,784 | 2,167 | 2,232 | 2,316 |
| 212 MEDICARE | 651 | 507 | 522 | 542 |
| 213 TCRS CONTRIBUTION | 6,509 | 5,193 | 5,350 | 5,550 |
| 214 EMPLOYEE HEALTH INS | 11,127 | 12,625 | 12,122 | 12,633 |
| 217 EMPLOYEE LIFE INS | - | 119 | 119 | 128 |
| 219 WORKERS COMPENSATIONS INSURANCE | 1,325 | 1,325 | 1,137 | 1,137 |
| 310 POSTAL SERVICE | 1 | 400 | 31 | 400 |
| 359 OTHER PROFESSIONAL SERVICES | - | 200 | - | - |
| 375 MEMBERSHIPS & DUES | 108 | 110 | 176 | 200 |
| 378 EDUCATION - SEMINARS & TRAINING | 50 | 300 | 890 | 1,000 |
| 383 TRAVEL | 580 | 500 | 332 | 1,000 |
| 399 OTHER CONTRACTED SERVICES | - | - | - | - |
| 411 OFFICE SUPPLIES & MATERIALS | 1,024 | 500 | 541 | 1,000 |
| 413 OFFICE EQUIPMENT | 489 | - | - | - |
| 499 OTHER SUPPLIES & MATERIALS | - | 50 | - | - |
| 510 INSURANCE - GENERAL LIABILITY | 1,000 | 1,000 | 1,032 | 1,135 |
| 523 BUILDINGS - INSURANCE | 135 | 135 | 117 | 130 |
| 533 EQUIPMENT- RENTAL/LEASE | - | 1,000 | - | - |
| 689 OTHER MISCELLANEOUS EXPENSES | 48 | - | - | - |
| 41610 - Purchasing SUBTOTAL | 72,245 | 61,075 | 60,741 | 64,518 |

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 was 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 2015 Actual and FY 2016 Projections:**

- Expenses are projected to be under budget.

☐ **Significant Changes for FY 2017:**

- There are no major changes in this account.

☐ **Personnel Summary**

- No personnel are assigned to this function.

☐ **Budget Expense Detail**

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| <i>41630 - Retiree Benefits-General Fund</i> | | | | |
| 262 HEALTH INS/RETIREE | 382,916 | 461,343 | 397,436 | 500,000 |
| <i>41630 - GF Retiree Benefits SUBTOTAL</i> | <i>382,916</i> | <i>461,343</i> | <i>397,436</i> | <i>500,000</i> |

Information Technology

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

❑ Performance and Workload Measures

| Systems Supported | | | | | | |
|----------------------|-------|-------|-------|-------|-------|-------|
| | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 |
| Computers | 150 | 140 | 125 | 125 | 125 | 119 |
| Laptops | 40 | 40 | 40 | 40 | 40 | 46 |
| Servers | 14 | 15 | 11 | 11 | 15 | 16 |
| MDT's | 80 | 80 | 80 | 75 | 75 | 75 |
| Data Phones | 20 | 20 | 31 | 43 | 67 | 70 |
| Network Devices | 50 | 50 | 50 | 50 | 53 | 54 |
| Printers and copiers | 150 | 150 | 40 | 40 | 42 | 40 |
| Tablets (3/4G) | | | 4 | 5 | 7 | 7 |
| Tablets (wifi) | | | 16 | 16 | 16 | 16 |
| Hot Spot | | | 1 | 0 | 0 | 1 |

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, Dell and HP switches with Fiber to outlying areas, Hamblen County Government, 911, Public Works, Purchasing and Parks and Recreation and Fire Administration. The LAN, at the City Center, has fiber between floors and switches and servers located in the Demarcation Room and the Server room.
- Servers – The IT Department maintains 16 servers with Operating Systems ranging from Server 2003 to Server 2013. Hardware used: Dell and HP Servers.
- PCs – The IT department maintains 125 computers and approximately 40 laptops.
- Mobile Data Terminals (MDT) / Cameras – We currently have approximately 75 MDTs.
- The IT Department supports 67 data phones (smartphones) and 20 tablets (iPads and Droid tablets). Other supported devices include over 50 printers/copiers, 53 network devices, spam filter and email archive devices, etc.

Software

- Munis: This is the City's financial software package.
- Incode: The Police Department changed its record keeping software from Cisco to Incode in April 2015. This software is used by Municipal Court and Officers to initiate and track citations. Also purchased was crime mapping software that pulls information from Incode to create reports and/or graphs for both internal and external use.
- 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 software that also runs on the MDTs allows officers to fill out offence reports.
- Document Management/Docstar: Docstar has over a million pages of documents for Finance, Police and Administration.
- Energov: This is Planning Department software used to track development projects and permitting.
- Antivirus / Spyware: Trend Micro (cloud based, real time) antivirus is currently being used on all computer equipment.
- R.M.S. (Tyler Technologies): Functions as the Police Records Management System.

❑ Significant Accomplishments FY 2015-2016:

- Upgraded Energov to latest version
- Implemented Crimemapping (both internal and public facing) as a statistical and geographical tool to improve allocation of police resources and analyze trends in crime.
- Added a Barracuda Message Archiver used for saving and retrieving email messages that are accidentally deleted and assists retrieval of specific email asked for in open records requests.
- Rolled out iGenforce and iGinspect to be used by the City's Inspectors and Codes Enforcement Officer to more easily perform their inspections out in the field.
- Upgraded Munis from 10.3 to 10.5 with Dashboard implementation.
- All switches were upgraded to Gigabit.
- Added a 30 Terabyte Storage Device to store the increasing amount of Police Video (such as Body Cams, Police Car Videos, etc.).
- Switched officers from using radio to transmitting data to wireless internet.

❑ Goals for FY 2016 - 2017:

- Upgrade Munis from 10.5 to Version 11.2.
- Upgrade Exchange 2013 in house to Exchange Online.
- Add additional 30 Terabyte Storage Device to house all file/folder shares in one location to more easily manage/back up.
- Move main switch in Parks/Recreation/Fire Station 1 from its current spot to a more suitable area where it won't overheat. This will be a major undertaking because much rewiring will need to be done.
- Install Ninite Pro to more easily manage all software upgrades/updates/patching and mitigate security issues.
- Switch to Office 365 for all computers used in the City.

☐ Comments on FY 2015 Actual and FY 2016 Projections:

- There were no major variances in this account.

☐ Significant Changes for FY 2017:

- There is an increase in office equipment due to GIS Printer and Server.

☐ Personnel Summary

| INFORMATION TECHNOLOGY | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| IT DIRECTOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| COMPUTER TECHNICIAN | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 |
| TOTAL INFORMATION TECHNOLOGY | 2 | 2 | 2 | 2 | 2 | 1 | 1 | 1 | 1 |

Additional network support was provided by contract.

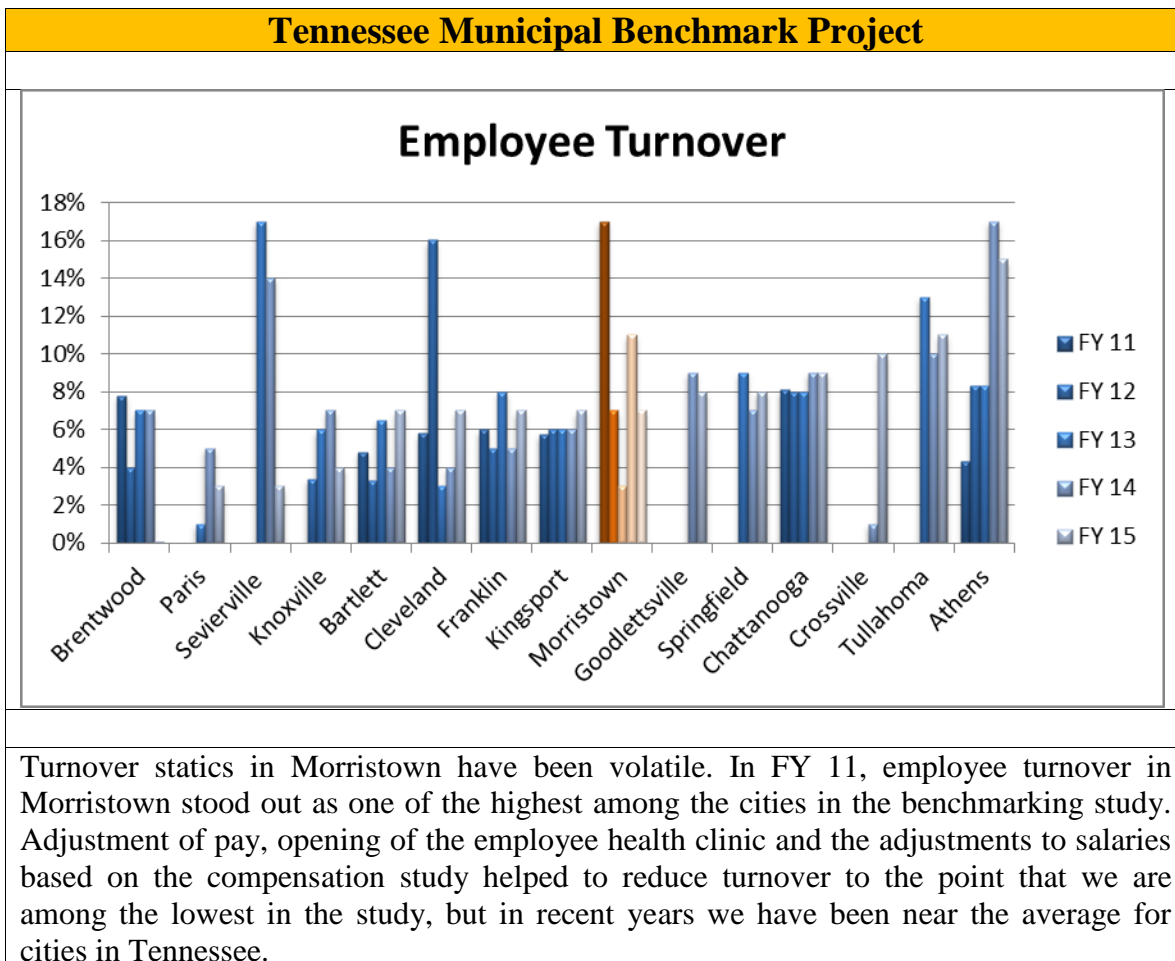
☐ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| <i>41640 - Computer Operations</i> | | | | |
| 111 SALARIES & WAGES | 62,121 | 63,413 | 64,019 | 65,140 |
| 134 HOLIDAY BONUS | 289 | 453 | 453 | 458 |
| 210 FICA | 3,720 | 3,960 | 3,997 | 4,067 |
| 212 MEDICARE | 870 | 926 | 935 | 951 |
| 213 TCRS CONTRIBUTION | 9,274 | 9,490 | 9,581 | 9,748 |
| 214 EMPLOYEE HEALTH INS | 11,593 | 12,718 | 13,003 | 12,723 |
| 217 EMPLOYEE LIFE INS | - | 219 | - | 224 |
| 219 WORKERS COMPENSATIONS INSURANCE | 1,325 | 1,325 | 1,137 | 1,137 |
| 226 CLOTHING/UNIFORM/SHOES | - | 100 | - | - |
| 310 POSTAL SERVICE | 8 | 10 | - | - |
| 330 LEGAL NOTICES | 726 | - | 210 | - |
| 341 ELECTRICITY | 1,595 | 1,581 | 1,566 | 1,581 |
| 342 WATER & SEWER | 182 | 189 | 238 | 189 |
| 343 NATURAL GAS & PROPANE | 98 | 97 | 84 | 97 |
| 345 TELEPHONE SERVICES | 3,615 | 4,367 | 2,290 | 3,500 |
| 355 COMPUTER/DATA SERVICE | 24,252 | 23,379 | 54,095 | 25,990 |
| 359 OTHER PROFESSIONAL SERVICES | - | 750 | - | 500 |
| 363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT | - | 500 | 260 | 500 |
| 371 SUBSCRIPTIONS & BOOKS | 154 | 250 | 75 | 200 |
| 375 MEMBERSHIPS & DUES | - | 400 | - | 400 |
| 378 SEMINARS & TRAINING | 775 | 3,000 | - | 2,500 |
| 383 TRAVEL-BUSINESS EXPENSES | 953 | 2,500 | 56 | 2,500 |
| 399 OTHER CONTRACTED SERVICES | 39,299 | 27,600 | 33,572 | 27,600 |
| 411 OFFICE SUPPLIES & MATERIALS | 19 | 200 | 146 | 200 |
| 413 OFFICE EQUIPMENT | - | - | - | - |
| 417 ADP PARTS & COMPONENTS | 4,381 | 6,000 | 5,810 | 7,000 |
| 429 GENERAL OPERATING SUPPLIES | - | 500 | - | 500 |
| 431 GASOLINE & DIESEL FUEL | 73 | 200 | - | 200 |
| 510 INSURANCE - GENERAL LIABILITY | 4,423 | 4,423 | 4,563 | 5,020 |
| 523 BUILDINGS - INSURANCE | 599 | 599 | 515 | 565 |
| 533 EQUIPMENT - RENTAL/LEASE | - | 250 | - | 250 |
| 964 OFFICE EQUIPMENT | 337,217 | 40,000 | 23,580 | 70,000 |
| <i>41640 - Computer Operations SUBTOTAL</i> | <i>507,561</i> | <i>209,399</i> | <i>220,185</i> | <i>243,740</i> |

Human Resources

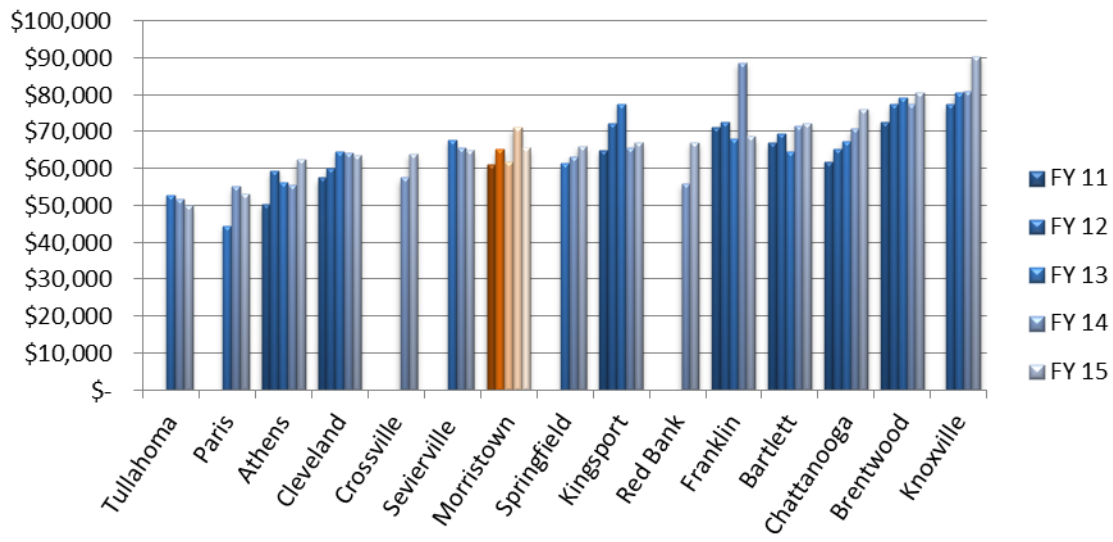
Human Resources is responsible for administering the classification and compensation program; developing policies, rules and regulations for City employees; administering the City's group insurance programs; assisting departments in the personnel management function; keeping apprised of new laws and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

❑ Performance and Workload Measures

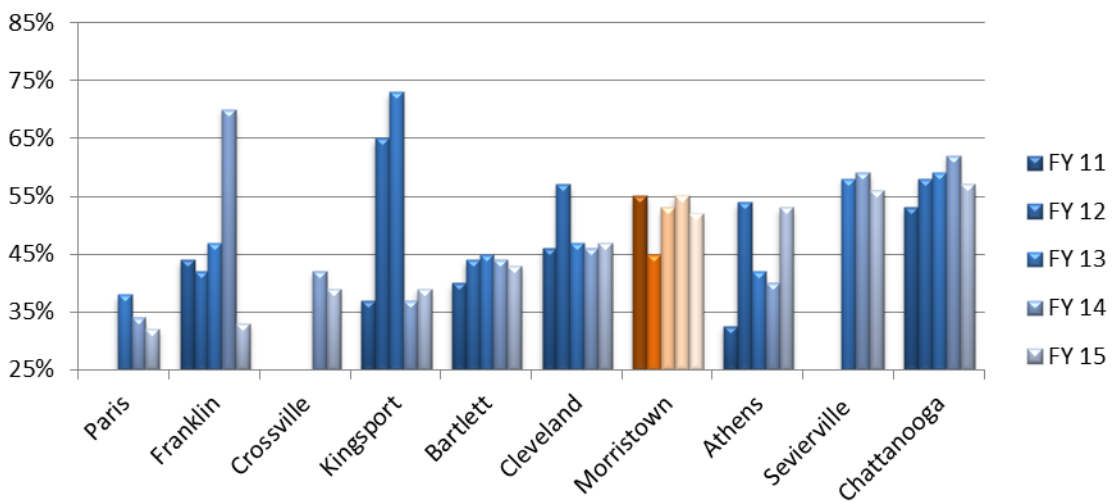


Tennessee Municipal Benchmark Project

Personnel Costs per FTE



Benefit to Salary Ratio



Personnel costs per full time employee are comparable to other communities, but the cost of benefits remains higher than most communities.

❑ Significant Accomplishments 2015-2016:

- For the fourth year, conducted the Municipal Management Academy from MTAS with the Town of Greeneville.
- Various health topics and employee seminars were made available by the Clinic.
- In 2016, the City was certified as a “Tennessee Drug Free Workplace”.
- Expanded clinic hours to include Saturday which brings the total hours to 52.
- Completed review and updating of Employee Handbook.
- Workers Comp claims were decreased from \$82,900 to \$27,700 for claim year 2015.
- Safety Committee met on a quarterly basis and provided recommendations on reducing future accidents.

❑ Goals for FY 2016 - 2017:

- To remain a Certified Tennessee Drug Free Workplace Program.
- Re-establish and standardize the employee evaluation process for all departments.
- Implement a health risk assessment program to assist our workforce to become healthier.
- Evaluate and improve the employee orientation program.
- Cross-train Human Resources staff.
- Continue training for the City’s supervisors such as MTAS’s Municipal Management Academy (MMA) program(s).
- Implement a new employee fitness program.
- Continued training of staff.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- There were no major variances in this account.

❑ Significant Changes for FY 2017:

- There is a decrease in salaries/wages and benefits due to moving of an employee to City Administrator Budget.

❑ Personnel Summary

| HUMAN RESOURCES | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| ADMINISTRATIVE SERVICES COORDINATOR | 1 | 1 | 1 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0 |
| ADMINISTRATIVE COORDINATOR | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 1 |
| HUMAN RESOURCES COORDINATOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL HUMAN RESOURCES | 2 | 2 | 2 | 1.5 | 2.5 | 2.5 | 2.5 | 2.5 | 2 |

□ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|----------------|----------------|-----------------|----------------|
| 41650 - Human Resources | | | | |
| 111 SALARIES & WAGES | 146,754 | 147,624 | 127,425 | 98,057 |
| 111 SALARIES & WAGES CIVIL SERVICE | - | 7,200 | 7,200 | 7,200 |
| 112 OVERTIME | - | 500 | 294 | 500 |
| 134 HOLIDAY BONUS | 1,131 | 1,250 | 918 | 1,060 |
| 210 FICA | 8,882 | 9,708 | 8,422 | 6,623 |
| 212 MEDICARE | 2,077 | 2,270 | 1,970 | 1,549 |
| 213 TCRS CONTRIBUTION | 20,545 | 23,081 | 20,049 | 15,716 |
| 214 EMPLOYEE HEALTH INS | 27,844 | 31,757 | 30,761 | 25,337 |
| 217 EMPLOYEE LIFE INS | - | 503 | - | 331 |
| 219 WORKERS COMPENSATIONS INSURANCE | 6,828 | 3,313 | 2,843 | 2,843 |
| 221 UNEMPLOYMENT INSURANCE | - | - | 2,077 | 2,500 |
| 310 POSTAL SERVICE | 459 | 500 | 386 | 500 |
| 321 PRINTING SERVICES | - | 500 | 34 | 750 |
| 330 LEGAL NOTICES | 7,343 | 1,500 | 7,112 | 7,500 |
| 341 ELECTRICITY | 3,987 | 3,952 | 3,915 | 4,200 |
| 342 WATER & SEWER | 454 | 472 | 531 | 500 |
| 343 NATURAL GAS & PROPANE | 246 | 242 | 186 | 300 |
| 345 TELEPHONE SERVICES | 2,492 | 2,565 | 2,175 | 2,565 |
| 351 MEDICAL SERVICES | - | 100 | - | 100 |
| 371 SUBSCRIPTIONS & BOOKS | 2,317 | 600 | 374 | 600 |
| 375 MEMBERSHIPS & DUES | 782 | 750 | 522 | 750 |
| 378 EDUCATION - SEMINARS & TRAINING | 3,842 | 11,500 | 11,357 | 11,500 |
| 383 TRAVEL-BUSINESS EXPENSES | 7,781 | 4,000 | 6,979 | 4,500 |
| 399 OTHER CONTRACTED SERVICES | 25,380 | 30,750 | 18,587 | 16,750 |
| 411 OFFICE SUPPLIES & MATERIALS | 2,805 | 1,500 | 2,220 | 2,000 |
| 413 OFFICE EQUIPMENT | 338 | - | - | - |
| 428 EDUCATIONAL & TRAINING SUPPLIES | - | 100 | 45 | 100 |
| 429 GENERAL OPERATING SUPPLIES | 287 | 600 | - | 600 |
| 499 OTHER SUPPLIES & MATERIALS | 1,701 | 500 | 781 | 500 |
| 510 INSURANCE - GENERAL LIABILITY | 3,436 | 3,436 | 4,020 | 4,420 |
| 523 PROPERTY (CONTENTS) INS | 528 | 528 | 454 | 500 |
| 533 EQUIPMENT - RENTAL/LEASE | 3,227 | 3,000 | 3,359 | 3,500 |
| 596 Penalties for Late Filing | 20 | - | - | - |
| 41650 - Human Resources SUBTOTAL | 281,486 | 294,301 | 264,996 | 223,851 |

Legal Services

The Legal Services department is comprised of the City attorney and City Court.

The City Attorney is appointed by City Council., He renders professional legal services to the City through legal counseling to the City Council, City Administrator and 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. Other legal services for the City is provided through the City's risk management insurance. These services are conducted as a joint effort with the City Attorney.

The City Court is presided over by the Municipal 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 in the General Fund of the City.

❑ Significant Accomplishments 2011-2012:

- Successfully negotiated terms of settlement for paving of the Lochmere subdivision with the developer's bonding company.
- Successfully defended the City injury claim with the City being dropped from the suit.
- Successfully defended the City concerning a land dispute between two other parties by the City being dropped from the suit.
- Resolving the ongoing sales tax suit.
- Assisted staff with the updating the City's municipal code.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- Contracted Services will be higher than originally budgeted.

❑ Significant Changes for FY 2017:

- There is an increase in other contracted services due to legal representation.

❑ Personnel Summary

| LEGAL SERVICES | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 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 |

The City Judge is an employee of the City. The City Attorney is a contracted service.

Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| 41660 - Legal Services | | | | |
| 111 SALARIES & WAGES - ATTORNEY RETAINER | 10,145 | 11,403 | 10,495 | 11,526 |
| 134 HOLIDAY BONUS | 406 | 414 | 1,689 | - |
| 210 FICA | 541 | 733 | 755 | 715 |
| 212 MEDICARE | 127 | 171 | 177 | 167 |
| 213 TCRS CONTRIBUTION | - | 1,756 | - | 1,713 |
| 214 EMPLOYEE HEALTH INS | 11,824 | 25,032 | 12,799 | 25,032 |
| 217 EMPLOYEE LIFE INS | - | 40 | - | 40 |
| 219 WORKERS COMPENSATIONS INSURANCE | 2,650 | 2,650 | 2,275 | 2,275 |
| 351 MEDICAL SERVICES | - | - | 28 | |
| 352 LEGAL SERVICES | 160,105 | 100,000 | 143,248 | 150,000 |
| 371 SUBSCRIPTIONS & BOOKS | 3,757 | 4,000 | 3,945 | 4,500 |
| 399 OTHER CONTRACTED SERVICES | 11,552 | - | 500 | - |
| 510 INSURANCE - GENERAL LIABILITY | 1,053 | 1,053 | 1,087 | 1,200 |
| 523 PROPERTY (CONTENTS) INS | 143 | 143 | 123 | 135 |
| 41660 - Legal Services SUBTOTAL | 202,303 | 147,395 | 177,121 | 197,303 |

Community Development



Planting of trees at Talley Ward Recreation Center

Planning

The Planning Department establishes and directs short term and long range programs to direct new development, preserve important features, and 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.

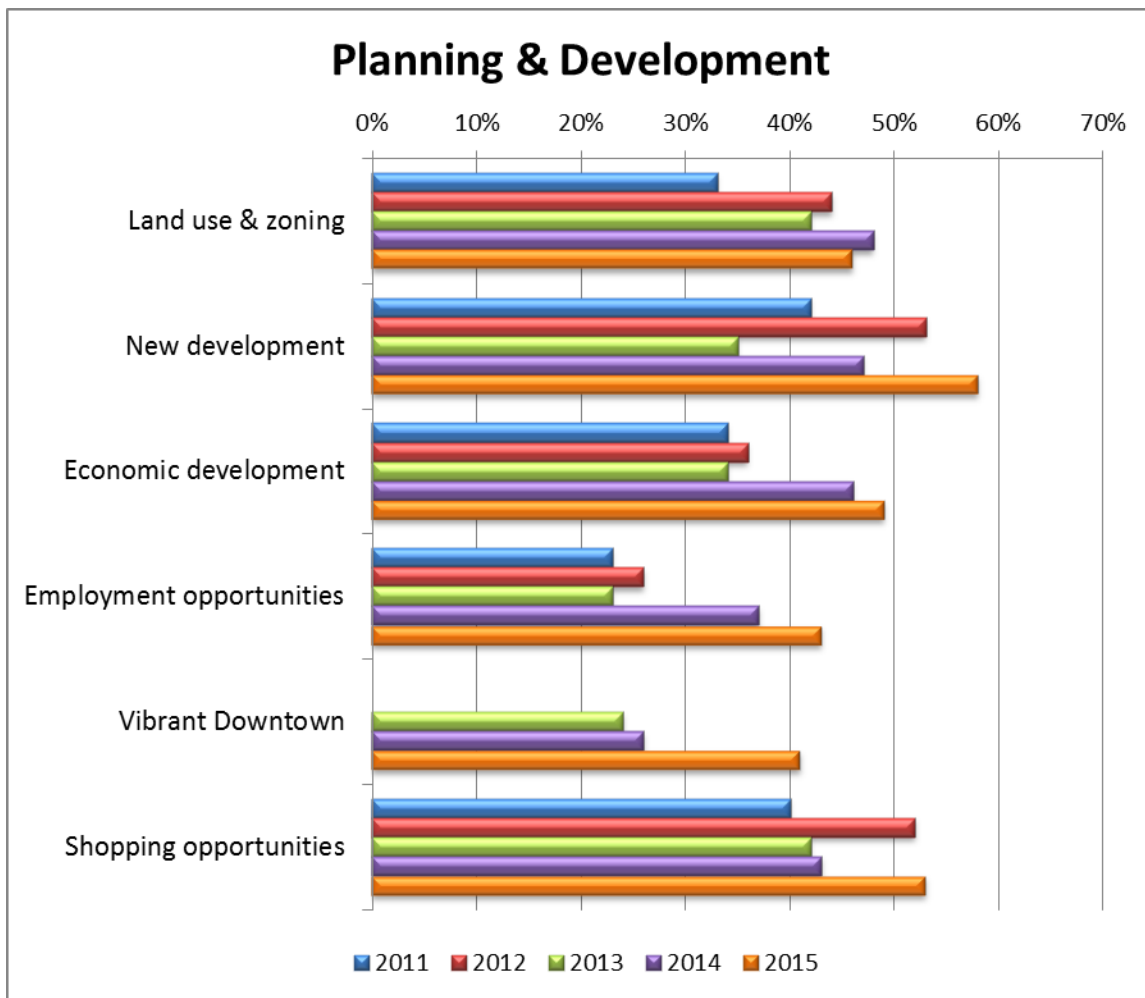
Long-range planning involves preparing studies, guidelines and policies to be implemented by the Morristown Regional Planning Commission or the Morristown City Council over periods of time ten years or greater into the future.

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.

Planning Mission

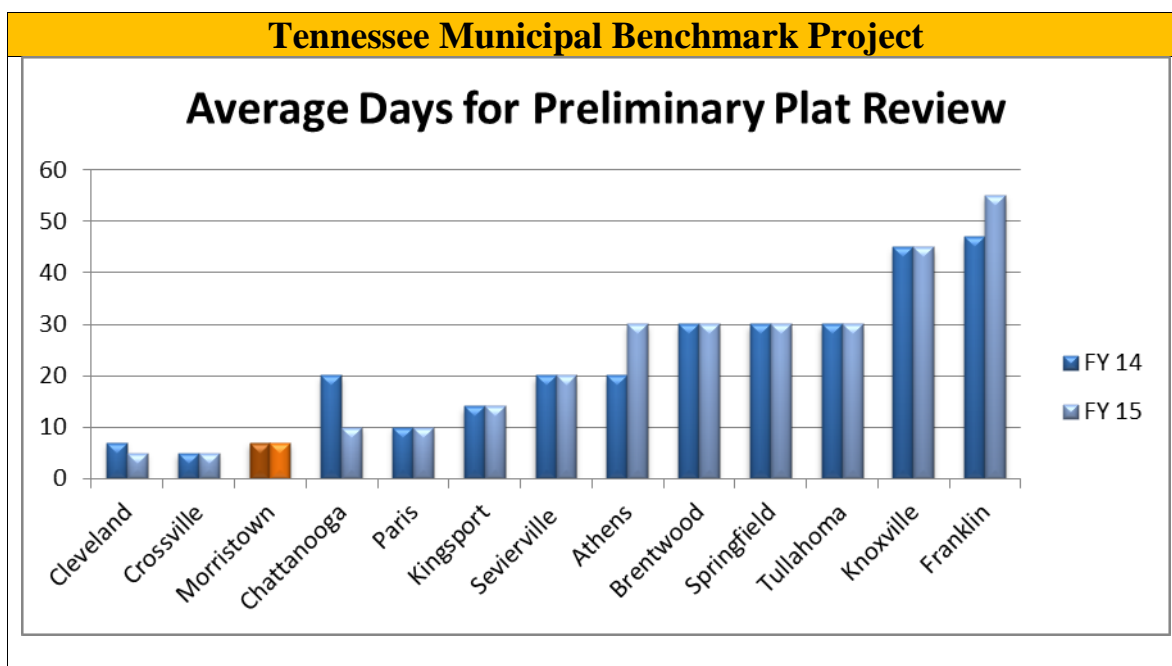
1. Provide the City Administrator, other city departments, public officials and the general public with prompt, courteous, educated, professional, and valuable service.
2. Develop, maintain and implement an operative Comprehensive Planning System for the City and surrounding region.
3. Encourage economic 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. Continue to grow and expand the services and informational resources of our department through emerging technology, Geographic Information Systems, and advancement in communication techniques.

□ Performance and Workload Measures



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

Survey responses show increasing strength in this area. Increased development activity has improved citizen ratings in each area. Of particular interest is the strong improvement in the rating of the downtown area.



| Task | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|-------------------------------------|--------|--------|-------|------|------|-------|
| Community and Economic Affairs | | | | | | |
| Subdivision application | 26 | 23 | 34 | 24 | 30 | 30 |
| Site Plans Reviewed | 18 | 15 | 28 | 15 | 36 | 51 |
| Annexation (parcels) / (population) | 10 / 0 | 16 / 0 | 5 / 0 | 0 | 0 | 2 / 0 |
| Annexation (acres) | 67 | 45 | 30 | 0 | 0 | 37 |
| Bonds Administered | 3 | 2 | 8 | 5 | 7 | 4 |
| Rezoning Requests | 9 | 3 | 9 | 11 | 10 | 7 |
| Variance Requests | 2 | 7 | 12 | 15 | 12 | 6 |

❑ Significant Accomplishments FY 2015-2016:

- Continued to serve the development community with prompt, professional, and courteous service in completing development-related tasks.
- Oversaw development of:
 - The Downs at Wallace Farms at the gateway point into Morristown off I-81 and U.S. 25-E at Exit 8.
 - A major shopping center complex in the central section of the City known as the Masengill Springs development.
 - The emerging development center at U.S. 11-E and SR 474 at Merchants Greene shopping center.
 - Continuing development at Popkin Town Center located at the intersection of East Morris Boulevard and South Liberty Hill Road.
 - Three new community grocery stores.
 - Three new high-density residential developments.
- Annexed approximately 40 acres for future planned medical facility.
- Assisted Planning Commission in interpretations of non-commercial art installations.
- Amended the Zoning Text of the City to maintain regulations that are current and relevant to modern development trends in the areas of:
 - a. Sign Ordinance – addressed and defined feather flags
 - b. Flood Zone Districts – updated relevant sections of the code to reflect newly-adopted guidelines regarding the storm water ordinance and regulations
- Updated the Morristown Subdivision Regulations to address the newly-adopted storm water ordinance and regulations.
- Completed the 2015 National Citizen’s Survey in conjunction with the National Research Center to gauge citizen opinion of city services covering a broad spectrum of topics.
- Completed PC 1101 (Urban Growth Boundary Plan) reports in relation to Tennessee State Law requirements.
- Presented status report on South Cumberland Street Area to recommend improvements to that area as a southern gateway into the City.
- Awarded HOME grant from Tennessee Housing Development Agency (THDA) for low-income single-family housing rehabilitation and completed tier one in Environmental Review Record for the City.
- Acquired the required training hours for all Planning Commissioners and staff as mandated by the State of Tennessee.

- Maintained Continuing Professional Credit Hours as required by the American Institute of Certified Planners (AICP).
- Continued implementation of the new enterprise server for the Energov system to include code enforcement workflows for sign, building code, and zoning violations.
- Established active and ongoing departmental enforcement methodology pertaining to signs, zoning, and other zoning violations.
- Continued to improve and cleanse data housed in the Energov system.
- Continued to provide administrative support to the City, Planning Commission, Board of Zoning Appeals, and City Administrator as needed.
- Completed a draft temporary sales ordinance to address several issues, including mobile food truck vendors.
- Partnered with GIS staff to develop a land use coding system and improve zoning and development-related mapping for the public.
- Oversaw transition of Tree Board from Parks and Recreation Department to Planning Department.
- Acquired Tree City USA designation.

❑ **Goals for FY 2016 - 2017:**

- Continue to serve the development community with prompt, professional, and courteous service in completing development-related tasks.
- Continue to maintain and update development regulations.
- Continue to host joint meetings and training opportunities of the Morristown Regional Planning Commission and the Hamblen County Planning Commission.
- Obtain professional training for planning staff and complete the required training for the Morristown Regional Planning Commission members for calendar year 2016.
- Continue process to secure the American Institute of Certified Planners (AICP) Certification Maintenance for 2017.
- Complete a regional directional signage program (Wayfinding).
- Maintain current adherence to the requirements of PC 1101 regarding City annexations in 2017.
- Complete a Safe Routes to School infrastructure project in the Lincoln Heights neighborhood.
- Continue to provide administrative support to the Morristown Regional Planning Commission and Board of Zoning Appeals.
- Implement Phase Two of the South Cumberland Street Study.
- Begin HOME grant program for low-income single-family housing rehabilitation.
- Continue to serve as staff support for City Tree Board and obtain Tree City USA designation while enhancing community outreach.
- Sponsor and organize training seminars for arborists, tree trimmers, and other interested parties on best practices in tree care and maintenance.
- Continue a monthly newspaper article in the Citizen Tribune promoting proper tree care and maintenance to provide increased exposure to the Board.
- Coordinate the annual Arbor Day event in conjunction with the Arbor Day Poster Contest to increase community visibility of the Tree Board.
- Provide internal training to the Tree Board, such as the Arbor Day Foundation's Tree Board University, to increase board involvement and understanding.

- Make application for the State Urban Forestry Grant for tree plantings on public property and improvements to the existing arboretum in Fred Miller Park.
- Continue to recruit donors for the Legacy Tree Program.

☐ Comments on FY 2015 Actual and FY 2016 Projections:

- The department saw no significant changes to initial budget projections.

☐ Significant Changes for FY 2017

- There is a decrease due to moving projects to Capital Project Fund.

☐ Personnel Summary

| COMMUNITY AND ECONOMIC AFFAIRS | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| PLANNER | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1 | 2 | 2 | 2 |
| DEVELOPMENT DIRECTOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ADMINISTRATIVE SECRETARY | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.5 | 0.5 | 0.5 |
| HOUSING COORDINATOR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL COMM. AND ECONOMIC AFFAIRS | 2.8 | 2.8 | 2.8 | 2.8 | 2.8 | 2.3 | 3.5 | 3.5 | 3.5 |

In FY09, 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 FY14 budget the Morristown Development Corporation was no longer staffed by City personnel and the ½ position allocated to this area was eliminated. In FY15 the planner position cut in FY14 was restored.

Budget Expense Detail

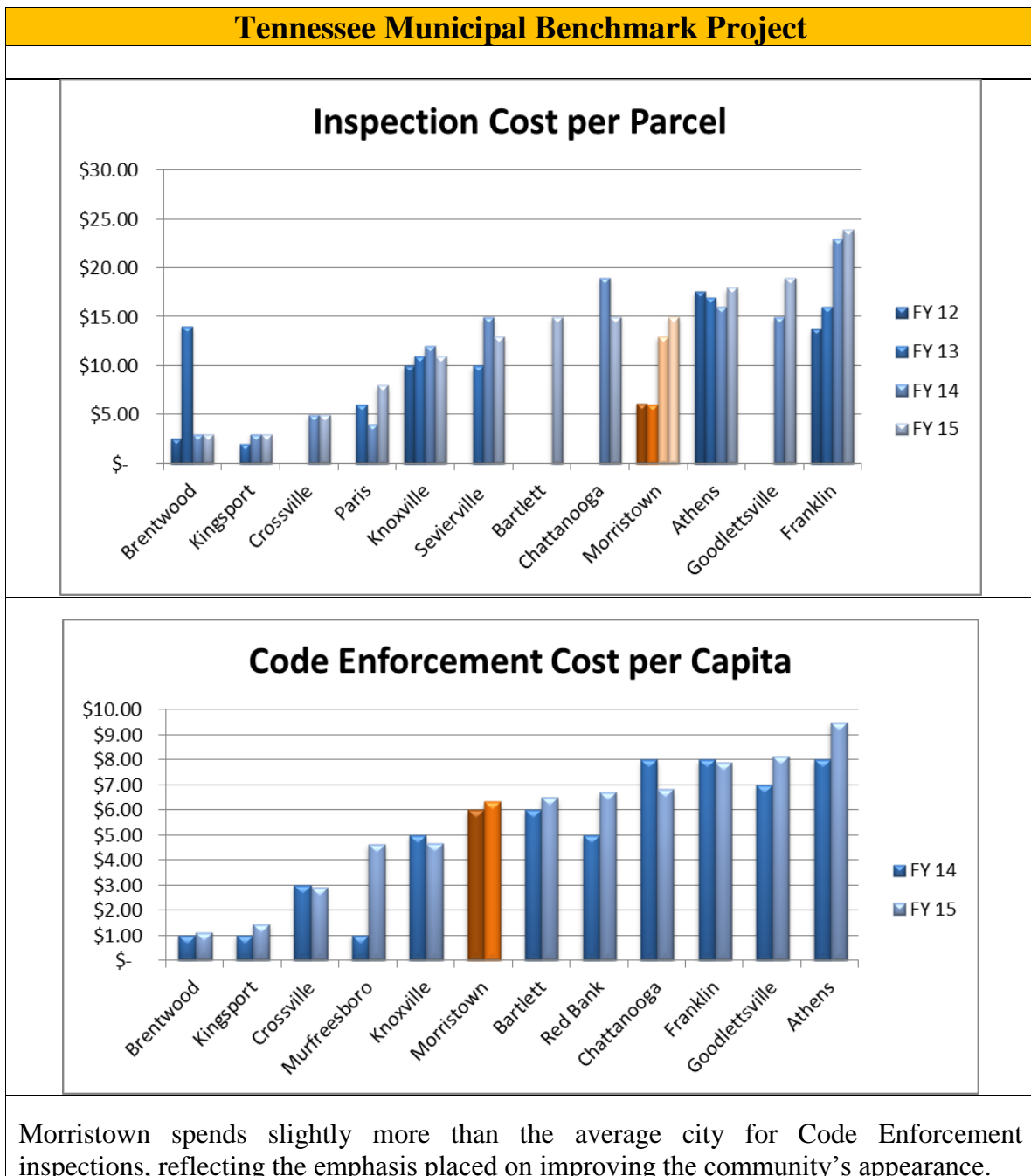
| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|------------------|------------------|------------------|----------------|
| <i>41700 - Planning</i> | | | | |
| 111 SALARIES & WAGES | 210,565 | 221,195 | 240,995 | 226,239 |
| 112 OVERTIME | - | 134 | - | - |
| 134 HOLIDAY BONUS | 791 | 1,510 | 818 | 1,529 |
| 210 FICA | 12,736 | 13,816 | 14,992 | 14,122 |
| 212 MEDICARE | 2,979 | 3,231 | 3,506 | 3,303 |
| 213 TCRS CONTRIBUTION | 31,407 | 33,114 | 35,933 | 33,846 |
| 214 EMPLOYEE HEALTH INS | 39,429 | 44,501 | 44,713 | 45,279 |
| 217 EMPLOYEE LIFE INS | - | 747 | - | 764 |
| 219 WORKERS COMPENSATIONS INSURANCE | 4,638 | 4,638 | 3,981 | 3,981 |
| 310 POSTAL SERVICE | 875 | 500 | 782 | 500 |
| 321 PRINTING SERVICES | 218 | 100 | - | 200 |
| 329 OTHER OPERATING SUPPLIES | - | - | 578 | 1,500 |
| 330 LEGAL NOTICES | 1,105 | 2,000 | 1,244 | 2,000 |
| 351 MEDICAL SERVICES | 28 | 100 | - | 100 |
| 355 COMPUTER/DATA PROCESSING | 2,069 | - | 3,048 | 2,000 |
| 359 OTHER PROFESSIONAL SRVCS | - | 200 | - | 200 |
| 363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT | - | 1,500 | - | 1,500 |
| 371 SUBSCRIPTIONS & BOOKS | 157 | 225 | 162 | 225 |
| 375 MEMBERSHIPS & DUES | 1,069 | 2,000 | 719 | 2,000 |
| 378 EDUCATION - SEMINARS & TRAINING | 451 | 2,500 | 362 | 2,500 |
| 383 TRAVEL-BUSINESS EXPENSES | 4,127 | 3,000 | 1,742 | 3,000 |
| 399 OTHER CONTRACTED SERVICES | 33,610 | 738,150 | 60,295 | 67,150 |
| 411 OFFICE SUPPLIES & MATERIALS | 2,161 | 3,000 | 1,561 | 3,000 |
| 429 GENERAL OPERATING SUPPLIES | 165 | 250 | 27 | 250 |
| 431 GASOLINE & DIESEL FUEL | 287 | 500 | 56 | 500 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | - | 1,000 | 802 | 1,000 |
| 455 CRUSHED STONE & SAND | - | - | 547 | - |
| 499 OTHER SUPPLIES & MATERIALS | 1,445 | 1,500 | 1,053 | 1,500 |
| 510 INSURANCE - GENERAL LIABILITY | 1,000 | 1,000 | 1,032 | 1,135 |
| 523 PROPERTY (CONTENTS) INS | 135 | 135 | 117 | 130 |
| 533 EQUIPMENT - RENTAL/LEASE | 952 | 1,000 | 1,590 | 2,500 |
| 637 LAMPTO MATCH | 45,130 | - | - | - |
| 801 GRANTS & OTHER SUBSIDIES | 1,115,448 | - | 758,210 | - |
| <i>41700 - Planning SUBTOTAL</i> | <i>1,512,977</i> | <i>1,081,546</i> | <i>1,178,865</i> | <i>421,953</i> |

Codes Enforcement

This office reports to the Police Chief and is staffed with one full time police officer. The department is responsible for establishing and directing short-term and long-term programs that enhance the quality of life and physical environment within the City.

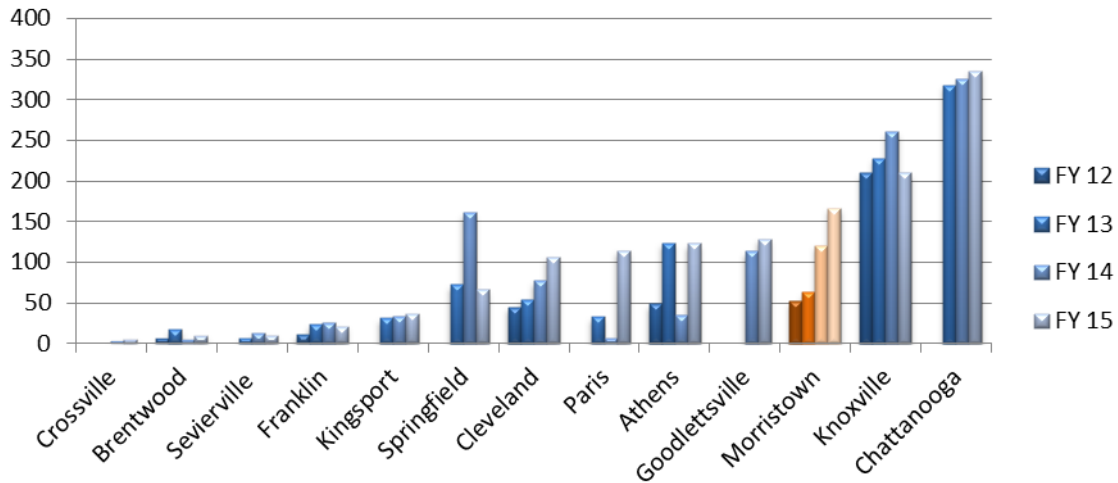
The Codes Enforcement Officer's primary duties are to ensure the overall improvement of the Morristown environment, including scenic quality, safe and sanitary conditions, and citizen response through the enforcement of the codes which are established for the overall well-being of the City.

❑ Performance and Workload Measures

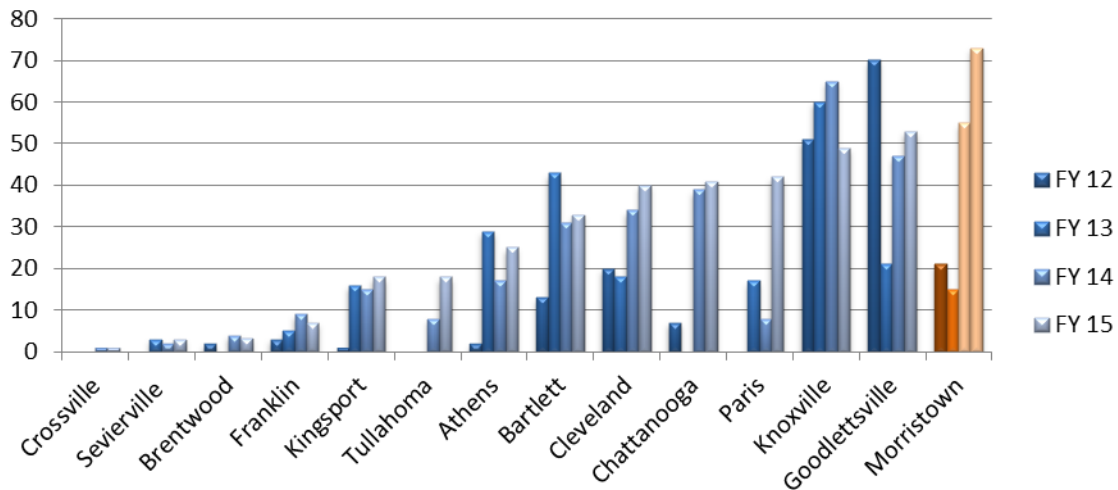


Tennessee Municipal Benchmark Project

Inspections per 1,000 Parcels

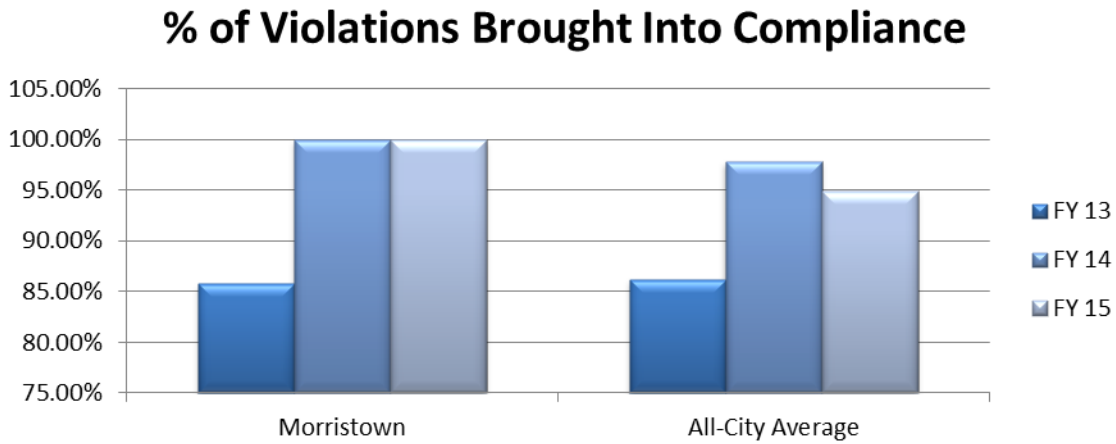


Cases Brought per 1,000 Population



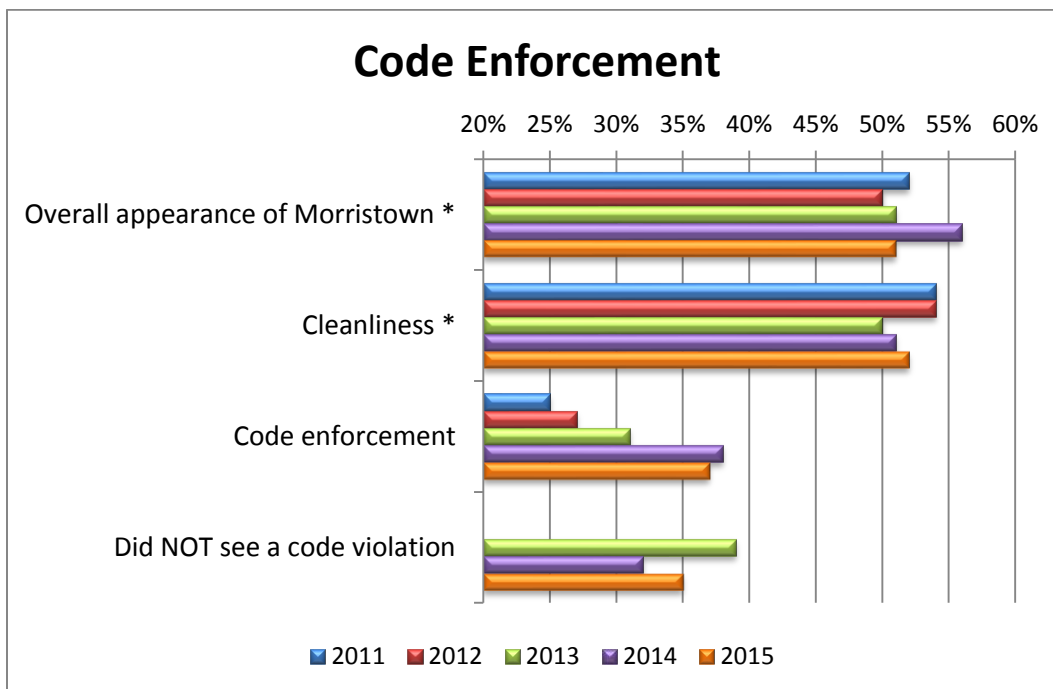
The number of inspections in Morristown are higher than most Tennessee localities and the cases brought is the highest in the group. This shows our continuing emphasis on improving community appearance. Code Enforcement remains an area of emphasis in the coming year.

Tennessee Municipal Benchmark Project



Morristown is more successful in resolving code violations than most communities in the benchmarking program.

| Task | 2011 | 2012 | 2013 | 2014 | 2015 |
|--|------|------|------|-------|-------|
| Property Maintenance Codes Inspections | 329 | 712 | 759 | 1,537 | 2,008 |
| Property Maintenance Codes Violation | 141 | 435 | 512 | 1,602 | 2,134 |
| Property Maintenance Cases Brought into Compliance | n/a | 400 | 439 | 1,600 | 2,133 |
| Average Days Taken to Obtain Compliance | n/a | 10 | 14 | 14 | 12 |
| Inoperable Vehicle Violations | 234 | 35 | 67 | 114 | 217 |
| Trash/ Debris Citations | 35 | 55 | 26 | 24 | 110 |
| Overgrown Lot Violations | 22 | 67 | 185 | 1,156 | 1,483 |



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

The annual survey consistently shows weakness in community appearance and cleanliness when compared to other communities. Ratings for code enforcement have been stronger in the past two years, but only slightly more than a third of our residents rate our code enforcement program as good or excellent. While this is comparable to other communities in the national survey, our objective is to significantly improve in this area.

❑ Significant Accomplishments FY 2015-2016:

- Codes Enforcement Officer researched programs and forwarded the information to the City Administrator and building inspectors on how to deal with dilapidated buildings in the city.
- Codes Enforcement Officer updated/rewrote Titles 9, 13, and 17 of the municipal ordinances to make needed updates and changes to bring the codes up to date with current process and improved the processes. City Council passed the changes and a public information campaign began to inform citizens on the changes.
- Codes Enforcement Officer trained all patrol officers on property code violation ordinances. A handout was given to each officer, which provided a brief description of the municipal codes that relate to codes enforcement violations.
- Codes Enforcement Officer continued to make improvements and changes to processes, forms, etc. The officer issued 1955 notices of violations, recovered 2848 illegal signs and 251 notices for junked vehicles. The officer issued 284 citations for violations that were not remedied by the owner/manager.
- Codes Enforcement Officer began working with Tyler Technologies, Inc. to get the codes enforcement version of Energov online and operational.

❑ **Goals for FY 2016 - 2017:**

- Goal: To have the codes enforcement portion of Energov complete and operational.
Objective: Energov software has a codes enforcement portion utilized to track and map violations issued by the codes enforcement officer. The codes officer will work with Tyler Technologies to get it operational in 2016. Currently, the only tracking of violations is done on paper. This software will track, map and allow other users to look at information in real time. The officer will need an IPAD and the mobile software in order to enter data and pictures at scene of the violation.
 - Performance Indicator: To evaluate if the Energov codes enforcement software is functional in 2016.
- Goal: To place enforcement emphasis on areas of the city with ongoing municipal code violations.
Objective: To enhance community appearance by addressing areas with recurring violations.
 - Performance Indicators: Number of enforcement actions taken against properties with recurring violations.

❑ **Comments on FY 2015 Actual and FY 2016 Projections:**

- An increased emphasis on community appearance required personnel to work additional hours beyond funded salary.
- Additional Energov software and related hardware purchase from Computer & Data and Office Equipment accounts to provide the codes officer with in-field capabilities for researching and documenting.

❑ **Significant Changes for FY 2017:**

- There is an increase in motor equipment due to purchase of vehicle.

❑ **Personnel Summary**

| CODES ENFORCEMENT | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CODES ENFORCEMENT OFFICER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| LITTER CREW COORDINATOR | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 1 |
| TOTAL CODES ENFORCEMENT | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 2 |

Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| <i>41710 - Code Enforcement</i> | | | | |
| 111 SALARIES & WAGES | 74,460 | 74,269 | 71,860 | 77,296 |
| 112 OVERTIME | 4,019 | - | 8,893 | 12,000 |
| 115 SUPPLEMENTAL TRAINING PAY | - | - | - | 1,200 |
| 119 HOLIDAY PAY | - | - | 2,189 | 2,279 |
| 134 HOLIDAY BONUS | 562 | 374 | 376 | 544 |
| 210 FICA | 4,688 | 4,628 | 5,166 | 5,786 |
| 212 MEDICARE | 1,092 | 1,082 | 1,208 | 1,353 |
| 213 TCRS CONTRIBUTION | 11,345 | 11,092 | 12,381 | 13,867 |
| 214 EMPLOYEE HEALTH INS | 23,169 | 25,257 | 26,256 | 25,267 |
| 217 EMPLOYEE LIFE INS | - | 244 | - | 256 |
| 219 WORKERS COMPENSATIONS INSURANCE | 2,650 | 2,650 | 2,275 | 2,275 |
| 226 CLOTHING/UNIFORM/SHOES | 726 | 1,000 | 706 | 1,000 |
| 310 POSTAL SERVICE | 1,053 | 1,500 | 2,687 | 1,500 |
| 330 LEGAL NOTICES | - | 200 | - | 200 |
| 341 ELECTRICITY | 1,595 | 1,581 | 1,566 | 1,595 |
| 342 WATER & SEWER | 182 | 189 | 233 | 189 |
| 343 NATURAL GAS & PROPANE | 98 | 97 | 84 | 97 |
| 345 TELEPHONE SERVICES | 1,341 | 1,376 | 1,394 | 2,096 |
| 351 MEDICAL SERVICES | - | - | 28 | - |
| 355 COMPUTER/DATA PROCESSING | - | - | 1,349 | 1,500 |
| 361 REPAIR & MAINTENANCE-VEHICLES | 825 | 1,000 | - | 1,000 |
| 378 EDUCATION - SEMINARS & TRAINING | 199 | 1,000 | 350 | 1,000 |
| 383 TRAVEL-BUSINESS EXPENSES | - | 500 | 500 | 500 |
| 399 OTHER CONTRACTED SERVICES | 41,337 | 45,000 | 31,853 | 45,000 |
| 411 OFFICE SUPPLIES & MATERIALS | 83 | 100 | 70 | 100 |
| 419 SMALL TOOLS & EQUIP | 100 | 726 | 746 | 1,000 |
| 429 GENERAL OPERATING SUPPLIES | 179 | 250 | 859 | 250 |
| 431 GASOLINE & DIESEL FUEL | 4,680 | 7,000 | 3,482 | 7,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 2,029 | 3,000 | 750 | 3,000 |
| 510 INSURANCE - GENERAL LIABILITY | 527 | 527 | 543 | 600 |
| 523 PROPERTY (CONTENTS) INS | 71 | 71 | 61 | 70 |
| 533 EQUIPMENT - RENTAL/LEASE | 1,196 | 1,000 | 1,262 | 1,500 |
| 971 MOTOR EQUIPMENT | - | - | - | 35,579 |
| <i>41710 - Code Enforcement SUBTOTAL</i> | <i>178,206</i> | <i>185,713</i> | <i>179,127</i> | <i>246,899</i> |

Engineering

The Engineering Department, under the supervision of the Public Works Director, is responsible for developing regulatory and capital programs for the storm water 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 department's 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.

❑ Performance and Workload Measures

| Task | 2011 | 2012 | 2013 | 2014 | 2015 |
|---------------------------------------|------|------|------|------|------|
| Right of Way Management | | | | | |
| Roadway Access Permits | 4 | 6 | 4 | 11 | 9 |
| Roadway Access Permit Inspections | 12 | 18 | 16 | 33 | 27 |
| Work in Right of Way | | | | | |
| Atmos Energy | 15 | 18 | 22 | 25 | 15 |
| ATT | 9 | 12 | 18 | 0 | 6 |
| Private | 5 | 10 | 3 | 44 | 25 |
| MUS | 0 | 0 | 0 | 0 | 30 |
| Inspections | 60 | 75 | 92 | 77 | 76 |
| | | | | | |
| Street Inventory & Evaluation (miles) | 190 | 190 | 190 | 206 | 206 |

❑ Significant Accomplishments FY 2015-2016:

- Assisted and managed major construction projects including:
 - TDOT Projects
 - Annual Street Maintenance Project
 - Storm Water Capital Projects (Vantage View)
- Staff updated inventory and condition assessment of infrastructure including all streets and street signs. Information was inserted into the GIS system to aid in the management of the infrastructure.
- Assisted with outside consultant in updating the City's Storm Water Ordinances to ensure Permit compliance.
- Continued to support economic development through development plan review, field inspection and other activities to assure quality development.
- Assisted with outside Geotechnical Engineers on stabilizing sinkholes.

- Assisted GIS department in mapping construction activities in road and Right of Way.
- Located, mapped and inspected 20% of outfalls for dry weather screening.

❑ **Goals for FY 2016 - 2017:**

- Develop a long-term maintenance plan for the City streets.
- Continue to inventory and assess conditions of major infrastructure including:
 - Sidewalks
 - Stormwater / drainage systems
 - Survey City property and related issues and projects
- Assist the GIS department in developing map layers and management tools for infrastructure.
- Continue to support economic development through development plan review, field inspection and other activities to assure quality development.
- Assist in the management of major City construction projects.
- Receive ½ Extra Cab pickup from Public Works Administration and put in service as the new Surveying Truck.

❑ **Comments on FY 2015 Actual and FY 2016 Projections:**

- Variance in equipment expenses due to purchase of surveying equipment.

❑ **Significant Changes for FY 2017:**

- There are no major changes in this account.

❑ **Personnel Summary**

| ENGINEERING | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CITY ENGINEER | 1 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0 | 0 | 0 |
| ADMINISTRATIVE SECRETARY | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.5 |
| ENGINEERING TECHNICIAN | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| CIVIL ENGINEER | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL ENGINEER | 3.3 | 3.1 | 3.1 | 3.1 | 3.1 | 3.1 | 2.3 | 2.3 | 2.5 |

□ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| <i>41800 - Engineering</i> | | | | |
| 111 SALARIES & WAGES | 108,870 | 166,932 | 113,130 | 168,613 |
| 112 OVERTIME | 4,248 | 1,000 | 6,980 | 7,000 |
| 134 HOLIDAY BONUS | 81 | 1,614 | 87 | 1,631 |
| 210 FICA | 6,830 | 10,512 | 7,452 | 10,989 |
| 212 MEDICARE | 1,597 | 2,458 | 1,743 | 2,570 |
| 213 TCRS CONTRIBUTION | 16,701 | 25,195 | 17,861 | 26,338 |
| 214 EMPLOYEE HEALTH INS | 27,209 | 41,835 | 29,087 | 43,089 |
| 217 EMPLOYEE LIFE INS | - | 575 | - | 579 |
| 219 WORKERS COMPENSATIONS INSURANCE | 3,048 | 3,048 | 2,616 | 2,616 |
| 226 CLOTHING/UNIFORM/SHOES | 799 | 250 | 803 | 1,000 |
| 310 POSTAL SERVICE | 26 | 200 | 52 | 200 |
| 330 LEGAL NOTICES | 675 | 750 | 104 | 750 |
| 345 TELEPHONE SERVICES | 1,843 | 1,953 | 2,237 | 2,300 |
| 351 MEDICAL SERVICES | - | - | 101 | - |
| 355 COMPUTER AND DATA PROCESSING | 2,069 | - | 2,172 | 3,200 |
| 371 SUBSCRIPTIONS & BOOKS | - | 250 | - | 250 |
| 375 MEMBERSHIPS & DUES | 1,441 | 2,500 | 1,144 | 2,500 |
| 378 EDUCATION - SEMINARS & TRAINING | 1,100 | 1,500 | 791 | 1,500 |
| 383 TRAVEL-BUSINESS EXPENSES | 812 | 1,250 | 717 | 1,250 |
| 399 OTHER CONTRACTED SERVICES | 41,865 | 65,000 | 56,900 | 91,700 |
| 411 OFFICE SUPPLIES & MATERIALS | 748 | 2,500 | 643 | 2,500 |
| 413 OFFICE EQUIPMENT | 2,529 | 2,500 | - | 2,500 |
| 421 COMPUTER SOFTWARE | 136 | 8,500 | - | 1,300 |
| 429 GENERAL OPERATING SUPPLIES | 684 | 2,500 | 840 | 2,500 |
| 431 GASOLINE & DIESEL FUEL | 2,854 | 3,500 | 1,070 | 3,500 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 363 | 1,000 | 576 | 1,000 |
| 499 OTHER SUPPLIES & MATERIALS | 50 | - | - | 250 |
| 510 INSURANCE - GENERAL LIABILITY | 1,943 | 1,943 | 2,005 | 2,105 |
| 523 PROPERTY (CONTENTS) INS | 263 | 263 | 226 | 250 |
| 533 EQUIPMENT - RENTAL/LEASE | 876 | 12,840 | 195 | 12,840 |
| 999 OTHER EQUIPMENT | - | 40,000 | 40,154 | - |
| <i>41800 - Engineering SUBTOTAL</i> | <i>229,660</i> | <i>402,368</i> | <i>289,686</i> | <i>396,820</i> |

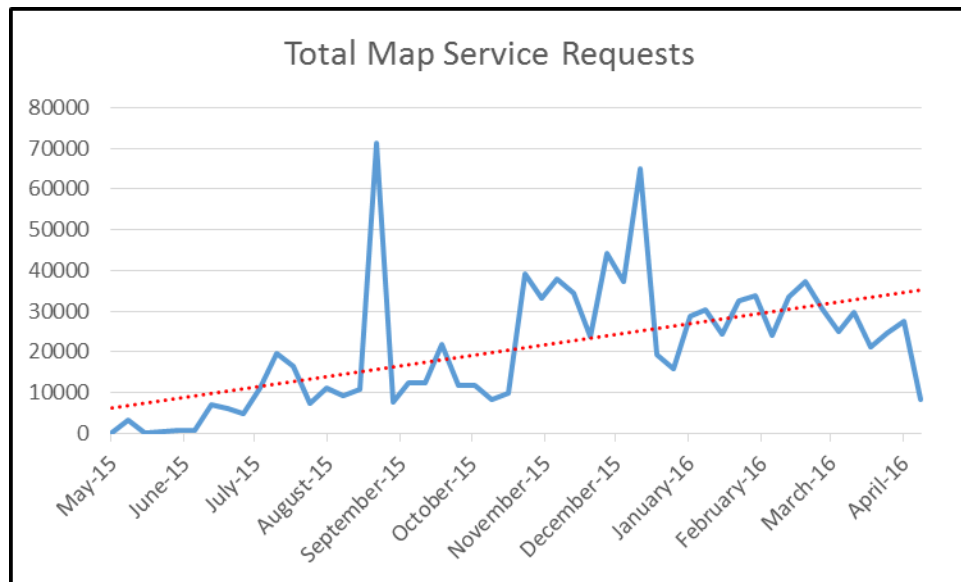
Geographic Information System

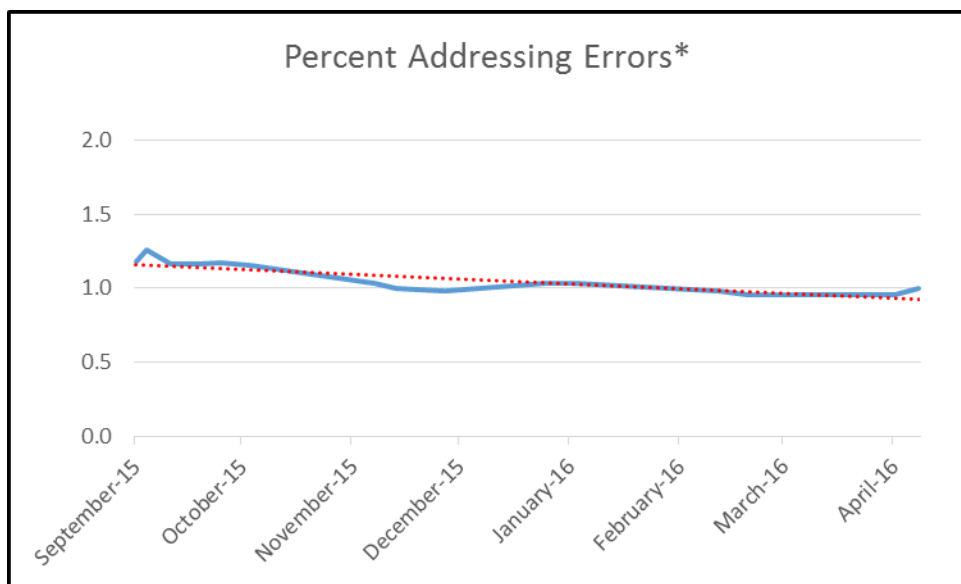
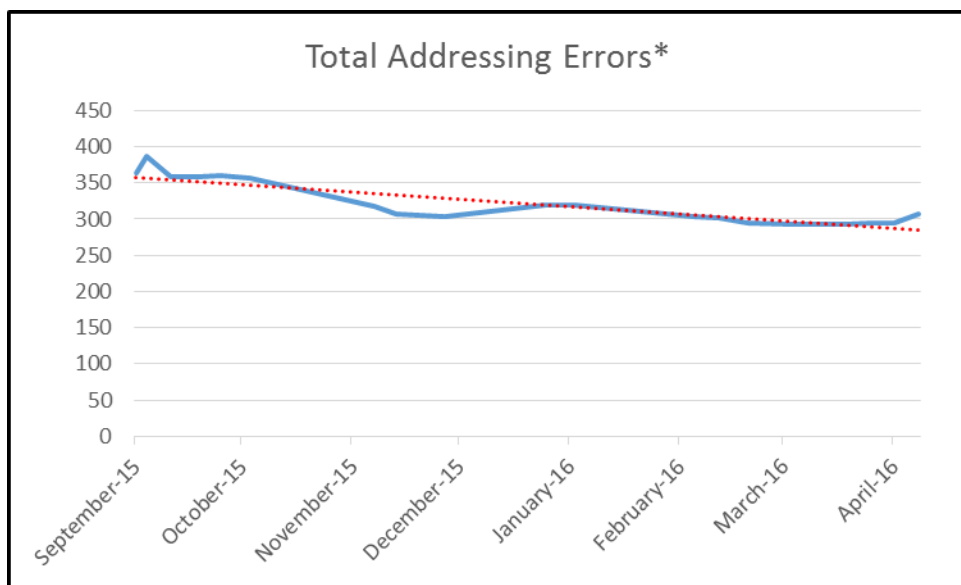
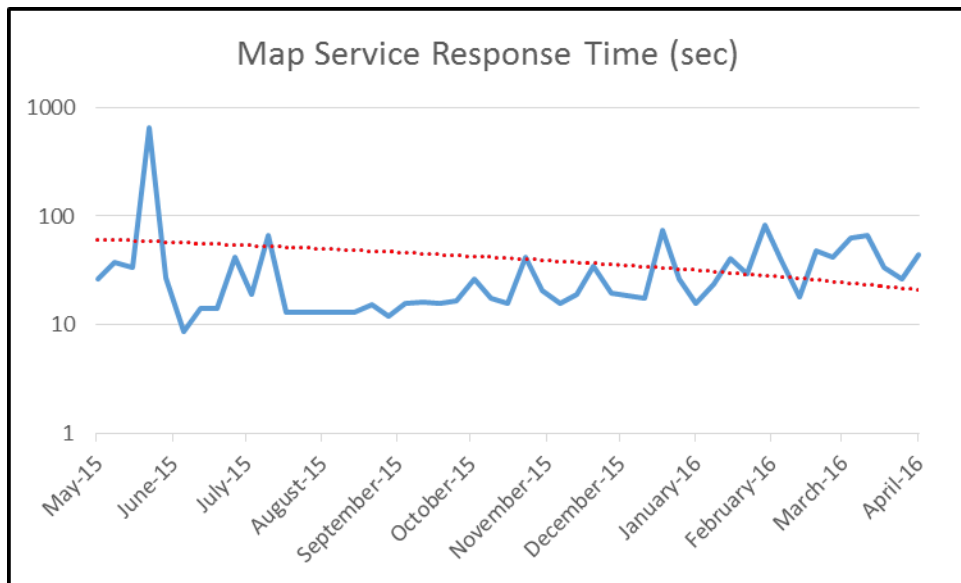
A newly formed alliance of the City of Morristown, Hamblen County, Regional 911, and the Morristown Utility System will provide needed GIS data coordination for the four organizations.

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.

❑ Performance and Workload Measures





**errors not reported before September 2015*

❑ Significant Accomplishments FY 2015-2016:

- Development of apps for public use. Some apps developed were My Government Services, Road Closure, Park Locator, Election and Base Map.
- Water and Sewer Utilities line segments were mapped.
- Began meetings with stakeholders for their input on future app development.
- Partnered with USGS with the Lidar flyover project. (To be delivered in 16-17)

❑ Goals for FY 2016 - 2017:

- Continue to develop and release applications for government and public use.
- Support pre-incident planning and fire hydrant inspection for Fire Department.
- Development of Storm Water mapping for Public Works.
- Continue to refine the Crime Mapping software for Police.
- Continue to assist the County in their planning functions.
- To complete bringing MUS Fiber information onto the GIS system for their use.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- There were no major variances in this account.

❑ Significant Changes for FY 2017:

- There is a decrease in computer/data service due to LIDAR project completion.

❑ Personnel Summary

| GIS DEPARTMENT | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| GIS TECHNICIAN | 1 | 1 | 0 | 0 | 0 | 1 | 2 | 2 | 2 |
| TOTAL GIS DEPARTMENT | 1 | 1 | 0 | 0 | 0 | 1 | 2 | 2 | 2 |

□ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| <i>41810 - GIS Department</i> | | | | |
| 111 SALARIES & WAGES | 115,101 | 123,505 | 124,313 | 126,723 |
| 134 HOLIDAY BONUS | 162 | - | 173 | 183 |
| 210 FICA | 6,999 | 7,657 | 7,718 | 7,868 |
| 212 MEDICARE | 1,637 | 1,791 | 1,805 | 1,840 |
| 213 TCRS CONTRIBUTION | 17,128 | 18,353 | 18,499 | 18,858 |
| 214 EMPLOYEE HEALTH INS | 23,026 | 23,286 | 25,839 | 25,436 |
| 217 EMPLOYEE LIFE INS | - | 426 | - | 436 |
| 219 WORKERS COMPENSATIONS INSURANCE | 2,650 | 2,650 | 2,275 | 2,275 |
| 310 POSTAL SERVICE | - | 300 | 32 | 300 |
| 341 ELECTRICITY | 3,987 | 3,952 | 3,914 | 3,952 |
| 342 WATER & SEWER | 454 | 472 | 598 | 600 |
| 343 NATURAL GAS & PROPANE | 246 | 242 | 209 | 242 |
| 345 TELEPHONE SERVICES | 2,606 | 2,620 | 2,682 | 2,700 |
| 351 MEDICAL SERVICES | - | - | 28 | 30 |
| 355 COMPUTER/DATA SERVICE | - | 73,000 | 55,000 | 63,000 |
| 375 MEMBERSHIPS & DUES | - | 1,500 | - | 750 |
| 378 EDUCATION - SEMINARS & TRAINING | 625 | 2,000 | 2,270 | 2,000 |
| 383 TRAVEL-BUSINESS EXPENSES | 2,566 | 750 | 4,385 | 4,000 |
| 399 OTHER CONTRACTED SERVICES | 63,762 | 62,000 | 7,336 | 15,000 |
| 411 OFFICE SUPPLIES & MATERIALS | 901 | 500 | 12 | 1,000 |
| 413 OFFICE EQUIPMENT | 12 | - | - | - |
| 421 COMPUTER/SOFTWARE | 5,742 | - | - | - |
| 429 GENERAL OPERATING SUPPLIES | - | 1,500 | - | 1,000 |
| 431 GASOLINE & DIESEL FUEL | - | 1,500 | - | 1,000 |
| 499 OTHER SUPPLIES & MATERIALS | - | 2,500 | - | 2,000 |
| 510 INSURANCE - GENERAL LIABILITY | 706 | 706 | 728 | 800 |
| 523 PROPERTY (CONTENTS) INS | - | - | 82 | 90 |
| 533 EQUIPMENT - RENTAL/LEASE | 2,631 | 1,400 | 1,249 | 1,500 |
| 999 OTHER CAPITAL OUTLAY | - | 9,500 | 2,500 | - |
| <i>41810 - GIS Department SUBTOTAL</i> | <i>250,941</i> | <i>342,110</i> | <i>261,647</i> | <i>283,583</i> |

Inspections

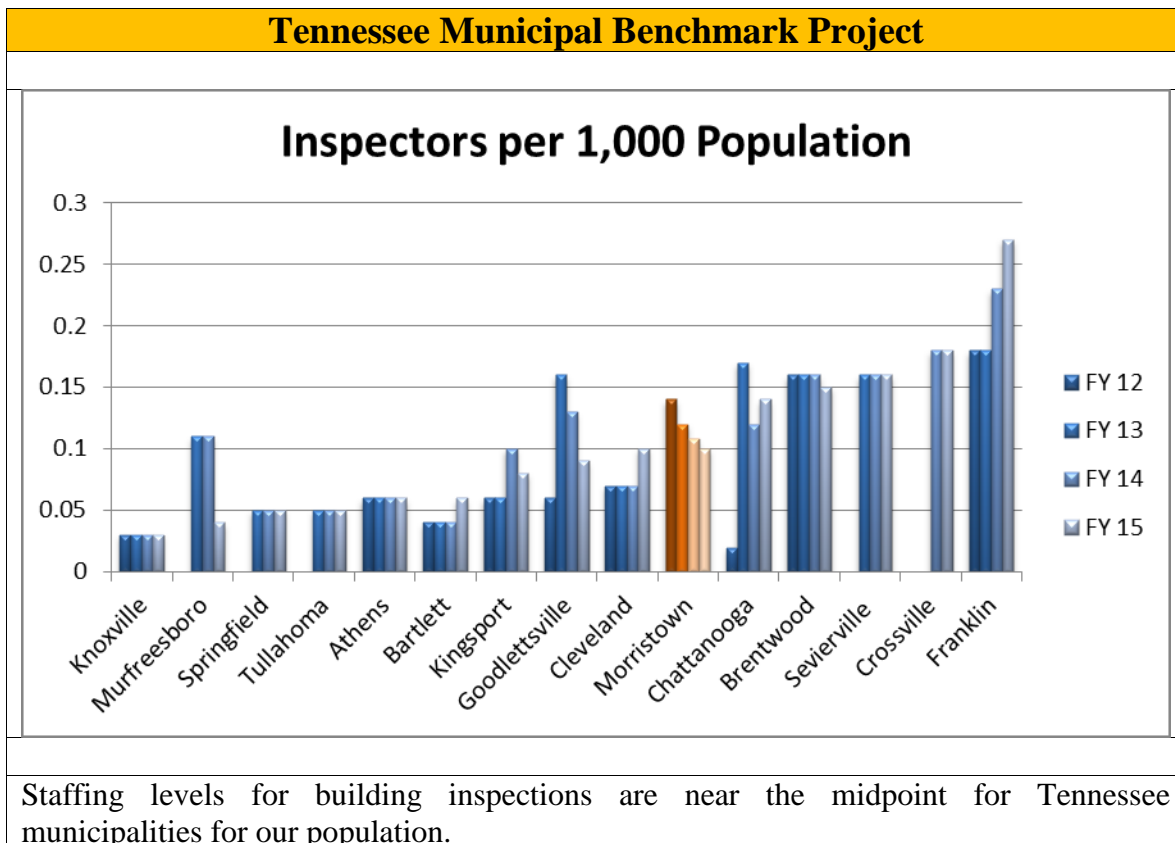
The Inspections Department includes all housing, building, electrical, gas and plumbing inspections done within the City. If inspections are done for other departments or agencies, they are charged accordingly.

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

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

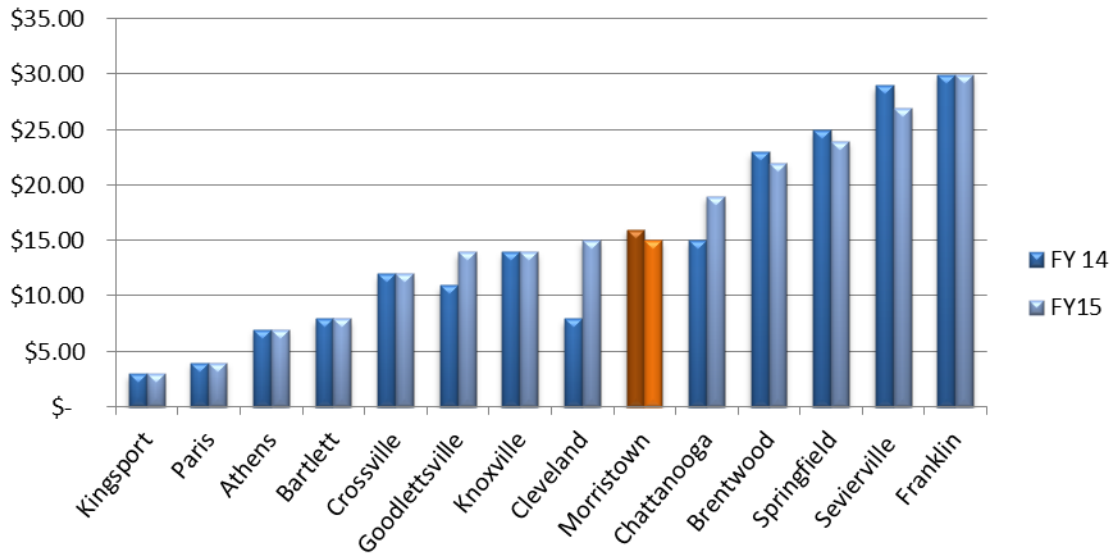
Required training by the State and the International Code Council assures that all inspectors receive the necessary skill and accreditation to accomplish their duties. New laws, installation methods and building products require the inspectors to attain knowledge on a continual basis.

❑ Performance and Workload Measures

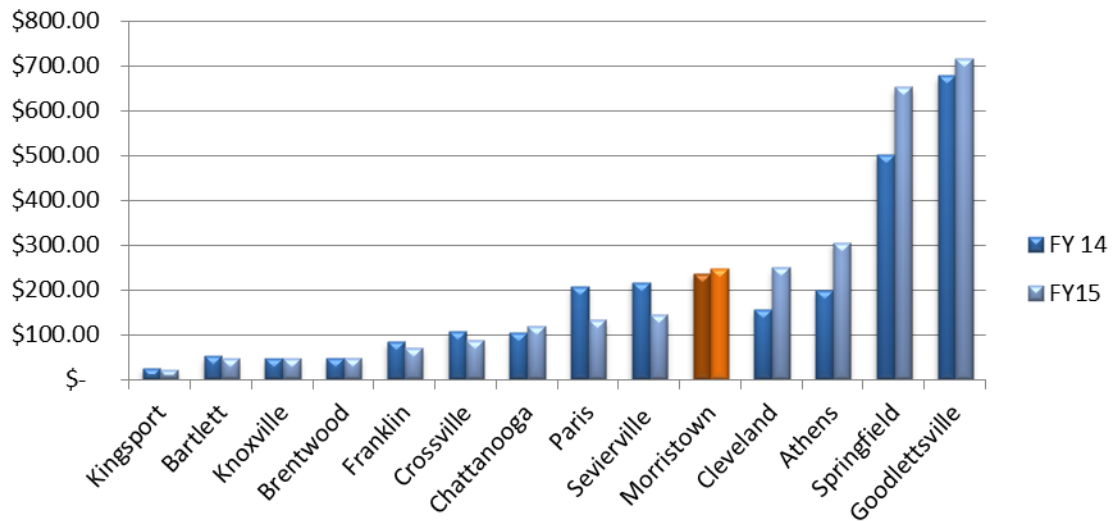


Tennessee Municipal Benchmark Project

Inspection Cost per Capita



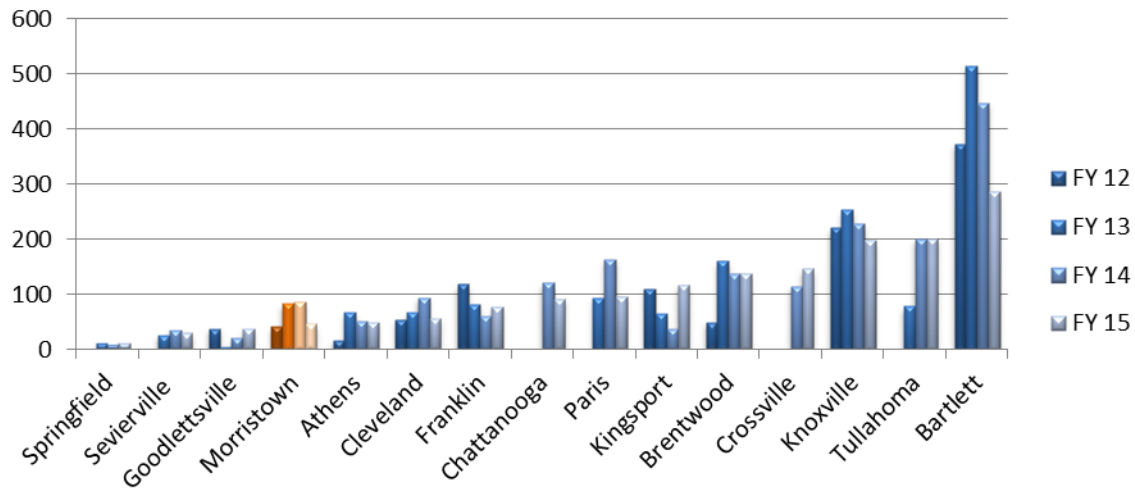
Inspection Cost per Inspection



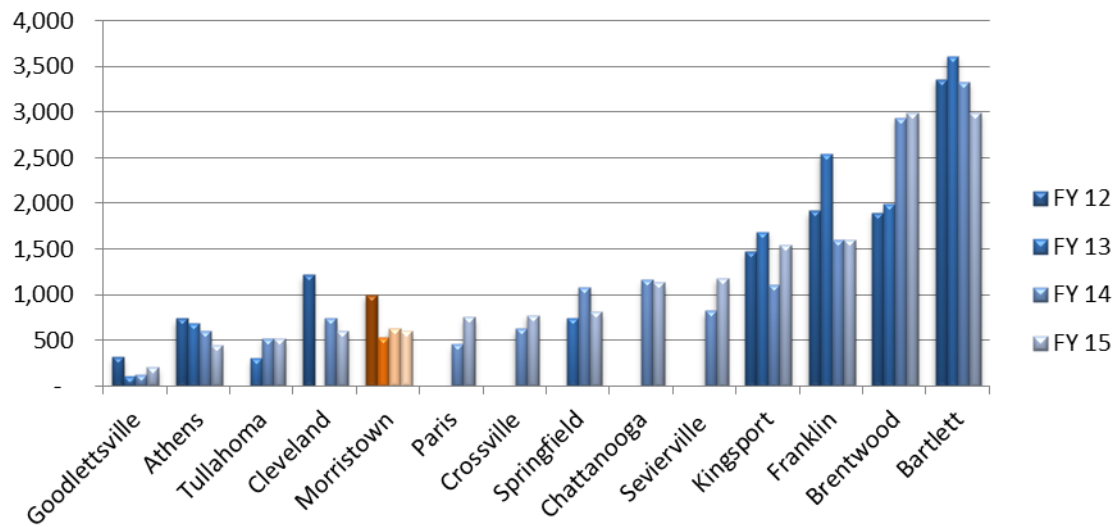
Morristown inspection services cost are more than the average for other Tennessee localities both per inspection and per capita. This is partially due to the distance between development projects and our emphasis on being development friendly by quickly responding to calls for inspection.

Tennessee Municipal Benchmark Project

Plan Reviews per Inspector



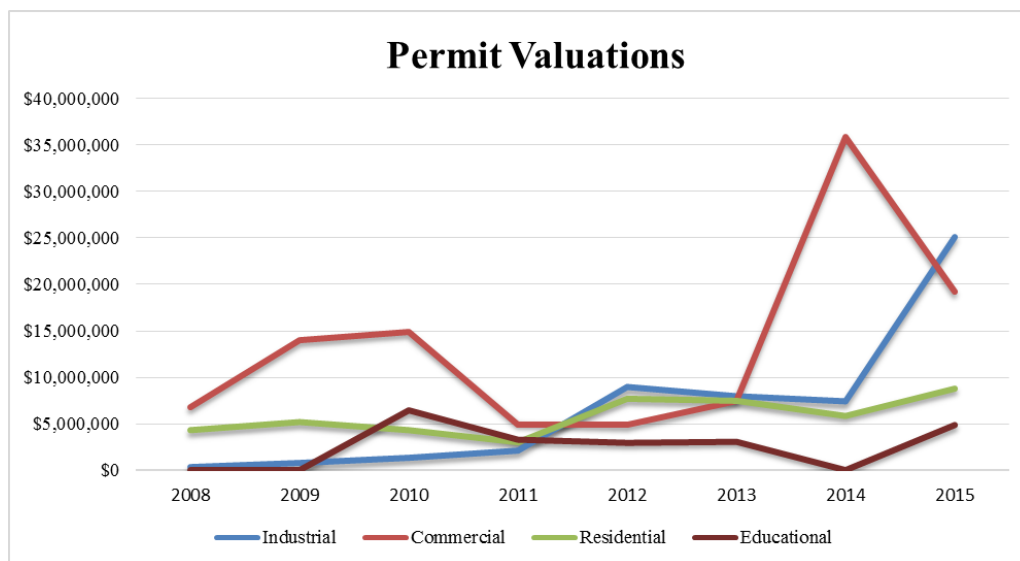
Building Inspections per Inspector



Morristown inspectors review a fewer number of plans, and accomplish fewer inspections per inspector than other cities in the benchmarking project.

| Building Permits and Valuation | FY 2011 | FY2 012 | FY 2013 | FY 2014 | FY 2015 |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Residential Permits | 58 | 82 | 48 | 52 | 67 |
| Residential Building Valuation | 2,954,242 | 7,705,135 | 7,438,137 | 5,866,928 | 8,811,906 |
| Commercial Permits | 32 | 37 | 44 | 69 | 58 |
| Commercial Building Valuation | 5,170,997 | 4,926,921 | 7,520,946 | 35,898,162 | 19,260,324 |
| Industrial Permits | 7 | 9 | 10 | 8 | 7 |
| Industrial Valuation | 1,984,088 | 8,827,640 | 7,837,153 | 7,290,900 | 25,072,655 |
| Educational Building Permits | 3 | 6 | 7 | 1 | 3 |
| Educational Building Valuation | 3,249,928 | 2,968,638 | 3,112,300 | 99,000 | 4,783,475 |

| Other Buiding Inspections Permits | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
|--|----------------|----------------|----------------|----------------|----------------|
| Sign Permits | 18 | 20 | 44 | 66 | 104 |
| Demolition Permits | 14 | 14 | 8 | 24 | 25 |
| Electrical Permits | 174 | 201 | 221 | 189 | 214 |
| Gas Permits | 43 | 45 | 48 | 88 | 98 |
| Mechanical Permits | 43 | 71 | 59 | 84 | 84 |
| Plumbing Permits | 111 | 160 | 126 | 114 | 131 |



❑ **Significant Accomplishments FY 2015 – 2016**

- Began identification of fifteen blighted properties within the City.
- Held public hearings for demolition of blighted properties within the City.
- Increased the number of sign installation inspections.
- Filled two vacant positions: Chief Building Official and Building Inspector.
- Completed purchase of a new computer and iPads for the building inspectors in order to increase their ability to log inspections in the field using Energov.
- Replaced older inspection vehicle with a new Dodge pickup truck.
- Continued to provide prompt, courteous service to citizens and contractors seeking permits and inspections.
- Maintained required training to meet state requirements for inspectors.

❑ Goals for FY 2016 – 2017

- Recruit and fill the existing vacant position of plumbing, gas, and mechanical inspector.
- Replace 1997 Ford pickup inspection vehicle and update the inspection fleet with a new truck.
- Identify dilapidated commercial properties.
- Increase enforcement of the adopted Property Maintenance Code in order to target blighted property.
- Maintain required training to meet state requirements for inspectors.
- Continue cross-training of inspectors.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- Salary savings due to a vacant inspector position.

❑ Significant Changes for FY 2017:

- There are no major changes in this account.

❑ Personnel Summary

| INSPECTIONS | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CHIEF BUILDING OFFICIAL | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ADMINISTRATIVE SECRETARY | 1 | 0 | 0 | 0 | 1 | 1 | 1 | 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 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 |

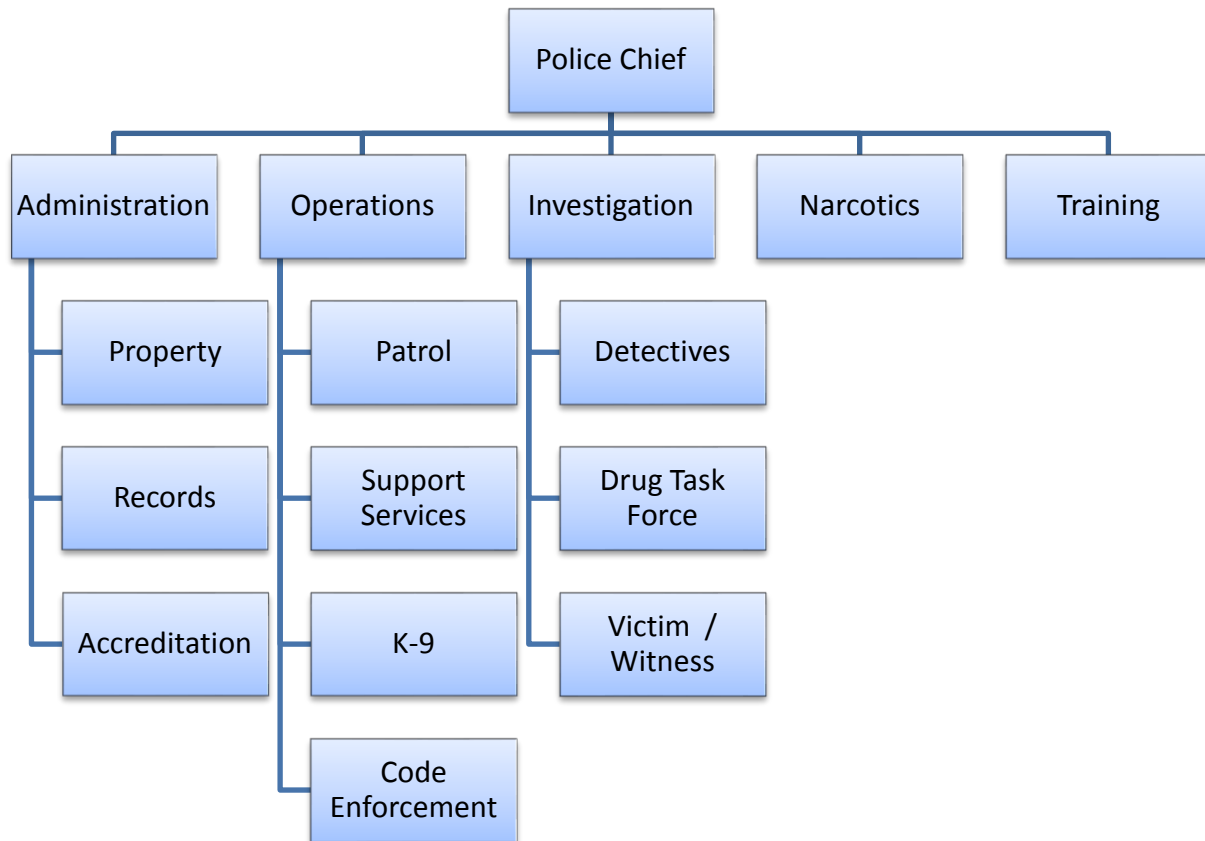
□ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| 42400 - Inspections | | | | |
| 111 SALARIES & WAGES | 211,231 | 260,290 | 203,183 | 274,491 |
| 134 HOLIDAY BONUS | 3,781 | 3,921 | 2,607 | 3,647 |
| 210 FICA | 13,016 | 16,381 | 12,759 | 17,245 |
| 212 MEDICARE | 3,044 | 3,831 | 2,984 | 4,033 |
| 213 TCRS CONTRIBUTION | 29,744 | 39,262 | 30,580 | 41,331 |
| 214 EMPLOYEE HEALTH INS | 39,302 | 63,410 | 48,247 | 63,453 |
| 217 EMPLOYEE LIFE INS | - | 897 | - | 944 |
| 219 WORKERS COMPENSATIONS INSURANCE | 6,625 | 6,625 | 5,687 | 5,687 |
| 226 CLOTHING/UNIFORM/SHOES | 829 | 1,000 | 847 | 1,000 |
| 310 POSTAL SERVICE | 161 | 400 | 923 | 900 |
| 321 PRINTING SERVICES | - | 300 | 72 | 300 |
| 330 LEGAL NOTICES | - | 400 | 400 | 400 |
| 341 ELECTRICITY | 3,987 | 3,952 | 3,914 | 4,180 |
| 342 WATER & SEWER | 454 | 473 | 531 | 640 |
| 343 NATURAL GAS & PROPANE | 246 | 242 | 186 | 230 |
| 345 TELEPHONE SERVICES | 3,249 | 3,326 | 2,894 | 3,500 |
| 351 MEDICAL SERVICES | - | - | 93 | - |
| 355 COMPUTER/DATA PROCESSING | 2,069 | - | 3,871 | - |
| 359 OTHER PROFESSIONAL SRVCS | - | 1,000 | 219 | - |
| 371 SUBSCRIPTIONS & BOOKS | 231 | 500 | 316 | 500 |
| 375 MEMBERSHIPS & DUES | 265 | 400 | 352 | 600 |
| 378 EDUCATION - SEMINARS & TRAINING | 1,659 | 1,800 | 1,406 | 1,800 |
| 383 TRAVEL-BUSINESS EXPENSES | 1,490 | 1,400 | 272 | 1,000 |
| 399 OTHER CONTRACTED SERVICES | 88,133 | 53,500 | 48,100 | 78,500 |
| 411 OFFICE SUPPLIES & MATERIALS | 203 | 300 | 198 | 400 |
| 413 OFFICE EQUIPMENT | - | 800 | 2,191 | - |
| 431 GASOLINE & DIESEL FUEL | 2,866 | 5,000 | 1,630 | 3,500 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 184 | 1,200 | 968 | 1,200 |
| 499 OTHER SUPPLIES & MATERIALS | 357 | 500 | 259 | 500 |
| 510 INSURANCE - GENERAL LIABILITY | 2,001 | 2,001 | 2,064 | 2,270 |
| 523 PROPERTY (CONTENTS) INS | 271 | 271 | 233 | 256 |
| 533 EQUIPMENT - RENTAL/LEASE | 4,725 | 2,500 | 4,506 | 2,800 |
| 971 MOTOR EQUIPMENT | - | 25,000 | 24,923 | 25,000 |
| 42400 - Inspections SUBTOTAL | 420,123 | 500,882 | 407,415 | 540,307 |

Police Department



Police Organization Chart



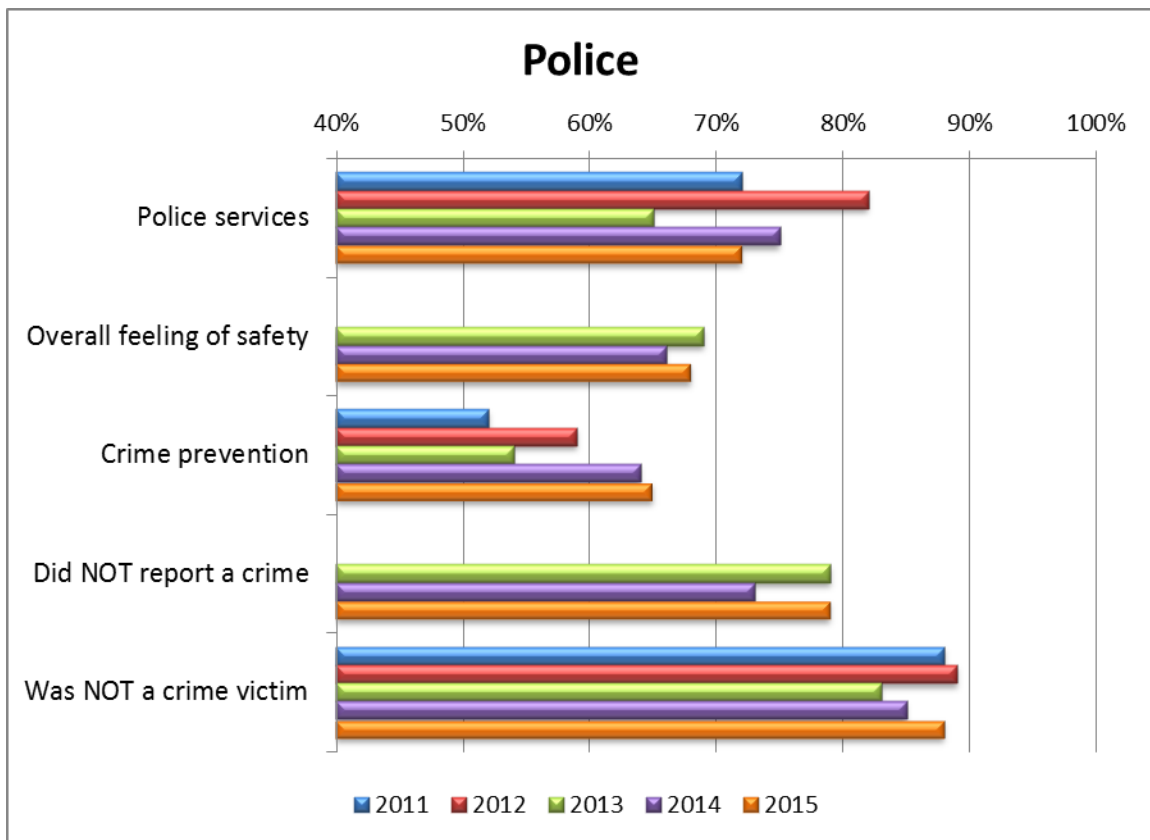
Police Supervision

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

The Records function of the department is included in the Police Supervision budget.

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

□ Performance and Workload Measures

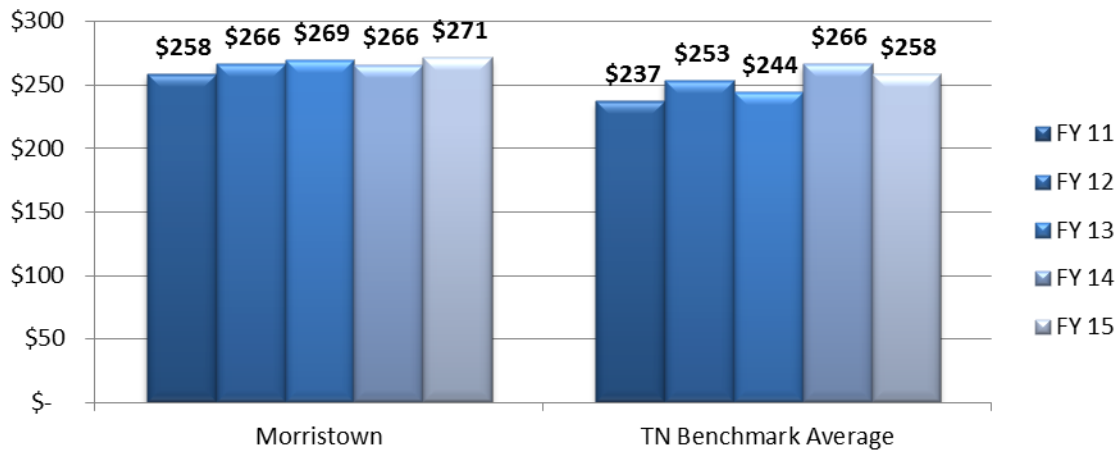


Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

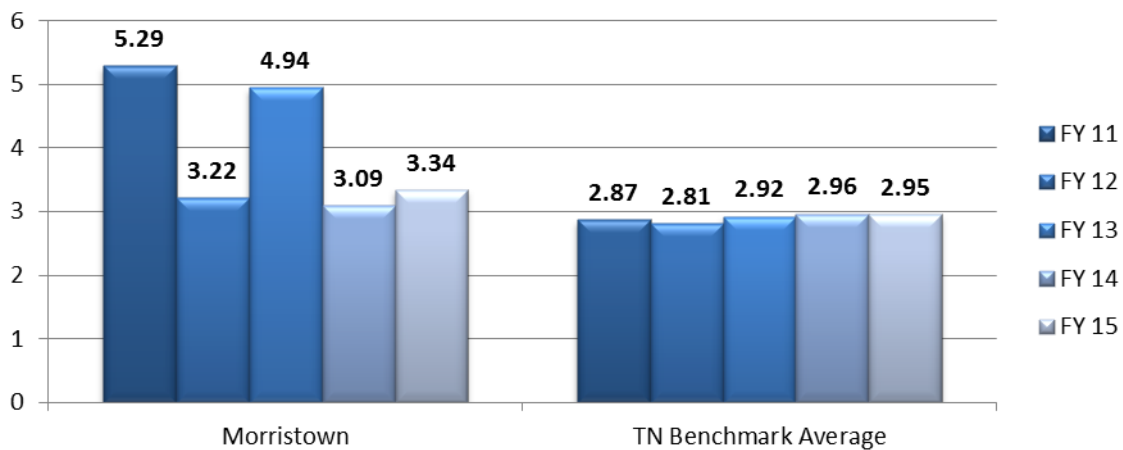
*- reflects an area rated below the national benchmark

Tennessee Municipal Benchmark Project

Total Police Cost per Capita



Police Positions per Capita



A large daytime population and a significant population where English is a second language contributes to a larger police force than other cities in the benchmark program.

❑ Significant Accomplishments FY 2015-2016:

Administration

- Tyler Technologies Public Safety Records Management Software (RMS) became operational in April 2015 to provide a streamlined records management process.
- A Spanish Translator Unit was created to provide a structured method of ensuring availability of personnel to deliver Spanish language translation as needed.
- The Department received the following grants:
 - Justice Assistance Grant-\$12,329 from the Department of Justice to enhance the department's body worn camera program.

- Governor's Highway Safety Office-\$20,000 from the State of Tennessee which provided an additional 684.5 additional man-hours, which equates to more than 85 additional shifts in 2015 to conduct enhanced patrols targeted toward individuals driving a under the influence of drugs or alcohol in the city of Morristown.
- The department saw a 42% reduction in DUI related crashes from 2014.
- Made map of crime data available to the public via a link on the city website.
- Multiple units of the department participated in the Veteran's Day Parade, the City Center Christmas Tree Lighting ceremony, and the Morristown Christmas Parade.
- Officers worked enhanced patrol and targeted enforcement during the holiday shopping season around major shopping centers.
- Conducted 19th Citizen's Police Academy.
- Conducted state-mandated 40-hour POST approved training for all full and part-time officers.
- Obtained 2 dual purpose K-9s which began training with handlers for apprehension and narcotics detection.
- Installed video and audio recording system to assist with quality control of services provided in the Records Division.
- Administrative personnel served on multiple boards to include Upper East Tennessee Law Enforcement Executive Council, Hamblen County E-911 Communications Board, Morristown-Hamblen County Childcare Board, Tennessee Association of Chiefs of Police Professional Standards Committee, Tusculum College Presidential Advisory Board, and the Local Area Emergency Planning Committee.

Project Safe Neighborhood

- Investigated 92 possible PSN cases which resulted in Six (6) cases going to the Federal Level for prosecution, taking numerous problem criminals off the streets of Morristown.
- Conducted Interstate Nexis identification on Forty Four (44) firearms, One (1) suspected National Firearms Act (NFA) weapon and One hundred ninety nine (119) rounds of various types of ammunition on Twenty One (21) suspected Federal Firearms violators which assisted other local, State and Federal Agencies with Federal Prosecution.
- Assisted the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATFE) with undercover Firearms buys in Knoxville, Tennessee.
- Appeared in Federal Court as an Identified Opinion on several Federal cases involving Firearms and Ammunition which resulted in Federal Convictions on several individuals.
- Provided identification of unknown firearms to Local, State and Federal Agencies on multiple occasions.

❑ Goals for FY 2016 – 2017:

Accreditation

- Goal: 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.
- Goal: To improve the department's use of the Accreditation Tickler System.
Objective: The department does utilize the tickler system; however, not all divisions utilize the system the way it is intended. By giving an updated tickler system each quarter, supervisors will know what has and has not been submitted. This will also serve as a reminder to submit documentation needed to the accreditation manager.
 - Performance Indicator: If the system is updated and distributed quarterly and supervisors are sending the accreditation manager the documentation needed, this goal will be met.

Administration

- Goal: To implement newly purchased mapping and crime statistic software.
Objective: To provide geographic and statistical data to personnel for more effective police operations.
 - Performance Indicator: Implementation of the software
- Goal: Evaluate community relations programs and processes.
Objective: Continue to foster positive community relations.
 - Performance Indicator: Completion of process review.
- Goal: Conduct a complete accreditation file review.
Objective: Ensure agency is reaccredited.
 - Performance Indicator: Completion of file review.
- Goal: Conduct workload assessment of department division.
Objective: Ensure effective allocation of personnel.
 - Performance Indicator: Completion of final workload assessment report.
- Goal: Obtain information relating to the use of electronic citations.
Objective: Evaluate the processes and cost associated with implementing E-citation program.
 - Performance Indicator: Analysis report.

Crisis Negotiations

- Goal: Make special assignment announcement for Crisis Negotiation Unit members.
Objective: Evaluate applications for suitability for appointment to the Crisis Negotiations team.
 - Performance Indicator: Evaluation of applications received.
- Goal: Conduct training to review safety tactics during critical incident response.
Objective: Enhance safety of team members during critical incident response.
 - Performance Indicator: Training conducted
- Goal: Conduct first responder negotiations training for recently hired officers
Objective: Provide first responder negotiation skills to new officers
 - Performance Indicator: Training conducted.

Public Information

- Goal: Provide additional training to select Public Information Officers (PIO).
Objective: Enhance abilities of PIOs.
 - Performance Indicator: Training attended
- Goal: Make special assignment announcement for PIO unit member.

Objective: Evaluate applications for suitability for appointment to the PIO team

- Performance Indicator: Evaluation of applications received.

- Goal: To provide Public Information training to supervisory personnel.

Objective: Educate the newly promoted supervisors on the benefits of public information.

- Performance Indicator: Training of supervisory personnel.

Records Division

- Goal: To reduce the number of rejected reports submitted through the RMS as related to Tennessee Incident Based Reporting System (TIBRS).

Objective: At the start of 2016 the Morristown Police Department has been utilizing the RMS just 8 months. Through TIBRS review of submitted reports, the Records Supervisor is able to ascertain what errors are most common and send out TIBRS tips related to them as a learning tool. Through such continued training, it is anticipated that the number of rejected reports as related to TIBRS issues will be reduced.

- Performance Indicator: When a decrease in the number of rejected reports as related to TIBRS is realized, this goal will be met.

- Goal: To train a second person to be able to conduct TIBRS review of submitted reports.

Objective: Currently the primary employee conducting TIBRS review of submitted reports is the Records Supervisor. A second person trained to perform this task is vital in the event of an extended absence (vacation, illness, etc.) of the Records Supervisor. The Morristown Police Department is required to submit statistics to the Tennessee Bureau of Investigation (TBI) monthly; as such, TIBRS review must be completed regularly so the Department can submit the most accurate statistics possible to the State in a timely manner.

- Performance Indicator: Upon selection, training, and utilization of a second person to conduct TIBRS review, this goal will be met.

- Goal : To create a physical Sex Offender Registry check-list on how to fully register a new sex offender.

Objective: To have in place detailed instructions on how to register a brand new sex offender. The MPD currently has a primary SOR clerk and a back-up clerk, who usually does not register offenders unless the primary is out. As such, having detailed instructions on file on what needs to be done to completely register a new offender would greatly assist both the back-up SOR clerk and any future SOR clerk at the MPD.

- Performance Indicator: Upon development of the aforementioned check-list, this goal will be met.

- Goal: Continued cross training of Records personnel, including peripheral civilians.

Objective: To ensure that any personnel who work the front desk have the knowledge necessary to effectively, efficiently, and accurately perform the tasks at hand. Both Records Clerks are required to be able to assist with the performance of the other's job when out to ensure that work is done in absence. When Records personnel are out for more than one day, peripheral civilians are asked to assist with these tasks to minimize interruption to any one person's primary job. This is done through on the job training with guidance by Records personnel. With the implementation of the new RMS system last year, it is vitally important that anyone who works the front desk is proficient in its use to be able to effectively serve the public.

- Performance Indicator: This will be a continuous goal, always striving to ensure that daily Records tasks are completed and working to continually improve the quality of our customer service.

Training

- Goal: To increase the number of active Field Training Officers (FTO).
Objective: The department lost several FTOs in 2015. In 2016, the Training Officer will facilitate the appointment of more officers into the FTO program, while also utilizing the FTOs that are currently active.
 - Performance Indicator: The number of active FTOs.
- Goal: To research and submit a method of policy training which would yield a higher level of Retention, and allow information to be retained for longer periods of time.
Objective: In order to be more efficient and effective in future policy training, the Training Officer will research methods of information dissemination whereby officers would retain more of the given policy information.
 - Performance Indicator: Once a new method of training has been submitted, this goal will be met.
- Goal: Work with patrol supervisors to ensure more equal attendance during departmental in service.
Objective: Properly allocate resources during in house in-service training.
 - Performance Indicator: Comparison of number of attendees from 2015 and 2016.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- There are no significant variances in this account.

❑ Significant Changes for FY 2017:

- There are no major changes in this account.

❑ Personnel Summary

| POLICE SUPERVISION | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| POLICE CHIEF | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| POLICE RECORDS CLERK | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 2 | 2 |
| POLICE RECORDS TECHNICIAN | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ADMINISTRATIVE SECRETARY | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 |
| POLICE ACCREDITATION MANAGER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL POLICE SUPERVISION | 5 | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 6 |

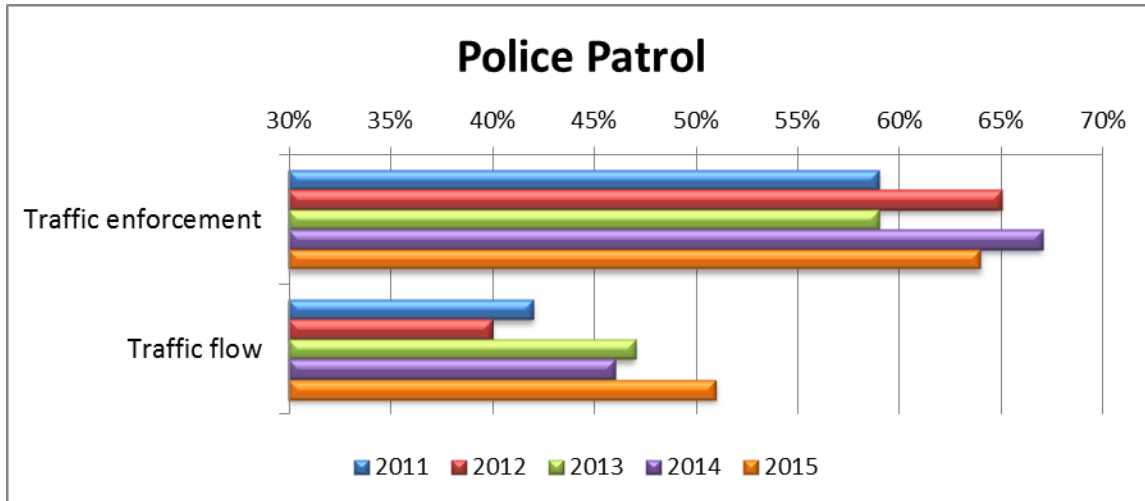
Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|----------------|----------------|-----------------|----------------|
| 42110 - Police Administration | | | | |
| 111 SALARIES & WAGES | 275,288 | 293,646 | 291,724 | 301,964 |
| 112 OVERTIME | 26 | 1,000 | 96 | 500 |
| 134 HOLIDAY BONUS | 2,632 | 2,578 | 2,971 | 3,269 |
| 115 SUPPLEMENTAL TRAINING PAY | - | 5,142 | - | - |
| 210 FICA | 16,771 | 18,747 | 18,277 | 18,955 |
| 212 MEDICARE | 3,922 | 4,384 | 4,274 | 4,433 |
| 213 TCRS CONTRIBUTION | 41,124 | 44,932 | 43,806 | 45,432 |
| 214 EMPLOYEE HEALTH INS | 65,820 | 76,019 | 76,945 | 76,045 |
| 217 EMPLOYEE LIFE INS | - | 1,000 | - | 1,027 |
| 219 WORKERS COMPENSATIONS INSURANCE | 7,950 | 7,950 | 6,824 | 6,824 |
| 226 CLOTHING/UNIFORM/SHOES | 700 | 850 | 801 | 5,700 |
| 310 POSTAL SERVICE | 612 | 1,200 | 312 | 1,000 |
| 321 PRINTING SERVICES | 299 | 400 | 170 | 400 |
| 330 LEGAL NOTICES | 18 | 100 | 151 | 200 |
| 341 ELECTRICITY | 45,450 | 45,048 | 44,625 | 47,000 |
| 342 WATER & SEWER | 5,181 | 5,381 | 6,817 | 7,000 |
| 343 NATURAL GAS & PROPANE | 2,806 | 2,763 | 2,730 | 3,000 |
| 345 TELEPHONE SERVICES | 19,277 | 20,123 | 19,498 | 21,000 |
| 351 MEDICAL SERVICES | 84 | 56 | 56 | 56 |
| 355 COMPUTER/DATA PROCESSING | 34,294 | 27,500 | 37,042 | 63,265 |
| 359 OTHER PROFESSIONAL SRVCS | 930 | 1,000 | 100 | 1,000 |
| 361 REPAIR & MAINTENANCE-VEHICLES | - | 150 | 30 | 150 |
| 371 SUBSCRIPTIONS & BOOKS | 640 | 850 | 519 | 850 |
| 375 MEMBERSHIPS & DUES | 2,575 | 2,700 | 2,550 | 2,800 |
| 378 EDUCATION - SEMINARS & TRAINING | 945 | 3,300 | 890 | 3,300 |
| 383 TRAVEL-BUSINESS EXPENSES | 6,621 | 7,500 | 6,324 | 7,500 |
| 399 OTHER CONTRACTED SERVICES | 250 | - | - | - |
| 411 OFFICE SUPPLIES & MATERIALS | 1,090 | 1,200 | 1,115 | 1,200 |
| 413 OFFICE EQUIPMENT | 6,719 | - | - | 1,160 |
| 419 SMALL TOOLS & EQUIP | - | 4,801 | 5,014 | - |
| 429 GENERAL OPERATING SUPPLIES | - | 1,100 | 1,065 | 1,100 |
| 431 GASOLINE & DIESEL FUEL | 3,723 | 6,000 | 1,683 | 4,500 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 491 | 500 | 586 | 500 |
| 510 INSURANCE - GENERAL LIABILITY | 5,687 | 5,687 | 5,867 | 6,455 |
| 521 BUILDINGS-INSURANCE | - | - | - | - |
| 523 PROPERTY (CONTENTS) INS | 770 | 770 | 662 | 728 |
| 524 VEHICLE - INSURANCE | - | - | - | - |
| 533 EQUIPMENT- RENTAL/LEASE | 3,128 | 4,000 | 2,702 | 4,000 |
| 615 SEX OFFENDERS ADMINISTRATION | 1,200 | - | 1,200 | 1,650 |
| 689 OTHER MISCELLANEOUS EXPENSES | 530 | - | - | - |
| 805 DOJ JAG GRANT | 16,146 | - | 13,026 | - |
| 971 MOTOR EQUIPMENT | - | 32,700 | 34,348 | - |
| 42110 - Police Administration SUBTOTAL | 573,699 | 631,077 | 634,800 | 643,963 |

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 directed patrol and proactive police measures.

Performance and Workload Measures

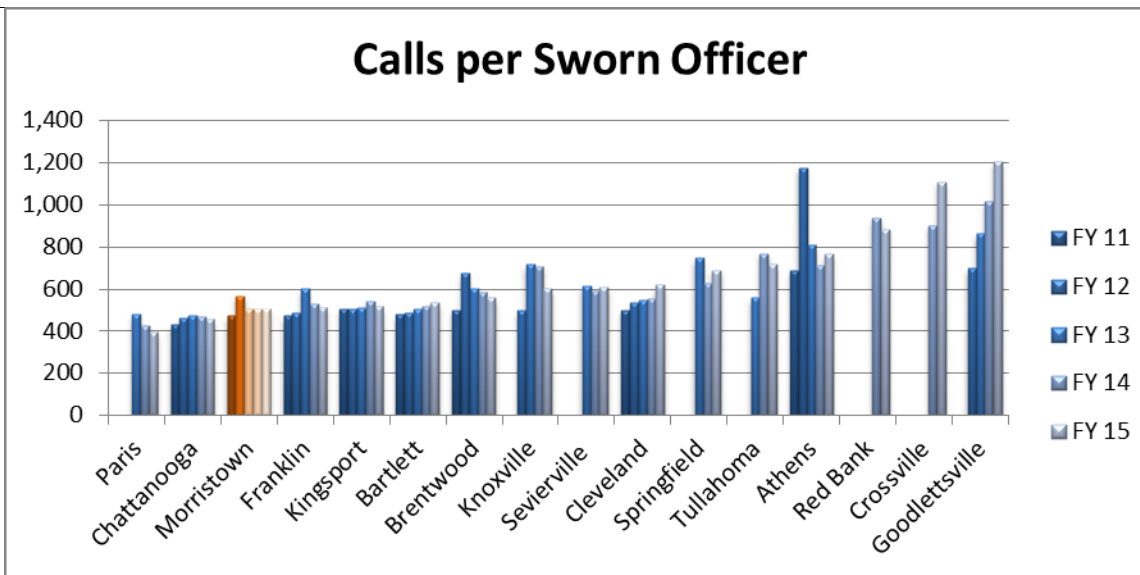
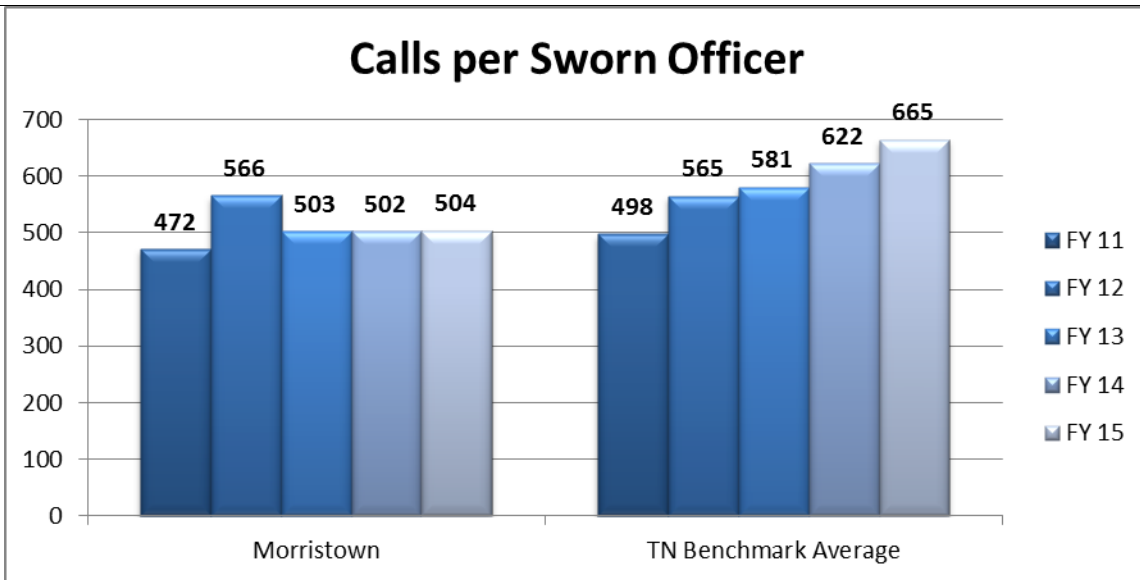


Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

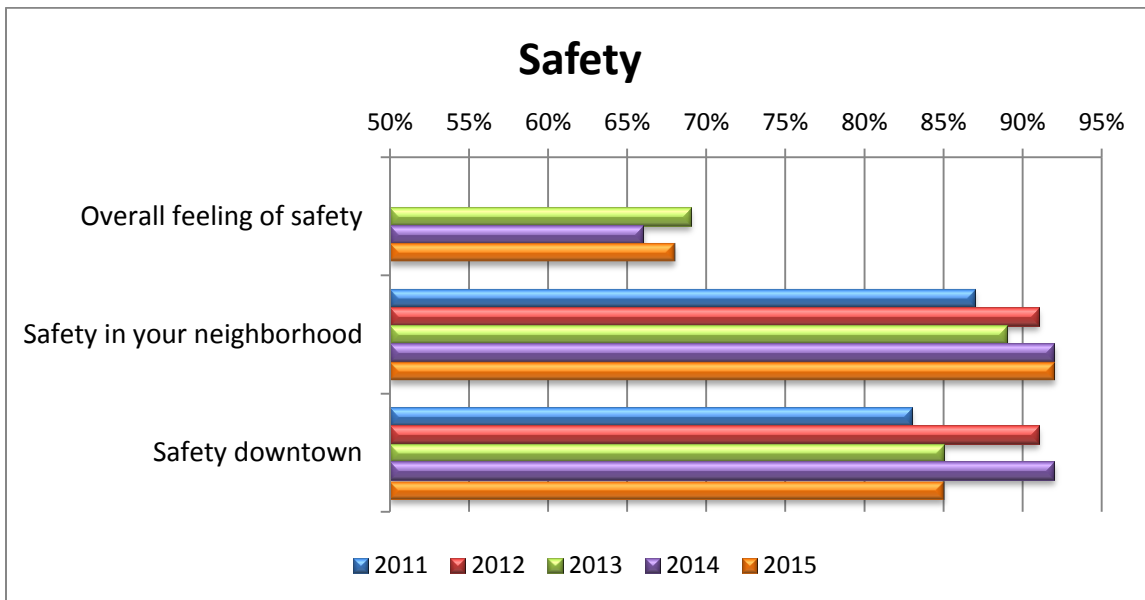
*- reflects an area rated below the national benchmark

| Task | 2011 | 2012 | 2013 | 2014 | 2015 |
|--|-------------|-------------|-------------|-------------|-------------|
| Citizen Calls for Service | 25,649 | 24,486 | 20,938 | 22,679 | 22,386 |
| Officer Initiated Calls | 22,156 | 20,791 | 22,348 | 21,038 | 21,436 |
| Cases Assigned for Investigation | 4,104 | 3,841 | 3,620 | 3,440 | 3,405 |
| Cases Closed | 2,977 | 2,807 | 2,780 | 2,621 | 2,317 |
| Reported Property Loss | \$3,208,786 | \$2,694,980 | \$2,228,871 | \$3,001,907 | \$2,540,519 |
| Property Recovered | \$2,046,370 | \$1,670,251 | \$1,769,445 | \$1,747,218 | \$1,716,415 |
| Traffic Crashes | 1,408 | 1,304 | 1,347 | 1,372 | 1,474 |
| Total Physical Arrests | 2,555 | 3,510 | 4,424 | 4,904 | 4,197 |
| Total Arrest Charges | 4,947 | 4,872 | 6,788 | 6,937 | 6,693 |
| Traffic Citations | 10,178 | 12,075 | 12,154 | 12,828 | 10,318 |
| Call for Service Response Time (minutes) | 5.75 | 5.30 | 4.69 | 4.83 | 3.71 |
| Emergency Call Response Time (minutes) | 3.40 | 2.31 | 2.95 | 3.21 | 3.00 |
| Community Events | 126 | 118 | 108 | 129 | 128 |
| Narcotics/ Vice Enforcement Charges | 333 | 362 | 568 | 358 | 676 |

Tennessee Municipal Benchmark Project



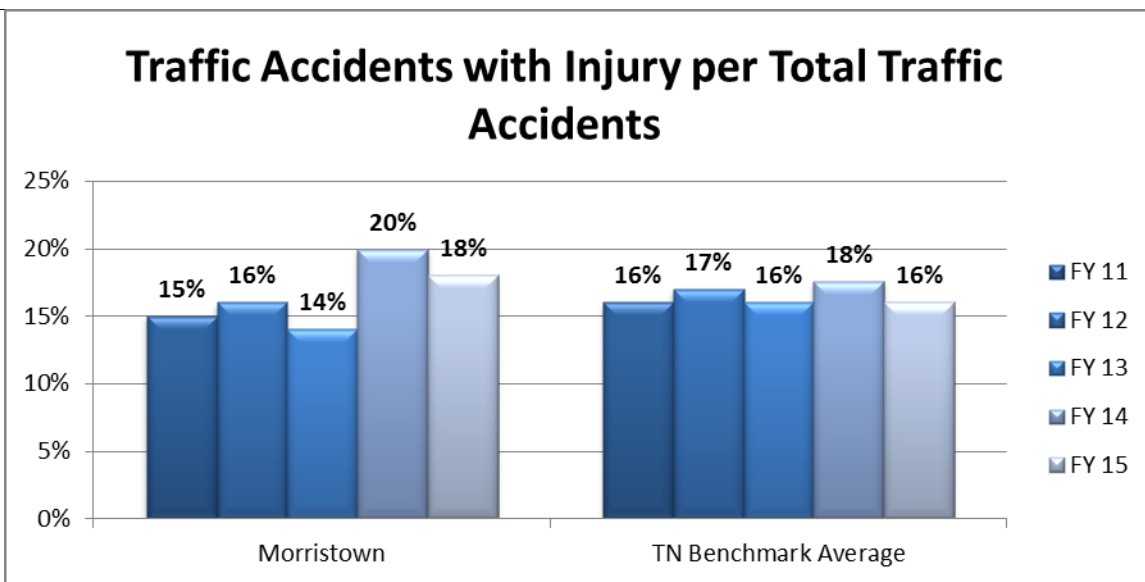
The number of calls answered per sworn officer is below other communities in the benchmark project. This is partially due to the high number of calls involving residents who have English as a second language.



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

Tennessee Municipal Benchmark Project



Accidents with injury have historically been lower in Morristown than other Tennessee communities, but in FY 14 injuries increased significantly. Higher speed appears to have contributed to this change. In FY 15 some traffic enforcement cameras were relocated to major corridors. This has helped reduce speeding on these routes and accidents with injuries are expected to continue to decline.

❑ Significant Accomplishments FY 2015-2016:

Operations

- Police vehicle crashes reduced from 19 in 2014 to 14 in 2015.
- In 2015 there were several automated bomb threats and reports of persons with guns in buildings made to various schools and businesses in the city. One particular threat included a threat in every school building in Hamblen County. Police personnel were able to cover each school building in the city, totaling 21, in a matter of a few minutes. These threats were taxing on personnel and officers did a good job ensuring that citizens were safe.
- Funding was approved to purchase a Traffic Logix Safe Pace 450, which is a light weight speed display sign. It is a portable sign that can be mounted to a variety of poles to signal drivers when they are over the speed limit with a flashing white led. The device can also collect traffic data for traffic analysis and studies. This unit will be utilized in areas where speeding complaints and concerns arise.
- The department passed a military/LESO audit of all equipment the police department has received from the military for officers to utilize. These items included weapons, armored vehicle and night vision devices.
- Seized weapons in evidence were traded for patrol rifles.
- The department was able to add an additional Detective in the Narcotics Division.
- The Criminal Apprehension Unit (CAU) was able to work a total of 83 days, which is less than 2014. However, total number of arrests was 219 including 105 misdemeanor arrests and 114 felony arrests. The total number of warrants served by the unit was 290.
- The litter crew inmates are continuing to perform tasks such as litter pick up, painting, landscaping, cleaning, washing/waxing police vehicles and other types of work all under the close supervision of the Litter Crew Coordinator. This program continues to have a tremendous impact on the City of Morristown.
- The litter crew worked a total of 1612 hours, picked up 2,391 bags of garbage from the roads (approximately 47,820 lbs. of garbage utilizing Keep America Beautiful approximate pounds per bag), picked up approximately 2,420 pounds of miscellaneous trash (items that do not fit into a bag), picked up 337 tires of the roadways and washed 804 vehicles.

Patrol

- Officers were trained and began using the new Records Management System was implemented.
- Officers enhanced traffic enforcement in school zones issuing 166 speeding citations.
- Officers increased the number of citations for texting and driving.
- In March 2015 officers of the MPD assisted with the arrest of Josh Cooper who was wanted on several felony charges in multiple jurisdictions.
- Patrol responded to a major chlorine leak at Rich Foods in the West Industrial Park and assisted the fire department with evacuations and notifications of the area. A total of four people received medical treatment due to exposure.
- Patrol conducted 959 foot patrols in the downtown business district. These patrols were conducted to reduce crime and increase community policing efforts in the area.
- Patrol conducted 770 foot patrols through the local parks as a crime deterrence effort and to build relationships with the community thereby enhancing community policing efforts.
- Patrol conducted 306 random foot patrols through establishments that serve alcohol by the drink in the evening hours. These patrols were conducted in an effort to reduce calls for service in the area and reduce the amount of citizens drinking then driving.

K-9

- The K-9 Unit had 30 interdiction dates that resulted in:
 - 249 Traffic Stops
 - 169 Citations
 - 81 Arrest
 - 10 Cars Seized
- Had over 65 deployments with a K-9 (several led to tracks of burglary suspects that led to apprehensions with no bite and closer of theft cases).
- There were seven other agency assists

Special Response Team

- Sgt. Eddie Dilbeck was appointed as Assistant Commander of the SRT after Sgt. Patrick Vaught left the organization.
- The Special Response Team attended 22 separate 4 hour blocks of instruction throughout the year allowing for more topics of liability to be covered.
- Operation SOBO was a drug indictment round up conducted on April 17th, 2015 by the SRT and involved the arrest of 105 drug dealers in the Lakeway Area.
- Assisted the general Detective Division in the service of high risk warrants
- Assisted the Narcotics Division in the service of high risk warrants.
- On August 24th 2015, four M.P.D. officers were added to the SRT which brings the team's current man power to 19 officers strong.
- In 2015, the department began the process of replacing the team's primary weapons system by ordering 6 new automatic rifles.

Support Services

- Oversaw and coordinated at least 128 community events that went through the Support Services office, many of which were conducted by the Support Services Division, and many after their normal duty hours. Events included: various parades, Boo-Fest, Easter Eggsellent Adventure, Cherokee Park 4th of July Concert and Fireworks, Touch-a-Truck, Holiday Hope Fund, threat and risk assessments, and civic presentations.
- Our members served on several boards including Morristown-Hamblen EMS, Smoky Mountain Area Youth Council, Hamblen County Drug Court, 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 146 meetings and presentations within the school system, an increase from the 131 done last year.
- The Recruiting Unit accomplished updating recruiting brochures and the recruiting display.
- The Housing Liaison/Crime Prevention Officer conducted 151 presentations and responded to 1022 calls for assistance.
- School Resource Officers responded to and effectively responded to 820 calls for assistance, of which 11 were bomb threats and 2 were gun calls. Contributing to another safe school year with no major incidents.
- Officer Maxey provided lifesaving medical assistance to an individual during a community event and was recognized by Morristown-Hamblen EMS and the Hamblen County Sheriff's Department.
- Processed and presented 17 Beer Permit Applications.

❑ Goals for FY 2016 – 2017:

Bicycle Unit

- Goal: To fill the current vacancies within the Bicycle Unit.
Objective: To increase the Bicycle Unit's effectiveness and availability.
 - Performance Indicator: This goal will be met by the appointment of additional officers.
- Goal: Increase the role of the unit during recruiting events.
Objective: The unit will take part in a portion of the upcoming recruiting events to offer an additional aspect of the opportunities offered within the Morristown Police Department.
 - Performance Indicator: This goal will be measured by comparing the number of recruiting events the unit attends within the next year and compare those to previous years.

Chaplain Unit

- Goal: To provide acute assistance to homeless and/or transient persons coming in contact with department personnel. The on-call chaplain may relieve a burden from the responding officer by providing assistance to individuals who do not qualify for assistance at MATS or other similar organizations.
Objective: The Chaplain Unit will maintain an accessible fund through a local church or partnering organization wherewith one of three options may be afforded to the homeless and/or transient individual. After ensuring the individual is not a candidate for MATS or another similar organization, the on-call chaplain may, at his/her discretion and following Unit protocol, opt to (1) provide one night's lodging in an approved motel, (2) provide a single tank of fuel to enable the individual to continue his/her travel, or (3) purchase a bus ticket from Morristown to Knoxville.
 - Performance Indicator: By reviewing financial reports and the unit's After Action Reports.
- Goal: To assist other departments and agencies by providing chaplaincy training in approved venues, such as the ICPC Annual Training Seminar.
Objective: The Chaplain Coordinator will be sent to the ICPC's 2016 Annual Training Seminar in Albuquerque, New Mexico to train new chaplains on Suicide Intervention and Postvention.
 - Performance Indicator: By reviewing travel and training records.

Crime Prevention/Community Relations

- Goal: To increase participation of "Police Pals" program from last year.
Objective: To find a better way of communicating to the schools, and school board about the program.
 - Performance Indicator: Comparing the number of schools that participate to the previous year, and what new communication method(s) are used.
- Goal: Promote awareness of the neighborhood watch program to the citizens of Morristown.
Objective: Informing those interested that the MPD is available to assist in the start or maintaining of the neighborhood watch program.
 - Performance Indicator: How many requests are received to assist or starting neighborhood watch programs, also what methods are used in promoting the neighborhood watch program.

Explosive Ordinance Detection (EOD)

- Goal: Replace two Certified Bomb Technicians.
Objective: This goal will enable the EOD unit to maintain national accreditation.
 - Performance Indicator: This goal will be achieved when the two new officers attend the HDS Basic EOD training in Huntsville, Alabama.
- Goal: Obtain one additional EOD 9 bomb suit.
Objective: This goal will allow the EOD team to replace one out of date bomb suit.
 - Performance Indicator: This goal will be achieved by capital outlay request.

Housing

- Goal: To have crime prevention articles published in the quarterly news article for the Morristown Housing Authority that officer has written and submitted.
Objective: Give tips on how to stay safe, as well as issues that have observed throughout housing that could be potential problems or safety issues.
 - Performance Indicator: How many articles are written and published.
- Goal: To become involved with the youth programs sponsored by the Morristown Housing Authority.
Objective: Provide crime awareness information for the youth that participate in the Morristown Housing Authority sponsored programs, by making contacts and giving presentations, on various crime prevention topics.
 - Performance Indicator: This goal will be measured by the number of presentations given and contacts made during Housing Authority Youth Programs.

K-9

- Goal: To finish training each of the two new K-9s and get them certified through NNDDA.
Objective: Two new K-9s were recently acquired and both dogs need to be completely trained to function as a dual purpose K-9.
 - Performance Indicator: Certification from the National Narcotic Detector Dog Association (NNDDA).
- Goal: To complete a six week handlers course for the new handler.
Objective: After the K-9 has been trained, the handler needs to go through a six week course to understand how to properly work a dual purpose K-9.
 - Performance Indicator: Handler course certificate.

Litter Crew

- Goal: To increase the pounds of litter picked up throughout the city.
Objective: In order to increase the pounds of litter collected, the crew will expand into other areas of the city, which does not currently get attention.
 - Performance Indicator: The total number of pounds of litter collected compared to previous year. The litter crew truck was out of service for a couple of months in 2015.
- Goal: For the crew to buff floors in the briefing room area.
Objective: To maintain the waxed floor in the briefing room on a more regular basis and create a better appearance in the area.
 - Performance Indicator: Keep a record of dates the floor is buffed to ensure it is done.

Operations

- Goal: To revamp the radio call signs for patrol.
Objective: After implementation of the 12-hour shifts, each shift now has officers with different radio call sign designations. By revamping the radio call signs it would create uniformity in the shifts call signs.
 - Performance Indicator: Completion of revamping the radio call signs. This goal was not completed in 2015.
- Goal: To have all department radios configured to the same channel versions.
Objective: Currently there are multiple versions of radio channels utilized in department radios. There are some radios that do not work on the same channels as others and this creates a communication failure. During critical events communication is normally the largest failure and through reconfiguration of all radios it will minimize communication failures.
 - Performance Indicator: Completion of the reconfiguration of all department radios.

- Goal: To change the downloading process for video evidence from the responsibility of patrol supervisors to the evidence custodian.
Objective: To enhance the chain of custody for video evidence.
 - Performance Indicator: Completion of transferring video evidence downloading from supervisors to the evidence custodian.

Patrol

- Goal: To upgrade the flashlights in patrol vehicles to high lumen LED lights.
Objective: The flashlights utilized in the patrol vehicles are the old Maglite antiquated halogen technology and several lights are old. An officer being able to illuminate areas effectively during calls for service and traffic stops is an officer safety issue. The LED lights are much brighter and will enhance officer safety in low light conditions.
 - Performance Indicator: If new flashlights are purchased in 2016.
- Goal: To have additional patrol officers attend a 24-hour DUI Detection and SFST school.
Objective: To increase the number of trained officers in the area of DUI detection in order to increase the number of DUI arrests and ultimately increase the conviction rates in court.
 - Performance Indicator: Calculate number of officers attending class.
- Goal: To increase enforcement of traffic laws related to the causes of traffic crashes.
Objective: Increasing enforcement in traffic laws can reduce the amount of traffic crashes in the city. Drivers following the traffic laws and being more aware ultimately reduces crashes (such as following too closely, failure to yield, improper lane usage, improper passing, speeding etc.).
 - Performance Indicator: Calculate the number of citations issued for Following too Closely, Failure to Yield, Improper Lane Change, Improper Turn, Improper Passing, Driving Without Due Care, Reckless Driving and speeding in 2016 compared to 2015.
- Goal: To train officers in drug interdiction methods either in briefings, ride-along with officers that conduct drug interdiction or in classroom setting.
Objective: By training officers in drug interdiction methods, conducting enhanced enforcement in high drug activity areas and follow-up on anonymous tips related to drug activity to increase the drug related arrests. These efforts will help make the community safer and decrease the number of crimes that are drug related.
 - Performance Indicator: If training occurred in one of the methods.

Recruiting

- Goal: To contact nearby colleges regarding Career/Job Fairs.
Objective: To expand recruiting efforts in an attempt to increase diversity within the department.
 - Performance Indicator: Document contacts and attended job fair events.
- Goal: To develop and conduct an internal survey of Morristown Police Department Officers with 2 years or less experience.
Objective: To gain intelligence and data as to, "Why they chose MPD?" This data may provide information that can be used not only for future recruiting but also where and how to focus recruiting efforts.
 - Performance Indicator: The survey/questionnaire development, its return, and the documented results.

School Resource Officer

- Goal: To ensure newly assigned personnel receive appropriate training to meet state guidelines.
Objective: The training will meet State guidelines and be completed in a reasonable amount of time; in order to allow assigned personnel to remain in their current position.
 - Performance Indicator: Once the training is completed and the training is reflected on the training record, this goal will be met.

- Goal: To formalize a process for coverage at all middle and high schools when a SRO is absent.
Objective: Properly allocate resources at schools when the unit is not fully staffed.
 - Performance Indicator: Process is being followed.

Special Response Team

- Goal: To have an operational Armored Personnel Carrier (APC).
Objective: The Special Response Team has acquired a wheeled APC from the State of Tennessee; currently, it is not operational. This wheeled APC is to be made operational in 2016 and the appropriate training shall be conducted on the utilization of this vehicle.
 - Performance Indicator: The operational status of the vehicle. Documented training for this vehicle in 2016.
- Goal: Begin replacement of SRT rifles.
Objective: Beginning the process of replacement of the team's primary weapons (DPMS AR-15); these weapons are approximately 10 years old.
 - Performance Indicator: Acquiring new rifles for the team and transitioning the current SRT rifles to patrol.

Support Services

- Goal: To update the current Beer Permit Application used by the City of Morristown.
Objective: Update the current Beer Permit Application utilizing best practices from other municipalities. Once approved by the legal department it will better serve the applicant and the city.
 - Performance Indicator: Implementation of the updated 2016 Beer Permit Application.
- Goal: To provide structured training for the newly promoted Support Services Corporal.
Objective: Conduct training for the Support Services Corporal that will give them the operational knowledge to perform as the Support Services Supervisor should a situation occur where that role may be needed.
 - Performance Indicator: Documentation of the Support Services Corporal Training Plan.
- Goal: In a cooperative effort with the training division, each Prospective Police Officer hired in 2016 will job shadow a School Resource Officer for at least one (8) hour shift. This exposure will increase knowledge of the SRO assignment as well as create future interest when vacancies occur.
Objective: To provide an overview of the School Resource Officer position for newly hired officers.
 - Performance Indicator: The assignment of 2016 PPOs to an assigned SRO.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- Project an overage in Wages & Salaries for Temporary Employees for wages paid to Reserve Officers to avoid the higher cost of overtime paid to full time employees. This line item was not fully funded at the projected level. Reduction in fuel expenses realized due to current prices.

❑ Significant Changes for FY 2017:

- There are no major changes in this account.

□ Personnel Summary

| POLICE PATROL | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| ADMINISTRATIVE SECRETARY | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 |
| POLICE OFFICER | 50 | 45 | 45 | 46 | 47 | 47 | 47 | 47 | 47 |
| POLICE CORPORAL | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| POLICE SERGEANT | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| POLICE LIEUTENANT | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| POLICE CAPTAIN | 5 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 |
| POLICE MAJOR | 0 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| TOTAL POLICE PATROL | 67 | 63 | 63 | 64 | 65 | 65 | 64 | 64 | 64 |

□ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|------------------|------------------|------------------|------------------|
| 42120 - Police Patrol & Traffic Safety | | | | |
| 111 SALARIES & WAGES | 2,819,656 | 2,911,108 | 2,735,953 | 2,849,979 |
| 112 OVERTIME | 92,772 | 105,000 | 104,442 | 105,000 |
| 114 WAGES & SALARIES TEMP | 17,989 | 10,600 | 13,479 | 20,000 |
| 134 HOLIDAY BONUS | 25,362 | 26,139 | 23,330 | 28,524 |
| 119 HOLIDAY PAY | 112,554 | 90,000 | 117,938 | 83,140 |
| 210 FICA | 186,316 | 194,857 | 185,699 | 191,372 |
| 212 MEDICARE | 43,574 | 34,971 | 43,430 | 44,756 |
| 213 TCRS CONTRIBUTION | 444,990 | 467,027 | 445,078 | 458,675 |
| 214 EMPLOYEE HEALTH INS | 750,939 | 835,019 | 790,323 | 809,781 |
| 217 EMPLOYEE LIFE INS | - | 9,720 | - | 9,496 |
| 219 WORKERS COMPENSATIONS INSURANCE | 92,124 | 86,750 | 85,021 | 85,021 |
| 221 UNEMPLOYMENT INSURANCE | - | - | 2,260 | - |
| 226 CLOTHING/UNIFORM/SHOES | 67,980 | 62,450 | 67,029 | 75,000 |
| 310 POSTAL SERVICE | 198 | 300 | 458 | 500 |
| 321 PRINTING SERVICES | 2,530 | 4,000 | 2,912 | 4,400 |
| 330 LEGAL NOTICES | - | - | 322 | - |
| 345 TELEPHONE SERVICES | 25,195 | 43,152 | 36,334 | 43,152 |
| 351 MEDICAL SERVICES | 10,892 | 7,500 | 9,741 | 7,500 |
| 359 OTHER PROFESSIONAL SRVCS | 4,294 | 5,000 | 4,449 | 5,000 |
| 360 REP & MAINT-COMMUNICATIONS | 1,307 | 1,500 | 998 | 1,500 |
| 361 REPAIR & MAINTENANCE-VEHICLES | 10,270 | 10,000 | 7,471 | 10,000 |
| 364 REPAIR & MAINT-BLDG/GROUNDS | 7,672 | 5,000 | 6,069 | 8,000 |
| 375 MEMBERSHIPS & DUES | 1,146 | 2,000 | 1,763 | 2,000 |
| 378 EDUCATION - SEMINARS & TRAINING | 17,693 | 24,000 | 18,386 | 25,000 |
| 383 TRAVEL-BUSINESS EXPENSES | 21,130 | 25,000 | 17,075 | 27,200 |
| 399 OTHER CONTRACTED SERVICES | 6,978 | 8,500 | 12,313 | 8,500 |
| 411 OFFICE SUPPLIES & MATERIALS | 9,433 | 10,000 | 9,773 | 10,000 |
| 413 OFFICE EQUIPMENT | - | 670 | 620 | 1,660 |
| 416 MUNITIONS | 23,349 | 24,000 | 23,757 | 24,000 |
| 419 SMALL TOOLS & EQUIP | 56,779 | 39,469 | 35,011 | 45,505 |
| 429 GENERAL OPERATING SUPPLIES | 468 | 1,000 | 970 | 2,000 |
| 431 GASOLINE & DIESEL FUEL | 192,079 | 260,000 | 136,505 | 260,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 62,895 | 65,000 | 66,956 | 65,000 |
| 510 INSURANCE - GENERAL LIABILITY | 96,293 | 96,293 | 98,814 | 108,695 |
| 523 PROPERTY (CONTENTS) INS | 12,975 | 12,975 | 11,158 | 12,275 |
| 533 EQUIPMENT - RENTAL/LEASE | 2,622 | 4,143 | 3,081 | 4,143 |
| 689 OTHER MISCELLANEOUS EXPENSES | 572 | - | - | - |
| 695 K-9 DOGS AND SUPPLIES | - | - | - | 2,700 |
| 960 MACHINERY & EQUIPMENT | - | - | - | 6,200 |
| 971 MOTOR EQUIPMENT | 341,146 | 229,800 | 225,229 | 250,821 |
| 999 OTHER CAPITAL OUTLAY | 70,858 | 31,700 | 32,580 | 12,850 |
| 42120 - Patrol & Traffic Safety SUBTOTAL | 5,633,030 | 5,744,643 | 5,376,727 | 5,709,345 |

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

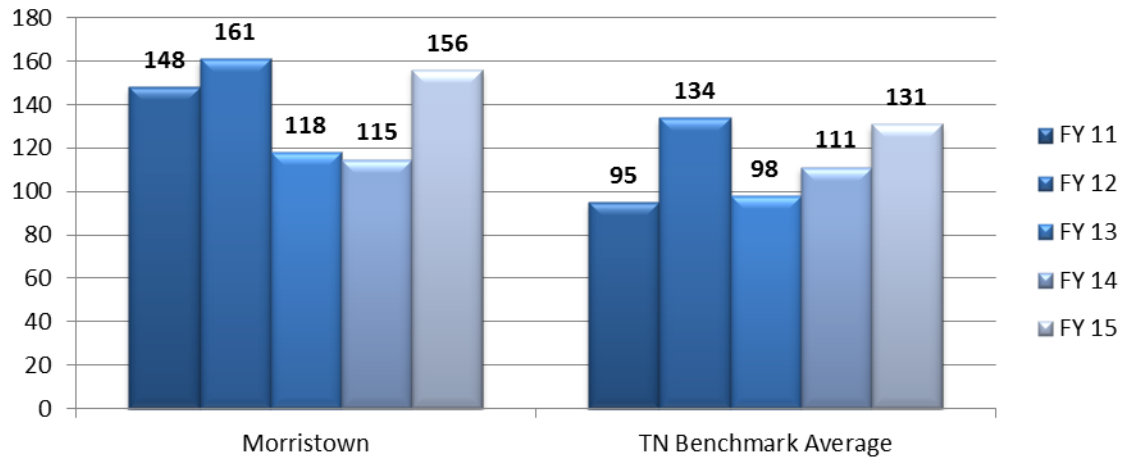
| Morristown Police Department Reported Part 1 Crimes | | | | | |
|---|-------|-------|-------|-------|-------|
| Classification | 2011 | 2012 | 2013 | 2014 | 2015 |
| Criminal Homicide | 1 | 0 | 2 | 0 | 0 |
| Forcible Rape | 13 | 13 | 12 | 9 | 10 |
| Robbery | 35 | 45 | 25 | 25 | 15 |
| Assault | 713 | 697 | 639 | 649 | 749 |
| Burglary | 192 | 159 | 126 | 144 | 208 |
| Larceny | 1,692 | 1,516 | 1,377 | 1,258 | 1,251 |
| Auto Theft | 98 | 82 | 76 | 65 | 98 |
| Arson | 4 | 4 | 5 | 6 | 5 |

| Morristown Police Department Clearance Rate | | | | | |
|---|---------|--------|---------|--------|--------|
| Classification | 2011 | 2012 | 2013 | 2014 | 2015 |
| Criminal Homicide | 100.00% | NC | 100.00% | NC | NC |
| Forcible Rape | 38.46% | 76.92% | 58.33% | 55.56% | 50.00% |
| Robbery | 65.71% | 62.22% | 56.00% | 60.00% | 46.67% |
| Assault | 77.14% | 77.76% | 77.31% | 79.51% | 78.55% |
| Burglary | 27.60% | 28.93% | 23.81% | 33.33% | 29.56% |
| Larceny | 52.72% | 56.46% | 51.49% | 59.70% | 52.52% |
| Auto Theft | 54.08% | 65.85% | 47.37% | 53.85% | 61.22% |

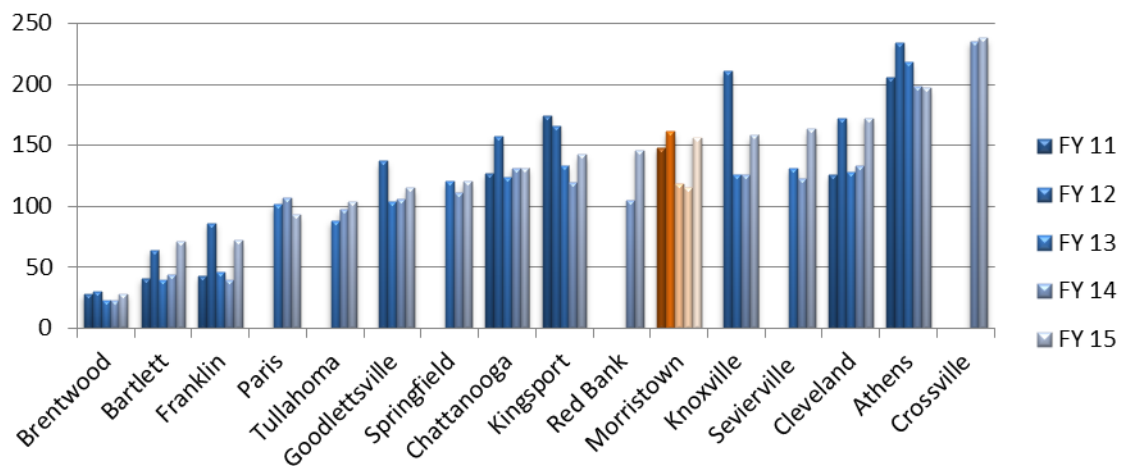
**NC = not calculable*

Tennessee Municipal Benchmark Project

Major Crimes per 1,000 Population



Major Crimes per 1,000 Population



Morristown was able to reduce the incidence of major crimes for two years, but the trend was reversed in FY15. The incidence of crime is now higher than other communities in the State. We are more comparable to other urban and manufacturing communities than the affluent suburban communities in the survey.

❑ Significant Accomplishments FY 2015-2016:

Investigations

- In January of 2015 the Fraud Detective investigated a complaint filed by the family of an elderly woman. It was reported that her son, who had power of attorney over her had defrauded her of \$200,000. The investigation revealed that son had his mother withdraw \$200,000.00 from her bank account and deposited it into a joint bank account with him. Shortly thereafter, he obtained two cashier's checks totaling \$150,000.00 which were used to purchase gold artifacts. The detective presented the case to the Hamblen County Grand Jury and the suspect was indicted for theft of property over \$60,000.00. The gold artifacts were recovered.
- The Detective Division reported 1 murder investigation that was closed by arrest in 2015. It was a vehicular homicide case that a detective was assigned to assist patrol on: On July 28, 2015 a man was driving a Nissan Versa that struck two pedestrians as they walked along Joe Hall Road. The one pedestrian died from the crash. The man fled the area to hide from police. Morristown Police, with the assistance of the US Marshalls, tracked the suspect to Claiborne County where he was arrested and charged with Vehicular Homicide and Leaving the Scene of an Accident with Injury.
- During 2015 the Detective Division benefited greatly from the use of the new Records Management System. RMS has allowed the investigative case management system to be streamlined and has made it much easier for both Detectives and Detective Supervisors to access open investigations. The system also makes it easier for officers to see what items have been logged into evidence on any given case. Detectives are having less negative findings during quarterly reviews due in large part to having easy access to open investigations on their desktop.

Internet Crimes Against Children (ICAC)

- The Morristown ICAC unit received a cybertip from the Nation Center for Missing and Exploited children. Dropbox had reported that one of their users had uploaded 105 files of child pornography to their account. The IP address for the Dropbox account was traced back to an address in Morristown. A search warrant was executed on September 3, 2015 and numerous digital items were seized. Forensic examination of the suspect's cell phone and laptop computers found 300 videos and 495 images of child pornography.
- The ICAC Unit investigated a total of 16 ICAC cases in 2015 including 7 Cyber Tip investigations.
- The ICAC Detective made 5 arrests with the majority going to Federal Court for prosecution.
- The ICAC Detective served a total of 5 search warrants in 2015 with a portion of them being served in other jurisdictions.

❑ Goals for FY 2016 - 2017:

CHASE/Victim Witness

- Goal: To research and develop a policy for sexual assault cases where a sexual assault kit is needed.
Objective: The local hospitals have recently changed the manner in which they administer a sexual assault examination. Rather than an ER doctor conducting the exam and collecting evidence they have recently started using SANE nurses which are called from Knoxville. There has been some confusion on the chain of custody for the sexual assault kits. The Child Abuse & Sexual Exploitation Unit (CHASE) detective will research and develop a new policy to ensure that the chain of custody is kept intact in this type of investigation.
 - Performance Indicator: Once the research has been conducted and the policy has been written and distributed to all officers; the goal will have been met.
- Goal: To cross train a second detective to work domestic violence cases.
Objective: Currently when the victim-witness coordinator is off-duty (i.e. vacation, training, etc.) the domestic violence cases are distributed to various detectives. By cross training a second detective to work the domestic violence cases it will ensure more uniformity in this type of investigation when the victim-witness coordinator is absent.
 - Performance Indicator: Once a second detective is trained; the goal will have been met.
- Goal: To have an additional detective trained to teach domestic violence.
Objective: With recent promotions and reassignments and the possibility for future retirements it is important that we keep a detective trained to instruct domestic violence in our department. It's also important to stay updated on any changes in domestic violence law and to pass that information along to patrol.
 - Performance Indicator: Once the training is found and an additional detective is trained to teach domestic violence for our department; the goal will have been met.

Criminal Intelligence Unit

- Goal: To research using RMS and other software to develop a known offender database.
Objective: Criminal offenders historically reoffend for the same types of crimes (i.e. auto burglaries, vending machine burglaries, sexual offenses, etc.) Having a database which tracks which criminals are committing which crimes will be beneficial to detectives on futures investigations and will help identify potential suspects. It's unknown at this time if our current available software has that ability.
 - Performance Indicator: Once the research is conducted and we have the information needed to determine if a database can be created; the goal will have been met.

Forensics Unit

- Goal: To train another crime scene technician to be a latent print examiner as a back up to Detective Sanders.
Objective: By training another officer as a latent print examiner, we will have a backup examiner to verify/examine prints.
 - Performance Indicator: Upon finding a crime scene technician interested in this task and finding a suitable training for them to go through, the goal will have been met.
- Goal: To research and find available training for a detective in identa-kit/sketch artist.
Objective: With recent promotions and reassignments, the detective division no longer has a detective assigned to general assignment that is trained to do suspect sketches. This type of training could be expensive. Our goal is to locate training so that we can determine if it's feasible to do a capital outlay request for the next budget year.
 - Performance Indicator: Once the training is found and the cost is known; the goal will have been met.

- Goal: To develop a process for properly collecting and filing all photo and video evidence within the evidence control process to ensure that this type of evidence is accounted for.
Objective: With the large amount of digital evidence in the form of photos and videos (i.e. body cam, dash cam videos, etc.) that are being turned in to evidence, a formal process for documenting and storing is necessary to ensure the proper chain of custody.
 - Performance Indicator: Once a formal process is developed and in place and video evidence is being stored and tracked through the evidence control process; the goal will have been met.
- Goal: To develop an efficient process for conducting an evidence purge.
Objective: With the implementation of the new records management system there have been some difficulties conducting evidence purges. It's important for the forensic unit to identify and develop a more streamline system for conducting evidence purges.
 - Performance Indicator: Once an efficient process has been developed and put into place; the goal will have been met.

Internet Crimes Against Children

- Goal: To research and find ICAC training to certify an ICAC investigator to be a lantern certified examiner.
Objective: There is ICAC training available thru ICAC training.org which is part of the federal ICAC grant program. The ICAC investigator will research and find the most appropriate and accessible training.
 - Performance Indicator: Once the training is identified and the investigator attends; the goal will have been met.
- Goal: To enhance the units ability to investigate cases involving Spanish speaking suspects.
Objective: The ICAC Unit currently does not have any Spanish speaking members. On occasion the unit encounters cases where the suspects are Hispanic and a Spanish translator is needed. The unit will utilize the Spanish speaking officers/detectives in these types of investigations.
 - Performance Indicator: When Spanish speaking suspects are encountered and the ICAC Unit utilizes a Spanish speaking officer/ detective for the translation, the goal will have been met.

Investigations

- Goal: To update the on-call folder that patrol supervisors keep in their vehicle.
Objective: The folder does include call out general orders and investigative division on-call schedule, forensic on-call schedule, chase team on-call schedule, and PIO schedule. The folders make it easier for patrol supervisors to see who is on call. The folders were originally prepared in 2015; however, the information needs to be updated.
 - Performance Indicator: Once the information is updated and distributed to patrol supervisors to place in their folders, the goal will have been met.
- Goal: To research and find available training for identity theft and fraudulent documents for the newly assigned fraud detective, Detective Sanders.
Objective: To have a detective trained in the above areas would allow easier prosecution and quicker investigation of these cases because evidence wouldn't have to be sent out. There is free training available, we would just need to research and find one that's accessible.
 - Performance Indicator: Once available training is found, the goal will have been met.
- Goal: To reorganize the detective supervisor/subordinate flow chart to keep an equal number of subordinates assigned to each supervisor.
Objective: With recent promotions and position reassignments the current flow chart has gotten uneven. The flow chart is used to control which supervisor is responsible for which subordinate when that person is on call. If the flow chart is uneven it causes an unnecessary burden on some supervisors.
 - Performance Indicator: Once the flow chart is updated; the goal will have been met.

- Goal: To train the two newly promoted detectives to sufficiently investigate cases well enough to be placed on the on-call detective list.
Objective: On-call detectives are tasked with investigating a wide variety of high priority cases which require a certain level of skill. The two new detectives would need to be trained to handle high priority investigations before they could be added to the on-call list.
 - Performance Indicator: Once the two new detectives have been trained and utilized as on-call detectives; the goal will have been met.

Juvenile Unit

- Goal: To research and compile information pertaining to juvenile proceedings involving in custody juvenile charges and to provide roll call training for patrol.
Objective: The Juvenile Court/Juvenile Services procedures are regularly changing and with a fairly new Juvenile Judge some of the in custody procedures have changed. The juvenile officer attempts to stay informed of the new policies and procedures and will update patrol.
 - Performance Indicator: Once Lt. Arnold meets with the juvenile agencies and passed along the information to officers and detectives, the goal will have been met.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- Overage in Building and Grounds account to modify evidence storage room for seized firearms.
- Overage in Other Contractual Services due to replacement of apartment door damaged by officers during arrest.
- Overage in Office Equipment due to unforeseen need to replace desk chairs.
- Reduction in fuel expenses realized due to current prices.

❑ Significant Changes for FY 2017:

- There are no major changes in this account.

❑ Personnel Summary

| POLICE INVESTIGATIONS | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| DETECTIVE | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 |
| DETECTIVE CORPORAL | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| DETECTIVE SERGEANT | 3 | 3 | 3 | 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 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 14 |

Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|------------------|------------------|------------------|------------------|
| 42130 - Police Criminal Investigation | | | | |
| 111 SALARIES & WAGES | 794,600 | 802,394 | 812,366 | 800,336 |
| 112 OVERTIME | 25,407 | 28,000 | 30,972 | 28,000 |
| 119 HOLIDAY PAY | - | - | 22,896 | 23,654 |
| 134 HOLIDAY BONUS | 10,236 | 10,609 | 11,448 | 11,841 |
| 210 FICA | 50,243 | 52,142 | 54,416 | 53,558 |
| 212 MEDICARE | 11,750 | 12,195 | 12,726 | 12,526 |
| 213 TCRS CONTRIBUTION | 120,789 | 124,973 | 130,424 | 128,365 |
| 214 EMPLOYEE HEALTH INS | 162,225 | 177,689 | 190,601 | 177,684 |
| 217 EMPLOYEE LIFE INS | - | 2,663 | - | 2,658 |
| 219 WORKERS COMPENSATIONS INSURANCE | 22,286 | 22,286 | 17,791 | 17,791 |
| 226 CLOTHING/UNIFORM/SHOES | 10,391 | 10,450 | 9,949 | 10,450 |
| 310 POSTAL SERVICE | 657 | 500 | 1,017 | 850 |
| 321 PRINTING SERVICES | 70 | 200 | 222 | 200 |
| 345 TELEPHONE SERVICES | 6,413 | 7,800 | 9,152 | 9,500 |
| 351 MEDICAL SERVICES | 3,656 | 150 | 56 | 150 |
| 359 OTHER PROFESSIONAL SRVCS | 150 | 300 | 217 | 300 |
| 361 REPAIR & MAINTENANCE-VEHICLES | 676 | 700 | 625 | 700 |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS | - | - | 1,614 | 14,000 |
| 371 SUBSCRIPTIONS & BOOKS | - | 50 | 35 | 50 |
| 375 MEMBERSHIPS & DUES | 170 | 500 | 390 | 600 |
| 378 EDUCATION - SEMINARS & TRAINING | 1,900 | 3,000 | 2,235 | 17,500 |
| 383 TRAVEL-BUSINESS EXPENSES | 3,371 | 5,000 | 2,974 | 9,500 |
| 399 OTHER CONTRACTED SERVICES | 219 | 200 | - | 500 |
| 411 OFFICE SUPPLIES & MATERIALS | 4,766 | 6,900 | 4,336 | 6,900 |
| 413 OFFICE EQUIPMENT | 563 | 3,595 | 4,294 | 1,950 |
| 419 SMALL TOOLS & EQUIP | - | 5,864 | 3,992 | 4,410 |
| 429 GENERAL OPERATING SUPPLIES | 1,932 | 2,000 | 1,564 | 2,000 |
| 431 GASOLINE & DIESEL FUEL | 15,059 | 23,000 | 11,503 | 20,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 5,753 | 6,000 | 6,176 | 6,000 |
| 510 INSURANCE - GENERAL LIABILITY | 22,115 | 22,115 | 22,817 | 25,100 |
| 523 PROPERTY (CONTENTS) INS | 2,994 | 2,994 | 2,575 | 2,840 |
| 533 EQUIPMENT - RENTAL/LEASE | 5,725 | 8,500 | 5,569 | 8,500 |
| 971 MOTOR EQUIPMENT | 52,393 | 65,000 | 64,410 | 70,000 |
| 42130 - Police Criminal Investigation SUBTOTAL | 1,336,509 | 1,407,769 | 1,439,362 | 1,468,413 |

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.

This department also investigates gambling violations, prostitution, and illegal alcohol sales.

❑ Significant Accomplishments FY 2015-2016:

- There were two seized vehicle auctions in 2015, netting at total of \$97,900.
- The Narcotics Division conducted 126 undercover narcotics buys in the City of Morristown.
- The division made 170 arrests.
- There were 64 individuals prosecuted in Federal Court for drugs and felon in possession of firearms.
- On April 17, 2015, the Narcotics/Vice Division conducted the largest drug round-up in the department's history with Operation SOBOs.
- In July 2015, the division seized seven pounds of crystal meth.

❑ Goals for FY 2016 - 2017:

- Goal: Increase felony drug arrests.
Objective: To increase the number of felony drug arrests by working together with the K9 interdiction teams as well as joint investigations with other Local, State and Federal Agencies.
 - Performance Indicator: Compare the number of felony drug arrests from 2015 to 2016.
- Goal: Update the Narcotics Division Monthly statistics report.
Objective: To streamline this report by including the pertinent information needed for tracking month by month work output.
 - Performance Indicator: Reduce the total number of reported categories so that this report is less cluttered and simpler to understand.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- Overage in Office Supplies due to data entry error in last budget. No funds were requested.

❑ Significant Changes for FY 2017:

- The Department was moved from Drug Fund to the General Fund.
- There is a decrease due to the moving of personnel and operating costs to the general fund.

Personnel Summary

| POLICE VICE | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| DETECTIVE | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| DETECTIVE CORPORAL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| DETECTIVE SERGEANT | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 |
| TOTAL POLICE VICE | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 |

| POLICE NARCOTICS | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| DETECTIVE | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 |
| DETECTIVE CORPORAL | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| DETECTIVE SERGEANT | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 |
| DETECTIVE LIEUTENANT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| DETECTIVE CAPTAIN | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| POLICE RECORDS CLERK | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL POLICE NARCOTICS | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 7 |

In the FY 14 budget, Vice and Narcotics were combined.

Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|--------------|----------------|-----------------|----------------|
| 42171 -Narcotics | | | | |
| 111 SALARIES & WAGES | - | - | - | 382,159 |
| 112 OVERTIME | - | - | - | 25,000 |
| 134 HOLIDAY BONUS | - | - | - | 4,879 |
| 210 FICA | - | - | - | 25,546 |
| 212 MEDICARE | - | - | - | 5,975 |
| 213 TCRS CONTRIBUTION | - | - | - | 61,229 |
| 214 EMPLOYEE HEALTH INS | - | - | - | 88,785 |
| 217 EMPLOYEE LIFE INS | - | - | - | 1,268 |
| 219 WORKERS COMPENSATIONS INSURANCE | - | - | - | 7,500 |
| 226 CLOTHING/UNIFORM/SHOES | - | - | - | 5,000 |
| 310 POSTAL SERVICE | - | - | - | 350 |
| 321 PRINTING SERVICES | - | - | - | 80 |
| 330 LEGAL NOTICES | - | - | - | 500 |
| 351 MEDICAL SERVICES | - | - | - | 140 |
| 363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT | - | - | - | 465 |
| 375 MEMBERSHIPS & DUES | - | - | - | 265 |
| 378 EDUCATION - SEMINARS & TRAINING | - | - | - | 2,100 |
| 383 TRAVEL-BUSINESS EXPENSES | - | - | - | 3,700 |
| 429 GENERAL OPERATING SUPPLIES | - | - | - | 3,000 |
| 510 INSURANCE - GENERAL LIABILITY | - | - | - | 13,625 |
| 523 PROPERTY (CONTENTS) INSURANCE | - | - | - | 1,540 |
| 533 EQUIPMENT- RENTAL/LEASE | - | - | - | 2,700 |
| 42171 - Narcotics SUBTOTAL | - | - | - | 635,806 |

Fire Department



Regional firefighter recruits training at Morristown Fire Station #5.

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 (travel) time of less than 4 minutes.

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.

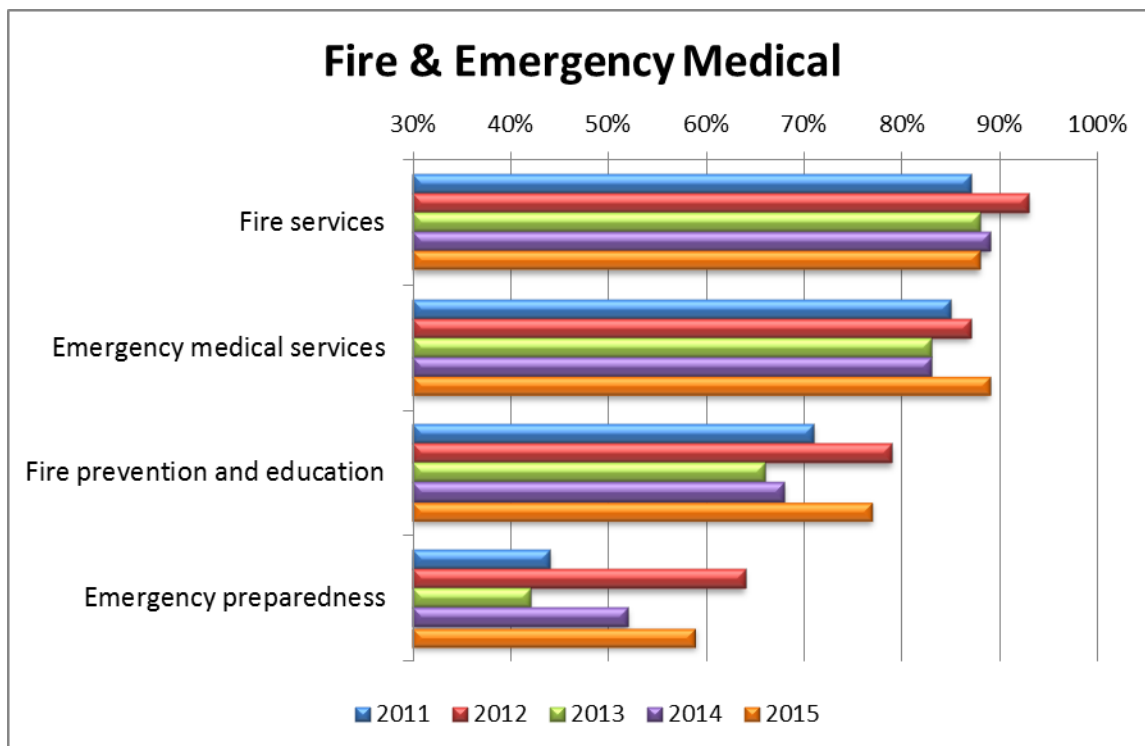
Fire Supervision

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



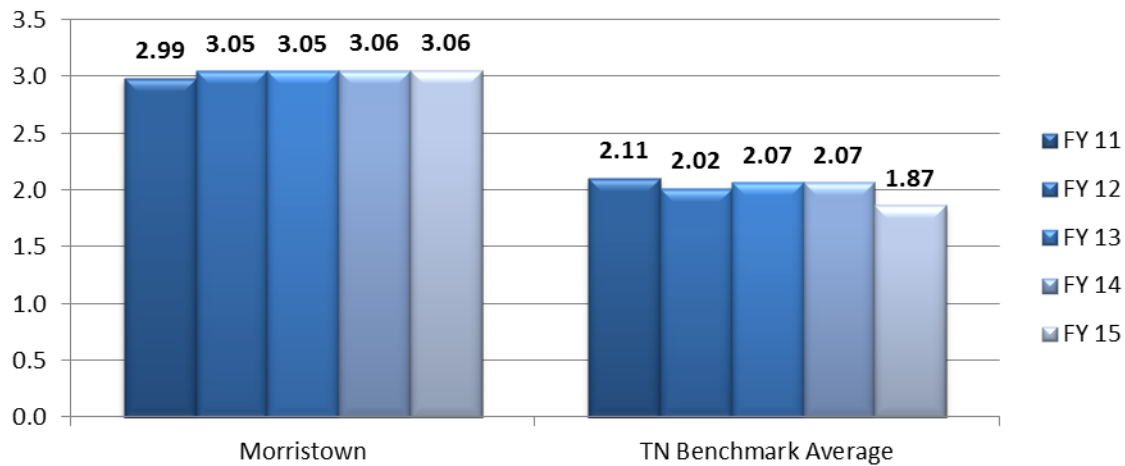
Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

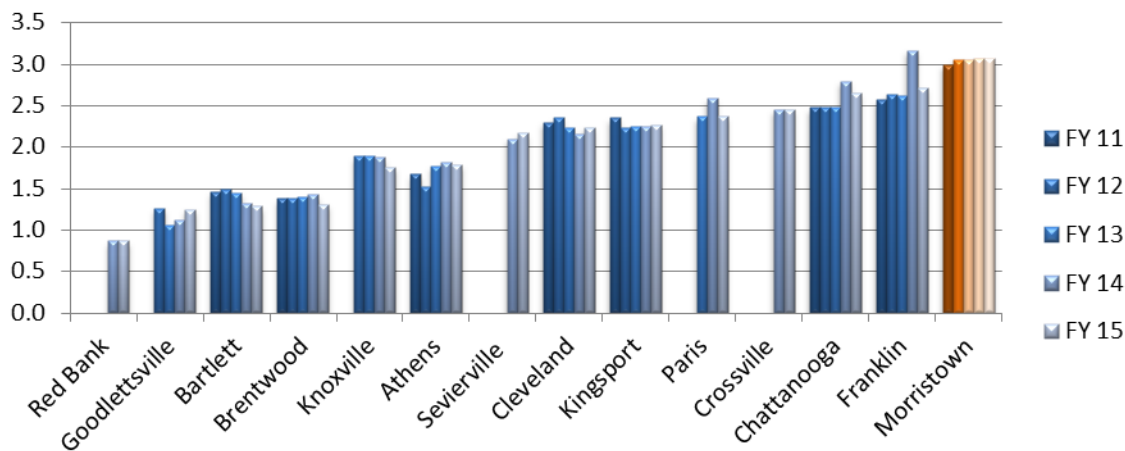
Respondent ratings have generally improved over time and are comparable to other cities in the national survey.

Tennessee Municipal Benchmark Project

Fire Positions per 1,000 Population



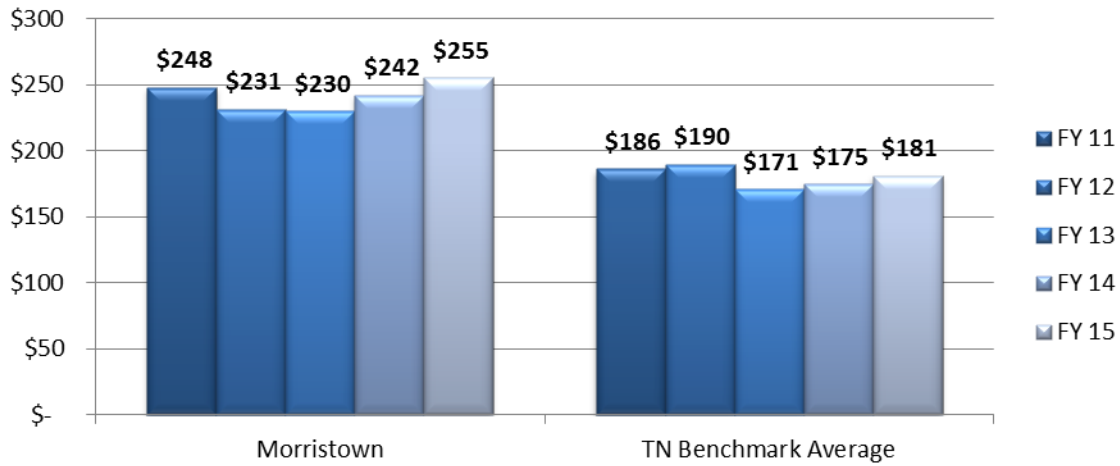
Fire Positions per 1,000 Population



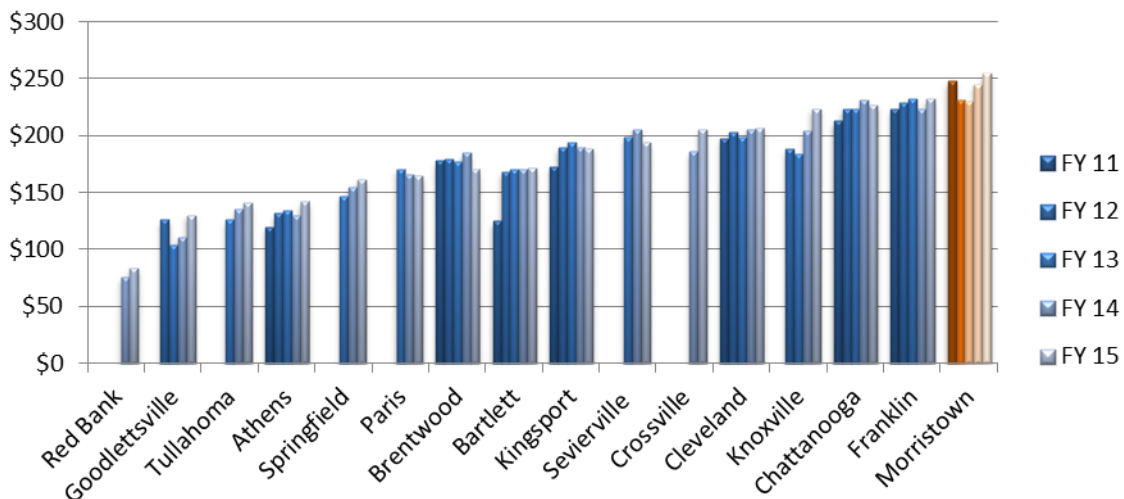
Factors such as daytime population and the widespread geographic area of the City contribute to the need for increased staffing in comparison to other communities in the benchmarking study. The policy decision to comply with 2 in / 2 out NFPA fire response standard also contributes these staffing levels.

Tennessee Municipal Benchmark Project

Total Fire Costs per Capita



Total Fire Costs per Capita



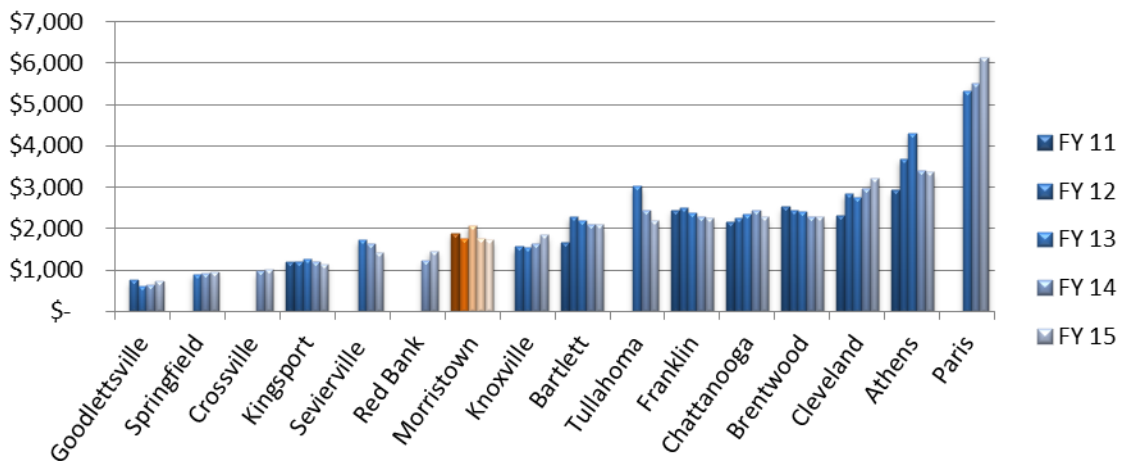
The cost of fire protection in Morristown is the highest in the benchmark study. A study conducted by MTAS in FY 13 suggests that the configuration of our service area and the highly developed industrial base contribute to higher costs.

Tennessee Municipal Benchmark Project

Cost per Call for Service



Cost per Call for Service



Despite high costs per capita, a large call volume keeps Morristown's costs per call below the benchmark for other Tennessee Cities.

❑ Significant Accomplishments FY 2015-2016:

- Specified and ordered a new 100 ft. Aerial Apparatus to be quartered at Fire Station # 1.
- Successfully applied for an Assistance to Firefighter Grant through the Department of Homeland Security in the amount of \$25,000 to purchase 12 sets of firefighting Personal Protection Equipment (PPE).
- Continued to heighten department's awareness of the importance for fostering "good" Public Relations and its potential impact on findings in the National Citizen's Survey for Fire and Emergency Services.
- Performed monthly audit of 20 at random calls for FD services to measure improvement in department "turnout" times as part of the overall response time from NFPA Standard 1710 .
- Safeguarded our Class 3 Insurance Service Office (ISO) Rating by ensuring all mandates were adhered to.
- Educated fire personnel on the need for budget efficiency in all aspects of operation.
- Worked with staff in examining areas and ideas for improving Fire Department's Municipal Technical Advisory Service (MTAS) Benchmarking results.
- Continued to foster an awareness of safety within the department.
- Ensured quality delivery of medical response services.
- Continued to ensure the importance of personal accountability in our job performance and in our interaction with citizens and peers.
- Communicated to fire personnel our shared desire to ensure adherence with nationally recognized standards, practices and procedures.
- Monitored ongoing changes in the national effort to improve Fire Department communications.
- Worked with GIS Department on development of Fire Department related data.
- Ensured a ready supply of needed equipment for fire and medical responses.
- Continued to mentor personnel who are in line for future Fire Department leadership roles.

❑ Goals for FY 2016 - 2017:

- Continue to work with City leaders for development of policies and procedures which ensure maintenance of our ISO Rating of Class 3.
- Seek ways to further enhance Fire Department's use of GIS technology.
- Continue to research options available for enhancing the capabilities of fire department voice and data communications.
- Strive to employ management practices which improve the department's benchmarking results in all measured categories.
- Strive for the continued improvement of benchmarking results in overall response category by focusing on TOTAL fire department response times as prescribed in NFPA Standard 1710.
- Continue to be competitive for Federal Assistance to Firefighter Grants.
- Continue to serve our citizens in a courteous manner.
- Provide leadership which fosters an atmosphere of personal responsibility.
- Encourage a positive and professional climate within the fire department.
- Ensure the maintenance of required certifications and in-service training for fire personnel.
- Strive to upgrade equipment as permissible under budget constraints.
- Maintain a ready inventory of supplies and equipment necessary to successfully complete fire department's stated mission.

☐ **Comments on Prior Year Actual and FY14 Projections:**

- There were no major variances in this account.

☐ **Significant Changes for FY 2017:**

- There are no major changes in this account.

☐ **Personnel Summary**

| FIRE SUPERVISION | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| FIRE CHIEF | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| DEPUTY FIRE CHIEF | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| TRAINING OFFICER | 1 | 1 | 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 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |

☐ **Budget Expense Detail**

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|----------------|----------------|-----------------|----------------|
| 42210 - Fire Administration | | | | |
| 111 SALARIES & WAGES | 414,221 | 426,530 | 431,053 | 436,600 |
| 134 HOLIDAY BONUS | 5,948 | 6,121 | 6,134 | 6,471 |
| 115 SUPPLEMENTAL TRAINING PAY | - | 1,900 | 1,800 | 1,900 |
| 210 FICA | 25,344 | 26,942 | 27,217 | 27,588 |
| 212 MEDICARE | 5,927 | 6,301 | 6,365 | 6,452 |
| 213 TCRS CONTRIBUTION | 62,080 | 64,574 | 65,233 | 66,123 |
| 214 EMPLOYEE HEALTH INS | 69,183 | 76,406 | 77,738 | 76,166 |
| 217 EMPLOYEE LIFE INS | - | 1,411 | - | 1,446 |
| 219 WORKERS COMPENSATIONS INSURANCE | 7,950 | 7,950 | 6,824 | 7,950 |
| 226 CLOTHING/UNIFORM/SHOES | 59 | 500 | - | 500 |
| 310 POSTAL SERVICE | 13 | 50 | 42 | 50 |
| 341 ELECTRICITY | 254 | 261 | 299 | 330 |
| 343 NATURAL GAS & PROPANE | 1,013 | 1,054 | 873 | 1,200 |
| 345 TELEPHONE SERVICES | 2,781 | 2,739 | 3,270 | 3,500 |
| 351 MEDICAL SERVICES | 28 | - | 28 | 28 |
| 371 SUBSCRIPTIONS & BOOKS | 352 | 300 | 352 | 400 |
| 375 MEMBERSHIPS & DUES | 484 | 500 | 544 | 750 |
| 378 EDUCATION - SEMINARS & TRAINING | 1,388 | 3,000 | 210 | 1,000 |
| 383 TRAVEL-BUSINESS EXPENSES | 347 | 600 | 333 | 600 |
| 411 OFFICE SUPPLIES & MATERIALS | 1,579 | 1,000 | 1,513 | 1,750 |
| 429 GENERAL OPERATING SUPPLIES | - | 300 | 45 | - |
| 431 GASOLINE & DIESEL FUEL | 3,367 | 6,500 | 2,520 | 6,500 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 1,335 | 2,300 | 1,816 | 2,000 |
| 489 FIRE AND MEDICAL RESPONSE | 16,262 | 14,950 | 10,202 | - |
| 510 INSURANCE - GENERAL LIABILITY | 4,144 | 4,144 | 4,275 | 4,700 |
| 523 PROPERTY (CONTENTS) INS | 561 | 561 | 483 | 530 |
| 533 EQUIPMENT- RENTAL/LEASE | 4,338 | 6,500 | 4,250 | 6,500 |
| 689 OTHER MISCELLANEOUS EXPENSES | - | - | 18 | - |
| 971 MOTOR EQUIPMENT | - | - | - | 38,000 |
| 42210 - Fire Administration SUBTOTAL | 628,958 | 663,394 | 653,437 | 699,034 |

Fire Prevention and Inspection

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

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

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

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

□ Performance and Workload Measures

| Public Education and Fire Safety Programs | 2011 | 2012 | 2013 | 2014 | 2015 | 5 Year Totals |
|--|-------------|-------------|-------------|-------------|-------------|----------------------|
| Pub Ed / Fire Safety Programs | 105 | 82 | 66 | 53 | 79 | 385 |
| Extinguisher Classes | 3 | 6 | 3 | 5 | 2 | 19 |
| Children | 7,777 | 11,234 | 17,655 | 15,576 | 15,787 | 68,029 |
| Adults | 5,319 | 6,489 | 9,770 | 4,550 | 3,102 | 29,230 |
| Literature | 11,764 | 11,483 | 12,702 | 13,946 | 4,808 | 54,703 |
| Program Hours | 182 | 110 | 111 | 83 | 143 | 628 |

| Smoke Alarm Program | 2011 | 2012 | 2013 | 2014 | 2015 | 5 Year Totals |
|--|-------------|-------------|-------------|-------------|-------------|----------------------|
| Households Affected | 75 | 75 | 110 | 70 | 104 | 434 |
| Alarms Installed by FD Personnel | 76 | 93 | 181 | 151 | 181 | 682 |
| Alarms Given Out for Citizens to Install | 135 | 131 | 112 | 43 | 75 | 496 |
| Batteries Distributed | 38 | 89 | 96 | 26 | 51 | 300 |

| Fire Inspections | 2011 | 2012 | 2013 | 2014 | 2015 | 5 Year Totals |
|-------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Code Violations | 389 | 411 | 255 | 383 | 468 | 1,906 |
| Occupancy Inspections | 562 | 761 | 812 | 844 | 796 | 3,775 |

| Burn Permits | 2011 | 2012 | 2013 | 2014 | 2015 | 5 Year Totals |
|---------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Issued | 130 | 116 | 93 | 74 | 84 | 497 |
| Denied | 150 | 136 | 115 | 115 | 91 | 607 |
| Requests | 280 | 252 | 208 | 189 | 175 | 1,104 |

❑ Significant Accomplishments FY 2015-2016:

The Inspection Division strives to maintain performance Benchmark measurements by utilizing shift personnel 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 fire safety literature to children in our jurisdiction including K-5 children in the Hamblen County School System in conjunction with the National Fire Safety Council.
- Increased Public Education outreach by 211 children as compared to last year's approximate total of 15,500 children.
- Five year total average of Educational programs for children in our community is 13,606 annually.
- Accommodated all requests for OSHA mandated fire extinguisher classes at local industries.
- Increased Public Education/ Fire Safety Programs by 49%.

Smoke Alarm Program

- Provided newly constructed Habitat for Humanity homes with hardwired interconnected smoke alarms.
- Increased the number of smoke alarm batteries given away by 96%.
- Distributed 32% more smoke alarms.
- Increased the number of households in which MFD actually installed the smoke alarms by 49%.
- Partnered with First Baptist Church and American Red Cross in smoke alarm education and installations.

Fire Inspections

- 5 year average for number of structures inspected for code compliance is 755 annually.
- Performed inspections in all strip malls, hotels/ motels, night clubs and restaurants.
- Assisted TN State Fire Marshal's Office in their inspection of the schools within the Hamblen County School System; in addition to all other State jurisdiction projects.
- Worked diligently with Jones Fiber in the planning and installation of an improved sprinkler system to better protect their facility.

Burn Permits

- Denied 8% of burning permit requests in a continuing effort to provide a strict oversight of open burning.
- Strict oversight and education has reduced burning permits requests by 7%.
- 5 year total of denied burning permits averages 121 annually.

❑ Goals for FY 2016 - 2017:

- Continue to 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.
- Work with local businesses, church groups and civic clubs to help replenish our dwindling stock of smoke alarms in order to continue to 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.
- Work to further reduce the number of false alarms in our jurisdiction.
- Provide local businesses, civic clubs, schools and industries an opportunity to receive OSHA mandated fire extinguisher training.
- Research/ Prepare to adopt a new fire code when State of TN adopts new edition of Fire Code.
- Strive to certify a second fire investigator through the International Association of Arson Investigators.
- Continue to visit all sites of burning permit requests while providing strict oversight of the permitting system.
- Use fire cause analysis to implement more focused fire prevention programs.
- Conduct life safety inspections at all City-owned facilities.
- Seek to certify additional fire inspectors to aid in meeting the Fire Marshal's goals and objectives.
- Strive to improve favorability of the Fire Prevention Bureau's portion of National Citizen's Survey.

❑ Comments on Prior Year Actual and FY16 Projections:

- There were no major variances in this account.

❑ Significant Changes for FY 17:

- There are no major changes in this account.

❑ Personnel Summary

| FIRE PREVENTION & INSPECTION | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| FIRE MARSHAL | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ASSISTANT FIRE MARSHAL | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL FIRE PREVENTION & INSPECTION | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| 42220 - Fire Inspection | | | | |
| 111 SALARIES & WAGES | 70,077 | 71,682 | 72,187 | 73,567 |
| 134 HOLIDAY BONUS | 1,012 | 1,016 | 1,017 | 1,021 |
| 115 SUPPLEMENTAL TRAINING PAY | - | 1,900 | - | 1,900 |
| 210 FICA | 4,274 | 4,625 | 4,539 | 4,742 |
| 212 MEDICARE | 1,000 | 1,082 | 1,061 | 1,109 |
| 213 TCRS CONTRIBUTION | 10,474 | 11,085 | 10,878 | 11,366 |
| 214 EMPLOYEE HEALTH INS | 11,527 | 12,739 | 12,957 | 12,744 |
| 217 EMPLOYEE LIFE INS | - | 240 | - | 246 |
| 219 WORKERS COMPENSATIONS INSURANCE | 1,325 | 1,325 | 1,137 | 1,137 |
| 226 CLOTHING/UNIFORM/SHOES | - | 300 | - | 300 |
| 310 POSTAL SERVICE | 22 | 100 | 13 | 100 |
| 345 TELEPHONE SERVICES | 595 | 599 | 597 | 700 |
| 355 COMPUTER/DATA PROCESSING | 2,069 | - | 2,172 | 2,285 |
| 371 SUBSCRIPTIONS & BOOKS | - | 500 | - | 500 |
| 375 MEMBERSHIPS & DUES | 195 | 500 | 191 | 500 |
| 378 EDUCATION - SEMINARS & TRAINING | 1,190 | 2,000 | 1,200 | 2,000 |
| 383 TRAVEL-BUSINESS EXPENSES | 4,726 | 5,500 | 4,828 | 5,500 |
| 386 PUBLIC EDUCATION & TRAINING | 2,722 | 3,500 | 1,782 | 3,500 |
| 399 OTHER CONTRACTED SERVICES | - | 300 | 195 | 300 |
| 411 OFFICE SUPPLIES & MATERIALS | 69 | 300 | 221 | 300 |
| 429 GENERAL OPERATING SUPPLIES | - | 300 | - | 300 |
| 431 GASOLINE & DIESEL FUEL | 4,883 | 6,000 | 3,412 | 6,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 512 | 1,000 | 500 | 1,000 |
| 510 INSURANCE - GENERAL LIABILITY | 4,423 | 4,423 | 4,563 | 5,020 |
| 523 PROPERTY (CONTENTS) INS | 599 | 599 | 515 | 600 |
| 533 EQUIPMENT- RENTAL/LEASE | 195 | - | - | - |
| 689 OTHER MISCELLANEOUS EXPENSES | 18 | - | - | - |
| 971 MOTOR EQUIPMENT | 35,557 | - | - | - |
| 42220 - Fire Inspection SUBTOTAL | 157,464 | 131,615 | 123,965 | 136,737 |

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 2015-2016:

- Maintained a clean, safe work environment for all fire department facilities.
- Maintained the preventative maintenance contract with Stowers on the generators at fire stations # 1, 2, 5 and 6.
- Maintained the preventative maintenance contract with Overhead Door on engine bay doors at all fire stations.
- Maintained the fire alarm monitoring contract with Murrell Alarm Co. at fire stations #1, 2, 5 and 6.
- Purchased two outside storage buildings, one at station #5 and one at # 6; each was placed on a concrete slab.
- Continued contract with Mold Tox for monitoring at fire stations #1 and 4.
- Repaired or replaced physical fitness equipment on an as needed basis.
- Complied with MUS requirements for maintaining backflow preventers at fire stations #1, 2, 5 and 6.
- Continued in-house maintenance on yard mowing equipment while replacing worn, inoperable equipment at station # 1.
- Replaced broken or worn furniture in individual fire stations on an as needed basis.
- Cleaned carpet and used a commercial company to strip and wax tile floors at all stations.
- Treated fire station # 3 for termites.
- Replaced mechanical board on generator at station # 1.
- Replaced an air conditioning unit at fire station #2.
- Replaced air conditioning units at station #5.
- Replaced air conditioning unit in bedroom at station # 6.
- Replaced air compressor at station # 3.
- Replaced hot water heater at station # 6.

- Remodeled bathroom at station # 3.
- Made major repairs to engine bay doors at fire stations #1 and 6.
- Painted interior of fire station at station # 2.
- Installed new exterior safety lighting at rear of fire station #1.
- Fire personnel performed daily/weekly maintenance on fire facilities and yards at six fire stations and the Administrative Building.

❑ Goals for FY 2016 - 2017:

- Paint the interior of fire stations on an as needed basis.
- Conduct cost assessment for paving parking lots and driving lanes at fire stations #3 and #4.
- Upgrade landscaping where feasible.
- Replace yard mowing equipment where necessary.
- Consider installation of fire alarm monitoring systems at fire stations #3 and #4.
- As a method of cost control, continue in-house maintenance program on yard equipment.
- Ensure proper maintenance and well-kept appearance for all fire department facilities.
- Be conservative of the funding in Fire Station budget considering the continued aging of FD facilities which lends itself to unexpected expenses.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- There were no major variances in this account.

❑ Significant Changes for FY 2017:

- There are no major changes in this account.

❑ Personnel Summary

- There are no personnel assigned to this account.

Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| 42230 - Fire Stations | | | | |
| 310 POSTAL SERVICE | 12 | - | - | - |
| 330 LEGAL NOTICES | 114 | - | - | - |
| 341 ELECTRICITY | 35,312 | 34,557 | 36,636 | 38,000 |
| 342 WATER & SEWER | 8,421 | 8,119 | 11,876 | 12,000 |
| 343 NATURAL GAS & PROPANE | 14,183 | 13,642 | 11,387 | 13,600 |
| 345 TELEPHONE SERVICES | 9,819 | 9,127 | 10,233 | 10,500 |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT | 4,595 | 4,000 | 4,436 | 4,500 |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS | 41,312 | 40,000 | 42,943 | 45,000 |
| 369 REPAIR & MAINTENANCE-OTHER | 1,367 | 3,500 | 3,369 | 4,000 |
| 399 OTHER CONTRACTED SERVICES | 10,143 | 15,700 | 11,527 | 14,200 |
| 411 OFFICE SUPPLIES & MATERIALS | 48 | 300 | 530 | 500 |
| 424 JANITORIAL SUPPLIES | 18,281 | 22,000 | 18,408 | 22,000 |
| 429 GENERAL OPERATING SUPPLIES | 5,813 | 8,500 | 9,377 | 8,500 |
| 431 GASOLINE & DIESEL FUEL | - | 100 | - | - |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | - | 200 | - | - |
| 510 INSURANCE - GENERAL LIABILITY | 7,898 | 7,898 | 8,149 | 8,965 |
| 523 PROPERTY (CONTENTS) INS | 1,069 | 1,069 | 920 | 1,010 |
| 42230 - Fire Stations SUBTOTAL | 158,387 | 168,712 | 169,791 | 182,775 |

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 | 2011 | 2012 | 2013 | 2014 | 2015 | 5 Year Totals |
|------------------------------|-------|-------|-------|-------|-------|---------------|
| Truck 1 | 418 | 97 | 85 | 84 | 66 | 750 |
| Engine 1 | 529 | 370 | 328 | 537 | 514 | 2,278 |
| Engine 2 | 430 | 237 | 260 | 494 | 466 | 1,887 |
| Engine 3 | 314 | 167 | 164 | 300 | 311 | 1,256 |
| Engine 4 | 288 | 172 | 170 | 214 | 194 | 1,038 |
| Engine 5 | 257 | 106 | 104 | 213 | 188 | 868 |
| Engine 6 | 308 | 128 | 117 | 202 | 207 | 962 |
| Total | 2,544 | 1,277 | 1,228 | 2,044 | 1,946 | 9,039 |

| Fire Incidents | 2011 | 2012 | 2013 | 2014 | 2015 | 5 Year Totals |
|----------------------|------|------|------|------|------|---------------|
| Fire Classification | | | | | | |
| Structure | 63 | 51 | 41 | 42 | 48 | 245 |
| Outside of Structure | 11 | 13 | 13 | 11 | 16 | 64 |
| Vehicle | 32 | 26 | 20 | 30 | 31 | 139 |
| Brush, Trash, etc. | 67 | 88 | 71 | 63 | 59 | 348 |
| Total | 173 | 178 | 145 | 146 | 154 | 796 |

| Fire Calls / False Alarms | 2011 | 2012 | 2013 | 2014 | 2015 | 5 Year Totals |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Fire Classification | | | | | | |
| False Alarms | 373 | 360 | 315 | 459 | 454 | 1961 |
| All Other Calls | 368 | 229 | 625 | 294 | 260 | 1776 |
| Total Calls | 741 | 589 | 940 | 753 | 714 | 3737 |
| % of total that were false alarms | 50% | 61% | 34% | 61% | 64% | 52% |

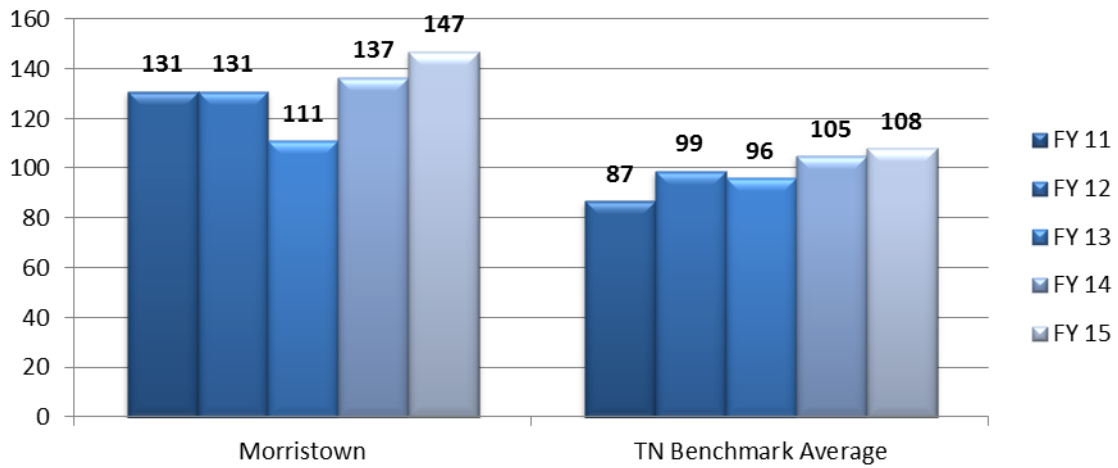
| Training | 2011 | 2012 | 2013 | 2014 | 2015 | 5 Year Totals |
|---------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| NTRFTA Instructors | 7 | 4 | 6 | 4 | 7 | 24 |
| Specialized Classes | 18 | 17 | 43 | 41 | 49 | 133 |
| Total | 25 | 21 | 49 | 45 | 56 | 157 |

| Engine Company Medical Response | 2011 | 2012 | 2013 | 2014 | 2015 | 5 Year Totals |
|--|-------------|-------------|-------------|-------------|-------------|----------------------|
| Truck 1 | 886 | 830 | 772 | 882 | 845 | 5,064 |
| Engine 1 | 406 | 466 | 307 | 506 | 512 | 2,472 |
| Engine 2 | 403 | 335 | 340 | 408 | 354 | 2,255 |
| Engine 3 | 223 | 200 | 282 | 318 | 313 | 1,632 |
| Engine 4 | 208 | 213 | 182 | 236 | 204 | 1,235 |
| Engine 5 | 126 | 113 | 89 | 93 | 86 | 638 |
| Engine 6 | 99 | 74 | 60 | 64 | 50 | 437 |
| Total | 2,351 | 2,231 | 2,032 | 2,507 | 2,364 | 13,733 |

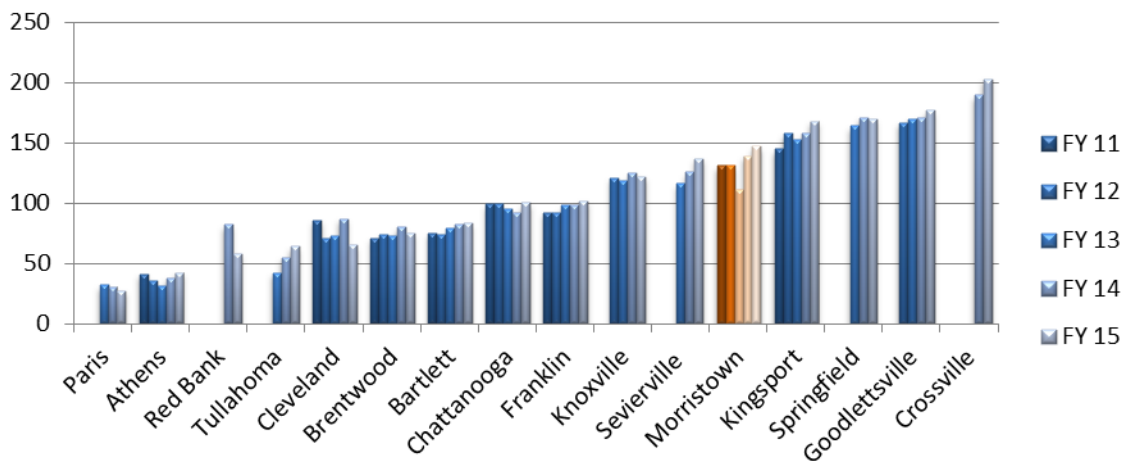
| Medical Calls Most Often Dispatched | 2011 | 2012 | 2013 | 2014 | 2015 | 5 Year Totals |
|--|-------------|-------------|-------------|-------------|-------------|----------------------|
| Call Type | | | | | | |
| Unconscious / Person-down | 228 | 164 | 161 | 196 | 194 | 943 |
| Cardiac Incident | 403 | 455 | 366 | 444 | 405 | 2,073 |
| Motor Vehicle Collision | 315 | 252 | 277 | 274 | 264 | 1,382 |
| Difficulty Breathing | | | | 577 | 586 | 1,163 |

Tennessee Municipal Benchmark Project

Calls for Service per 1,000 Population



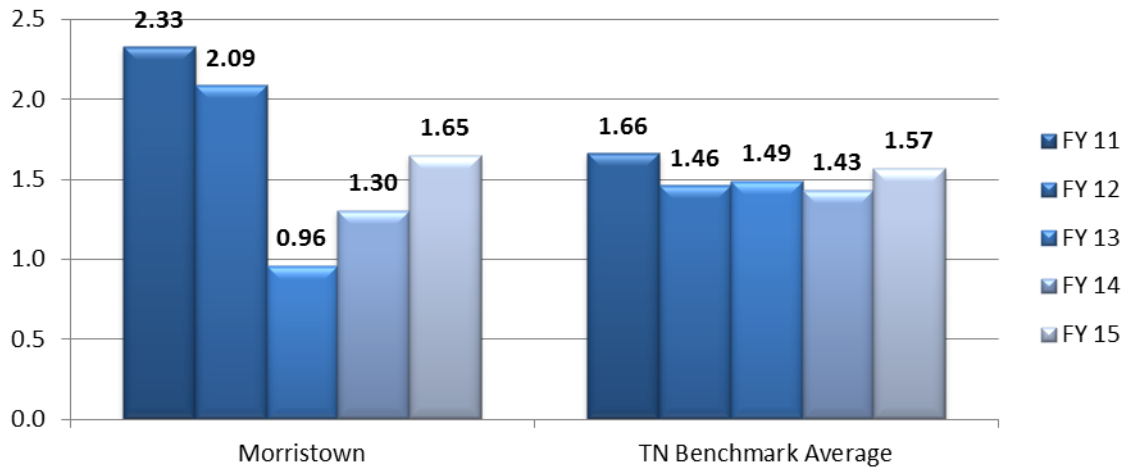
Calls for Service per 1,000 Population



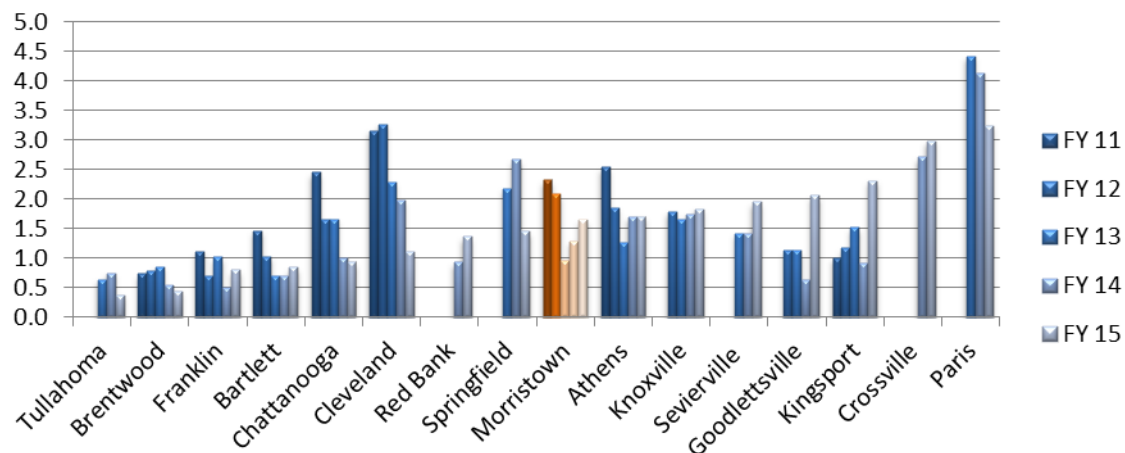
Morristown continues to respond to more calls for service than most Cities in Tennessee.

Tennessee Municipal Benchmark Project

Structure Fires per 1,000 Population



Structure Fires per 1,000 Population



The number of structure fires increased slightly, but Morristown remains below the average for Tennessee benchmark cities. We will continue to emphasize fire prevention and education to reduce the most common causes for structure fires.

❑ Significant Accomplishments FY 2015-2016:

- Continued to work on improving our NFPA 1710 Response Time for department's "turnout" and "travel" times in an effort to improve our Benchmark sample and to be compliant with national standard.
- Adhered to all applicable standards and mandates for scene and personnel safety.
- Maintained a preferred minimum staffing of 21 personnel per day.
- Fire personnel performed daily/weekly/monthly/annual maintenance on fire apparatus and other vital firefighting equipment.
- Completed all required annual certifications on fire apparatus and equipment.

- Continued use of Target Solutions software for delivery of electronic training assignments to on-duty personnel.
- Placed a new engine 3 into service at fire station # 3.
- Several employees gained new certifications or earned college degrees.
- Completed all required training and certification as listed:

Tennessee Commission of Firefighting

Fire Department completed 40 hours In-service on following classes:

- 4 hours - Cardio-Pulmonary Resuscitation
- 2 hours – Infection Control and Blood borne Pathogens-Ebola
- 2 hours – Sudden Infant Death
- 8 hours – Hazardous Materials-Recognition and product Identification
- 8 hours – SLICERS-Revised firefighting methods
- 4 hours – Emergency vehicle Operations-VKF
- 10 hours – Target Solutions Computer Training Modules
 - Response to Terrorism Modules 1- 4 (1 hour each module)
 - Communications and Documentation
 - Back Injury Prevention
 - Driving Safely
 - Evacuation and Emergencies
 - General Construction
 - NFPA 1001 Building Construction

Insurance Services Organization

ISO requires a documented training program, compliant to their standards, which allows the MFD to maintain its Class 3 ISO rating; the program includes the following:

- Minimum of 240 hours of individual training
- 8 hands-on training drills per year
- 3 hour minimum for each drill performed
- At least 4 drills to be multi-company
- At least 2 drills required to be at night
- At least 1 Aerial/platform drill

MFD personnel met these requirements through the following training and assigned drills:

- Building Construction
- Area Familiarization
- Foam Application Techniques
- Hazard Communications
- Hydrant Location
- Incident Command System
- Medical Protocols and Equipment
- PPE Review_ Inspection and Cleaning
- Thermal Imaging Camera use
- Medical Responder procedures for Medical Emergencies
- Medical Responder procedures for Trauma Emergencies

- Ground Ladders
- Hand Tools and Equipment
- New PIERCE fire engine operation
- Offensive and Defensive Fire Tactics
- Ropes and Knots
- Pump Panel and Water Flow Familiarization
- Casualty Collection Point OPS
- Safety Stand Down Equipment Check
- Self-Contained Breathing Apparatus
- Night Time Extrication
- Hose Test and Repair
- Night Time Aerial Platform Placement
- Portable Master Streams OPS
- Relay Pumping OPS

MFD suppression personnel logged over 32,993.5 hours of individual and company training hours:

- This averages 439.91 hours per person
- 5.26 training hours per weekday shift
- Maintained Medical Responder, EVOC, Hazardous Material Technician and Extrication certifications

Special Units: Maintained their specialized certifications

- Chaplains 1 class, 1 debriefing
- Child Restraint Technicians 22 events-152 people, 25 seats checked/installed
- CPR Instructors 30 classes – 1055 students, \$3900 reimbursement
- Honor Guard 6 events – 6500 people, Holidays, 2 sporting events & graduations
- Urban Search & Rescue 0 events – No training was offered in our region due to State funding

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

- 22 events – 41.5 hours, 89 firefighters participated, 621 adult contacts, 3806 children contacted;
- 400.5 total contact hours
- 183,720 total man hours

Specialized Training & Classes: 44 personnel attended 49 courses

- 1043 Live Fire Instructor
- 1043 Live Fire Practical
- 2015 PIPE TN 811 Gas Program
- Advanced Chaplain Class
- Disaster Planning Fair Meeting
- EMA Casualty Collection Point Drill
- EMS Day On the Hill
- EMS Directors Conference

- EVS Plant Visit
- Fire Chemistry
- Fire Instructor II
- Fire Service Operations 2015: Risk Management
- FirstNet Communications and Technologies
- Hamblen County LEPC Meetings
- Honda Vehicle Extrication Class
- IAAI Conference
- Modern Interior Fire Attack Class
- MTAS Benchmarking Review
- Municipal Management Academy II – 8 modules
 - Delegation
 - Part 11
 - Performance
 - Teamwork
 - Human Resources Overview
 - Workplace Harassment/Violence
 - Communication Skills
 - Personnel Issues
- National Weather Service Storm Recognition
- Northeast TN Regional Fire Academy Evaluator
- Northeast TN Regional Fire Chief's Association Meetings
- PEPC Planning Fair Workshop
- Pump Operator Training: weeks I II and III
- Rapid Intervention Team Training
- Region I TARS Instructor Update Training
- Rookie School Graduation
- Rookie School Live Fire Practical's
- Safety Education Training
- Smoke Divers
- Smoky Mountain Fire Expo
- TARS Extrication Equipment Update
- TEMA Instructor Conference
- Tennessee Valley Fire Conference
- TN Advisory on Arson Conference
- TN Connect – First Step Communications Systems
- TN Fire Safety Inspectors Association Conference
- TN Pub ED Board Meeting
- TN Public Fire Educators Association Board Meeting
- TN Public Fire Educators Association Conference

❑ Goals for FY 2016 - 2017:

- Strive to continually comply with NFPA 1710's standard which calls for an average TOTAL response time of 6 minutes and 35 seconds to 90 % of all emergency calls for service.
- Continue to examine methods of reducing false calls.
- Strive to improve the MFD's rating in The National Citizen Survey Report.
- Maintain a minimum safe staffing requirement of 21 per shift; to achieve this requires a minimum of 3 personnel assigned to each of our 6 engines, a minimum of 2 personnel assigned to the Ladder Co., along with a shift supervisor.
- Maintain all ISO requirements for Class 3 rating.
- Maintain certifications and testing mandates on fire apparatus and equipment.
- Continue our participation in the TN Fire Incident Reporting System.
- Research methods to safely reduce overall operational costs.
- Continue to adhere to recognized codes, standards, policies, procedures and mandates which ensure operational effectiveness and fire ground safety

Training

- Stress safety first in all aspects of daily activities in fire service.
- Continue our role in the Northeast Tennessee Regional Fire Training Association.
- Emphasize the importance of personal physical/mental wellness.
- Cultivate and project a positive, proactive atmosphere and attitude in fire department culture and in service delivery.
- Continued streamlining of training methods to further enhance employee knowledge, skills and abilities in the performance of their assigned tasks.
- Continue using Target Solution ARTICULATE program in departmental training modules.
- Maintain rotation schedule of qualified personnel to attend newly developed classes in fire technology and fire control theory.
- Continue to seek more efficient and effective methods for delivery of departmental training
- Ensure maintenance of all required certifications and licenses for FD personnel.
- Work with local agencies in joint training ventures and projects.
- Increase knowledge through personal development utilizing higher education opportunities.
- Plan for future budget requests aimed at improving Training Division resources, equipment and facilities.
- Seek increase of CPR training reimbursement fees, looking to maintain relevant pricing to American Red Cross' fee structure.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- No major variances are expected in this account.

❑ Significant Changes for FY 2017:

- There is a decrease in machinery & equipment due to purchase of ladder truck in 2016.

□ Personnel Summary

| FIREFIGHTING | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| FIREFIGHTER | 39 | 36 | 36 | 35 | 36 | 36 | 36 | 36 | 36 |
| DRIVER/ENGINEER | 21 | 21 | 21 | 20 | 20 | 20 | 20 | 20 | 20 |
| LIEUTENANT | 18 | 18 | 18 | 18 | 17 | 17 | 17 | 17 | 17 |
| CAPTAIN | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| BATTALION CHIEF | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| TOTAL FIREFIGHTING | 84 | 81 | 81 | 79 | 79 | 79 | 79 | 79 | 79 |

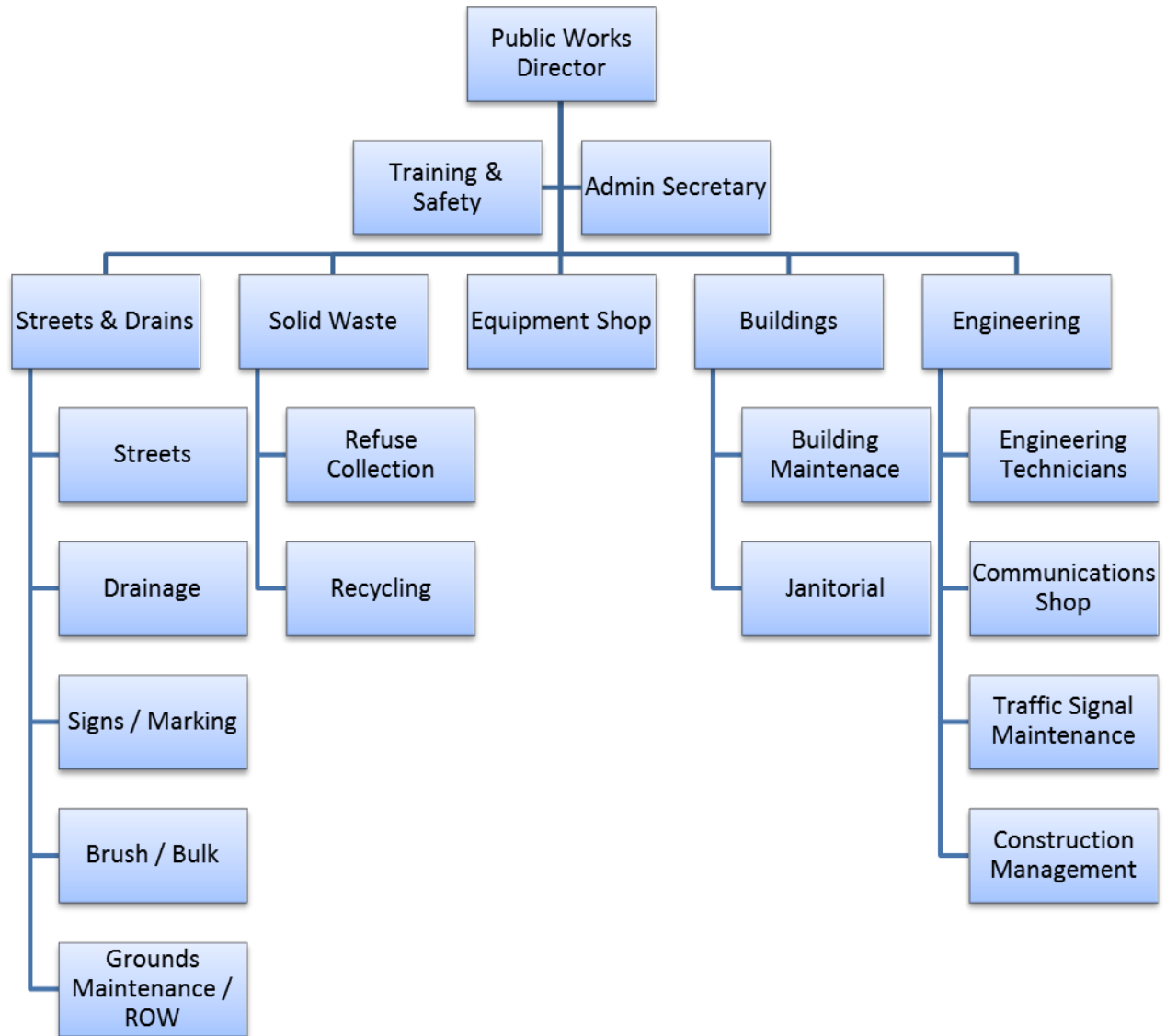
□ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|------------------|------------------|------------------|------------------|
| 42240 - Fire Fighting | | | | |
| 111 SALARIES & WAGES | 3,436,231 | 3,686,739 | 3,447,418 | 3,662,627 |
| 112 OVERTIME | 233,241 | 219,500 | 241,926 | 250,000 |
| 134 HOLIDAY BONUS | 40,330 | 41,208 | 40,413 | 46,060 |
| 119 HOLIDAY PAY | 151,256 | 150,205 | 145,014 | 148,420 |
| 210 FICA | 229,406 | 254,054 | 240,236 | 254,641 |
| 212 MEDICARE | 53,707 | 59,416 | 56,184 | 59,553 |
| 213 TCRS CONTRIBUTION | 565,686 | 608,911 | 575,791 | 610,316 |
| 214 EMPLOYEE HEALTH INS | 879,464 | 974,634 | 965,536 | 999,531 |
| 217 EMPLOYEE LIFE INS | 24,046 | 11,814 | - | 11,464 |
| 219 WORKERS COMPENSATIONS INSURANCE | 111,096 | 105,654 | 91,666 | 100,833 |
| 226 CLOTHING/UNIFORM/SHOES | 51,750 | 55,000 | 54,449 | 55,000 |
| 310 POSTAL SERVICE | 180 | 300 | 112 | 200 |
| 341 ELECTRICITY | 3,010 | - | - | - |
| 342 WATER & SEWER | 36,117 | 36,117 | 36,192 | 36,500 |
| 343 NATURAL GAS & PROPANE | - | - | 278 | 500 |
| 351 MEDICAL SERVICES | 769 | - | 426 | 500 |
| 359 OTHER PROFESSIONAL SRVCS | 23,650 | 25,000 | 21,651 | 25,000 |
| 360 REPAIR & MAINTENANCE-COMMUNICATIONS EQUIP | 1,423 | - | 2,900 | 1,500 |
| 361 REPAIR & MAINTENANCE-VEHICLES | 30 | 500 | 300 | 500 |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT | 17,250 | 8,000 | 7,707 | 8,000 |
| 371 SUBSCRIPTIONS & BOOKS | 497 | 2,500 | 1,593 | 2,500 |
| 375 MEMBERSHIPS & DUES | 10,051 | 8,500 | 8,285 | 8,500 |
| 378 EDUCATION - SEMINARS & TRAINING | 3,454 | 8,000 | 5,851 | 8,000 |
| 383 TRAVEL-BUSINESS EXPENSES | 4,504 | 10,000 | 12,515 | 6,000 |
| 399 OTHER CONTRACTED SERVICES | 56 | 850 | 675 | 6,390 |
| 411 OFFICE SUPPLIES & MATERIALS | 354 | 600 | 354 | 600 |
| 419 SMALL TOOLS & EQUIP | 2,299 | - | - | - |
| 429 GENERAL OPERATING SUPPLIES | 6,329 | 15,000 | 10,583 | 15,000 |
| 431 GASOLINE & DIESEL FUEL | 50,337 | 50,000 | 23,571 | 50,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 78,595 | 75,000 | 131,810 | 85,000 |
| 489 FIRE AND MEDICAL RESPONSE | - | - | - | 15,000 |
| 510 INSURANCE - GENERAL LIABILITY | 105,952 | 105,311 | 108,653 | 119,500 |
| 523 PROPERTY (CONTENTS) INS | 14,258 | 14,258 | 12,262 | 13,500 |
| 533 EQUIPMENT- RENTAL/LEASE | 2,248 | 4,000 | 2,255 | 4,000 |
| 689 OTHER MISCELLANEOUS EXPENSES | 18 | - | - | - |
| 818 FEDERAL GRANT | 71,431 | - | - | - |
| 971 MOTOR EQUIPMENT | 425,444 | 1,343,000 | 39,589 | - |
| 42240 - Fire Fighting SUBTOTAL | 6,634,469 | 7,874,071 | 6,286,195 | 6,605,135 |

Public Works Department



Public Works Organization Chart



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. This division manages the uniforms for all Public Works and Storm Sewer Division(s) along with the Engineering Department. 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 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| 43130 | Equipment Shop | 960 | 996 | 701 | 576 | 555 |
| 43140 | St. Repairs and Maint. | 134 | 237 | 146 | 171 | 206 |
| 43150 | Street lights and signs | 149 | 149 | 94 | 97 | 77 |
| 43160 | Brush pick up and snow | 1,340 | 1,136 | 1,302 | 1,518 | 1,375 |
| 43200 | Communications shop | 135 | 248 | 206 | 139 | 147 |
| 43210 | Sanitation | 2,796 | 1,113 | 1,143 | 1,151 | 1,221 |
| 43240 | Sanitary Sewer | 689 | 618 | 617 | 296 | N/A |
| 43293 | Street Ways/Mowing | 90 | 75 | 94 | 87 | 153 |
| 43294 | Street Cleaning | 15 | 24 | 6 | 9 | 15 |
| 44500 | Recycling | 551 | 423 | 475 | 492 | 570 |
| | Animal Calls | 92 | 74 | 76 | 44 | 54 |
| | Referrals | 576 | 438 | 597 | 696 | 797 |
| | Misc. | 156 | 209 | 698 | 1,405 | 989 |
| TOTAL CALLS | | 7,683 | 5,740 | 6,155 | 6,681 | 6,159 |

| Calls for Service Resolved | | | | | |
|-----------------------------------|---------|---------|---------|---------|---------|
| | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| Calls for Service | 2,493 | 1,874 | 2,159 | 1,558 | 1,357 |
| Calls for Service Resolved | 2,449 | 1,808 | 2,093 | 1,534 | 1,312 |
| % Resolved | 98.2% | 96.5% | 96.9% | 98.5% | 96.7% |

| Morristown Public Works Call Log - Percent of Total | | | | | | |
|--|-------------------------|----------------|----------------|----------------|----------------|----------------|
| Division Code | Division | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| 43130 | Equipment Shop | 12.5% | 17.4% | 11.4% | 8.6% | 9.0% |
| 43140 | St. Repairs and Maint. | 1.7% | 4.1% | 2.4% | 2.6% | 3.3% |
| 43150 | Street lights and signs | 1.9% | 2.6% | 1.5% | 1.5% | 1.3% |
| 43160 | Brush pick up and snow | 17.4% | 19.8% | 21.2% | 22.7% | 22.3% |
| 43200 | Communications shop | 1.8% | 4.3% | 3.3% | 2.1% | 2.4% |
| 43210 | Sanitation | 36.4% | 19.4% | 18.6% | 17.2% | 19.8% |
| 43240 | Sanitary Sewer | 9.0% | 10.8% | 10.0% | 4.4% | N/A |
| 43293 | Street Ways/Mowing | 1.2% | 1.3% | 1.5% | 1.3% | 2.5% |
| 43294 | Street Cleaning | 0.2% | 0.4% | 0.1% | 0.1% | 0.2% |
| 44500 | Recycling | 7.2% | 7.4% | 7.7% | 7.4% | 9.3% |
| | Animal Calls | 1.2% | 1.3% | 1.2% | 0.7% | 0.9% |
| | Referrals | 7.5% | 7.6% | 9.7% | 10.4% | 12.9% |
| | Misc. | 2.0% | 3.6% | 11.3% | 21.0% | 16.1% |
| TOTAL CALLS | | 100% | 100% | 100% | 100% | 100% |

❑ Significant Accomplishments FY 2015-2016:

- Complied with Work Zone Safety Requirements.
- Provided Work Zone Safety Training.
- Provided Pavement Management Training.
- Answered 3381 phone calls producing 768 calls for service of which 760 were resolved.
- Maintained daily work sheets on division activities.
- Maintained statistical records for Solid Waste.
- 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.
- Performed Shipping and Receiving Duties for the Purchasing Department.
- Began a Driver Safety Training Program. Two initiatives were taken to install GPS Fleet Tracking devises on 21 Public Works vehicles and begin the Driving Safety Training Program with a class room session administered by AAA.
- Continued to maintain annual training requirements as follows:
 - Storm Water 17 Employees 34 Hours
 - Hazard-COM GHS 72 Employees 108 Hours
 - Blood borne Pathogens 72 Employees 108 Hours
 - Trench Safety 16 Employees 64 Hours
 - Confined Space 16 Employees 64 Hours
 - Mower Safety 4 Employees 8 Hours
 - TN PRIMA 1 Employee 24 Hours
 - Driver's License 4 Employees 8 Hours
 - Accident Investigation 2 Employees 80 Hours
 - Regulatory Sign Inspections 2 Employees 80 Hours
 - Chain Saw Safety 10 Employees 20 Hours

❑ **Goals for FY 2016 - 2017:**

- Perform an audit on the Storm Water Enterprise Fund.
- Purchase and install software for pavement management.
- Begin the mapping and inspection of the storm water infrastructure.
- Continue the Driving Safety Training Program (driving course).
- Provide training on the Manual on Uniform Traffic Control Devices (MUTCD).
- Continue annual training requirements.
- Continue safety review program in an effort to manage lost time accidents and property damage.
- Continue to participate in management practices to reduce both vehicular and non-vehicular accidents.
- Provide continued improvement in providing customer service to the citizens.
- Participate in initiatives to improve City Survey Action Chart.
- Have all employee time sheets submitted electronically.
- Complete the installation of new phone system.
- Begin the Conceptual and Design phase of new Public Works Facility.

❑ **Comments on FY 2015 Actual and FY 2016 Projections:**

- Savings due to deferring purchase of software.

Significant Changes for FY 2017:

- Budget increase for reallocation of Public Works Director salary. In FY 17, salary will no longer be split between Administration and Solid Waste.

❑ **Personnel Summary**

| PUBLIC WORKS SUPERVISION | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| PUBLIC WORKS DIRECTOR | 0 | 0 | 0 | 0.33 | 0.33 | 0.5 | 0.5 | 0.5 | 1 |
| SAFETY AND TRAINING COORDINATOR | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 1 | 1 | 1 |
| ADMINISTRATIVE SECRETARY | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL PUBLIC WORKS SUPERVISION | 1.5 | 1.5 | 1.5 | 1.83 | 1.83 | 2 | 2.5 | 2.5 | 3 |

Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| 43110 - Public Works Admin | | | | |
| 111 SALARIES & WAGES | 137,613 | 142,095 | 141,539 | 191,902 |
| 112 OVERTIME | 203 | - | 34 | 250 |
| 114 WAGES & SALARIES TEMP EMP | 58 | - | 582 | - |
| 134 HOLIDAY BONUS | 1,290 | 1,311 | 1,301 | 1,572 |
| 210 FICA | 8,291 | 8,891 | 8,894 | 12,011 |
| 212 MEDICARE | 1,939 | 2,079 | 2,080 | 2,809 |
| 213 TCRS CONTRIBUTION | 20,781 | 21,310 | 21,318 | 28,787 |
| 214 EMPLOYEE HEALTH INS | 28,823 | 31,737 | 32,299 | 38,151 |
| 217 EMPLOYEE LIFE INS | - | 482 | - | 651 |
| 219 WORKERS COMPENSATIONS INSURANCE | 3,313 | 3,313 | 6,962 | 6,962 |
| 226 CLOTHING/UNIFORM/SHOES | 2,003 | 3,500 | 1,465 | 3,500 |
| 310 POSTAL SERVICE | 4 | 25 | - | 25 |
| 321 PRINTING SERVICES | - | 100 | 90 | 100 |
| 330 LEGAL NOTICES | - | 1,500 | 150 | 1,500 |
| 345 TELEPHONE SERVICES | 2,005 | 1,376 | 1,674 | 1,900 |
| 351 MEDICAL SERVICES | 84 | 300 | 112 | 300 |
| 363 REPAIR & MAINTENANCE- OFFICE EQUIP | - | 100 | - | 100 |
| 371 SUBSCRIPTIONS & BOOKS | - | 100 | - | 100 |
| 375 MEMBERSHIPS & DUES | 545 | 850 | 825 | 850 |
| 378 EDUCATION - SEMINARS & TRAINING | 1,615 | 3,000 | 1,291 | 3,000 |
| 383 TRAVEL-BUSINESS EXPENSES | 3,101 | 4,000 | 2,409 | 4,000 |
| 399 OTHER CONTRACTED SERVICES | 205 | 38,100 | 200 | 600 |
| 411 OFFICE SUPPLIES & MATERIALS | 1,048 | 1,500 | 763 | 1,500 |
| 413 OFFICE EQUIPMENT | - | 9,000 | - | 9,000 |
| 419 SMALL TOOLS & EQUIP | - | 100 | 99 | 100 |
| 424 JANITORIAL SUPPLIES | - | 100 | - | 100 |
| 429 GENERAL OPERATING SUPPLIES | 4 | 300 | 117 | 300 |
| 431 GASOLINE & DIESEL FUEL | 2,035 | 3,500 | 1,225 | 3,500 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 738 | 1,700 | 2,379 | 1,700 |
| 510 INSURANCE - GENERAL LIABILITY | 3,317 | 3,317 | 3,423 | 3,595 |
| 523 PROPERTY (CONTENTS) INSURANCE | 449 | 638 | 386 | 405 |
| 533 EQUIPMENT- RENTAL/LEASE | 3,329 | 3,700 | 3,475 | 3,700 |
| 689 OTHER MISCELLANEOUS EXPENSES | 64 | 200 | - | 200 |
| 43110 - Public Works Admin SUBTOTAL | 222,857 | 288,224 | 235,092 | 323,170 |

Building Maintenance

The division employs three full time employees. Expenses for supplemental contract building maintenance to the following City facilities are expensed through this account. This division also expenses funds for purchase of related land and building projects. Ground maintenance activities previously handled in this area have been assumed by another Division of Public Works.

Buildings

City Center

Public Works Facilities

Fire Administration Main Office

Fire Stations/Police Substations

Parks and Recreation Main Office

Talley Ward Recreation Center

Airport

❑ Significant Accomplishments FY 2015-2016:

City Center

- Fabricated name plate holders for Council Chambers.
- Replaced 16 Mercury vapor 250 watt light fixtures with more efficient 50 watt LED's around the top of the Rotunda.
- Remodeled the Police Department's Forensics Office as well as secured the new Weapon's Evidence room.
- Custom built wooden gun racks for the Police Department.
- Converted the copy room into an office for the Public Relations/Social Media Coordinator in the Administration wing.
- Converted the City Court Room in to a Training Facility.
- Installed additional electrical receptacles in IT Server/Computer Room.

Public Works Facility

- Replaced the aging heating and cooling unit with newer energy efficient unit .
- Replaced 16 old T12 light fixtures with 6 energy efficient LED lights in the Equipment Shop.
- Replaced the light fixtures in the Public Works Conference Room with more energy efficient LEDs.
- Insulated the ceiling in the Communication Shop creating a more energy efficient environment.
-

Fire Stations

- Installed additional LED security lights at Fire Station #1.

❑ Goals for FY 2016 - 2017:

City Center

- Clean and Re-Caulk the building.
- Replace 10 Water Source Heat Pumps.
- Replace 60 Incandescent Can Light fixtures with energy efficient LED Can Light fixtures.
- Re-grout and polish marble flooring.

☐ Comments on FY 2015 Actual and FY 2016 Projections:

- Planned projects delayed until a proper consultation on a building assessment can occur.

☐ Significant Changes for FY 2017:

- There is a decrease from 2016 due to completion of projects.

☐ Personnel Summary

| PUBLIC WORKS BUILDINGS & GROUNDS | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| BUILDING & GROUNDS SUPERVISOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| CUSTODIAN | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 |
| CREW LEADER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL PUBLIC WORKS BUILDINGS & GROUNDS | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 3 |

☐ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| 43120 - Public Works Buildings & Grounds | | | | |
| 111 SALARIES & WAGES | 114,738 | 120,370 | 117,502 | 123,704 |
| 112 OVERTIME | 2,535 | 6,000 | 746 | 6,000 |
| 114 WAGES & SALARIES TEMP EMP | 15,837 | - | 2,690 | - |
| 134 HOLIDAY BONUS | 648 | 662 | 665 | 997 |
| 210 FICA | 7,989 | 7,876 | 7,539 | 8,103 |
| 212 MEDICARE | 1,860 | 1,842 | 1,763 | 1,895 |
| 213 TCRS CONTRIBUTION | 17,523 | 18,877 | 17,670 | 19,422 |
| 214 EMPLOYEE HEALTH INS | 34,422 | 37,918 | 38,420 | 37,928 |
| 217 EMPLOYEE LIFE INS | - | 403 | - | 413 |
| 219 WORKERS COMPENSATIONS INSURANCE | 6,068 | 3,975 | 3,592 | 3,592 |
| 221 UNEMPLOYMENT INSURANCE | - | - | - | - |
| 226 CLOTHING/UNIFORM/SHOES | 2,242 | 3,000 | 1,359 | 3,000 |
| 310 POSTAL SERVICE | 10 | 25 | - | 25 |
| 330 LEGAL NOTICES | - | 2,000 | - | 2,000 |
| 337 LANDSCAPING | - | 10,000 | 6,720 | 10,000 |
| 341 ELECTRICITY | 32,925 | 31,923 | 37,394 | 40,000 |
| 342 WATER & SEWER | 49,851 | 51,746 | 39,780 | 52,000 |
| 343 NATURAL GAS & PROPANE | 21,611 | 21,855 | 14,277 | 22,000 |
| 345 TELEPHONE SERVICES | 5,414 | 4,505 | 5,763 | 12,000 |
| 351 MEDICAL SERVICES | 363 | 300 | 84 | 300 |
| 361 REPAIR & MAINTENANCE-VEHICLES | - | 2,000 | - | 2,000 |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT | 6,786 | 5,000 | 5,080 | 5,000 |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS | 76,866 | 100,000 | 65,373 | 100,000 |
| 371 SUBSCRIPTIONS & BOOKS | - | 25 | - | 25 |
| 375 MEMBERSHIPS & DUES | - | 500 | - | 500 |
| 378 EDUCATION - SEMINARS & TRAINING | - | 2,000 | 160 | 2,000 |
| 383 TRAVEL-BUSINESS EXPENSES | - | 1,000 | - | 1,000 |
| 399 OTHER CONTRACTED SERVICES | 74,148 | 31,620 | 218,275 | 26,720 |
| 411 OFFICE SUPPLIES & MATERIALS | 288 | 200 | 30 | 200 |
| 419 SMALL TOOLS & EQUIP | 3,449 | 4,000 | 3,996 | 4,200 |
| 424 JANITORIAL SUPPLIES | 12,428 | 13,000 | 11,544 | 13,000 |
| 429 GENERAL OPERATING SUPPLIES | 15,972 | 20,000 | 16,097 | 20,000 |
| 431 GASOLINE & DIESEL FUEL | 4,394 | 5,000 | 3,438 | 5,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 2,535 | 3,000 | 118 | 3,000 |
| 510 INSURANCE - GENERAL LIABILITY | 10,531 | 10,531 | 10,865 | 11,400 |
| 523 PROPERTY (CONTENTS) INSURANCE | 1,426 | 1,426 | 1,226 | 1,280 |
| 533 EQUIPMENT- RENTAL/LEASE | 360 | 1,000 | 680 | 1,000 |
| 689 OTHER MISCELLANEOUS EXPENSES | - | 2,000 | - | 2,000 |
| 971 MOTOR EQUIPMENT | - | 35,000 | - | 40,000 |
| 999 OTHER CAPITAL OUTLAY | 45,264 | 380,000 | - | 180,000 |
| 43120 - Public Works Buildings & Grounds SUBTOTAL | 568,483 | 940,579 | 632,846 | 761,704 |

Equipment Shop

This division maintains all City vehicles: cars, trucks, fire suppression equipment, police equipment, heavy construction equipment, small equipment, and power tools. This division also is responsible for the fabrication of specialty items needed by other divisions/departments upon request. Currently, six employees are funded in this division. 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 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| Police Vehicles and Equipment | 105 | 110 | 110 | 114 | 116 |
| Undercover Vehicles | 9 | 9 | 7 | 7 | 9 |
| Fire Vehicles and Equipment | 26 | 26 | 26 | 26 | 28 |
| Public Works, Sewer, Storm Sewer Veh and Equip. | 171 | 171 | 171 | 125 | 119 |
| Parks and Rec. | 49 | 50 | 53 | 47 | 47 |
| Admin. Staff | 12 | 12 | 12 | 9 | 9 |
| Animal Control | 4 | 4 | 4 | 4 | 4 |
| Total | 376 | 382 | 383 | 332 | 332 |

| Equipment Shop Work Orders | | | | | |
|----------------------------|---------|---------|---------|---------|---------|
| | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| Police | 802 | 674 | 780 | 337 | 363 |
| Fire | 173 | 136 | 71 | 90 | 92 |
| Public Works | 749 | 640 | 799 | 766 | 647 |
| Parks and Rec. | 96 | 89 | 63 | 57 | 40 |
| All Others | 51 | 33 | 38 | 50 | 26 |
| Total | 1,871 | 1,572 | 1,751 | 1,300 | 1,168 |

❑ Significant Accomplishments FY 2015-2016:

- Two ¾ ton trucks needed extensive repairs done on their engines. These repairs were accomplished by the removal of the truck cabs.
- Completed installation of 4 new snow plows on snow/salt fleet.
- Completed implementation of new diagnostic scan tool.
- Repainted truck #554 from green to white.
- Transferred mechanic from Heavy Equipment Section to Light Equipment Section and cross-trained employees to ensure better service of the City's fleet.

❑ Goals for FY 2016 - 2017:

- Install and implement new Fleet Maintenance Software.
- Continue training on new vehicle systems.
- Continue to be innovative in the management of personnel and funding, support construction of new public works facility. The current facility does not provide adequate space for efficient fleet maintenance.
- Work to improve on preventative maintenance on all fleet vehicles.
- Continue to improve the appearance of our fleet vehicles. This will be accomplished by repainting vehicles with significant wear and painting vehicles that green to white for a uniform fleet appearance and increase longevity.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- There are no major changes in this account.

❑ Significant Changes for FY 2017:

- There are no major changes in this account.

❑ Personnel Summary

| PUBLIC WORKS EQUIPMENT SHOP | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| EQUIPMENT MECHANIC | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |
| SHOP SUPERVISOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 |
| 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 |

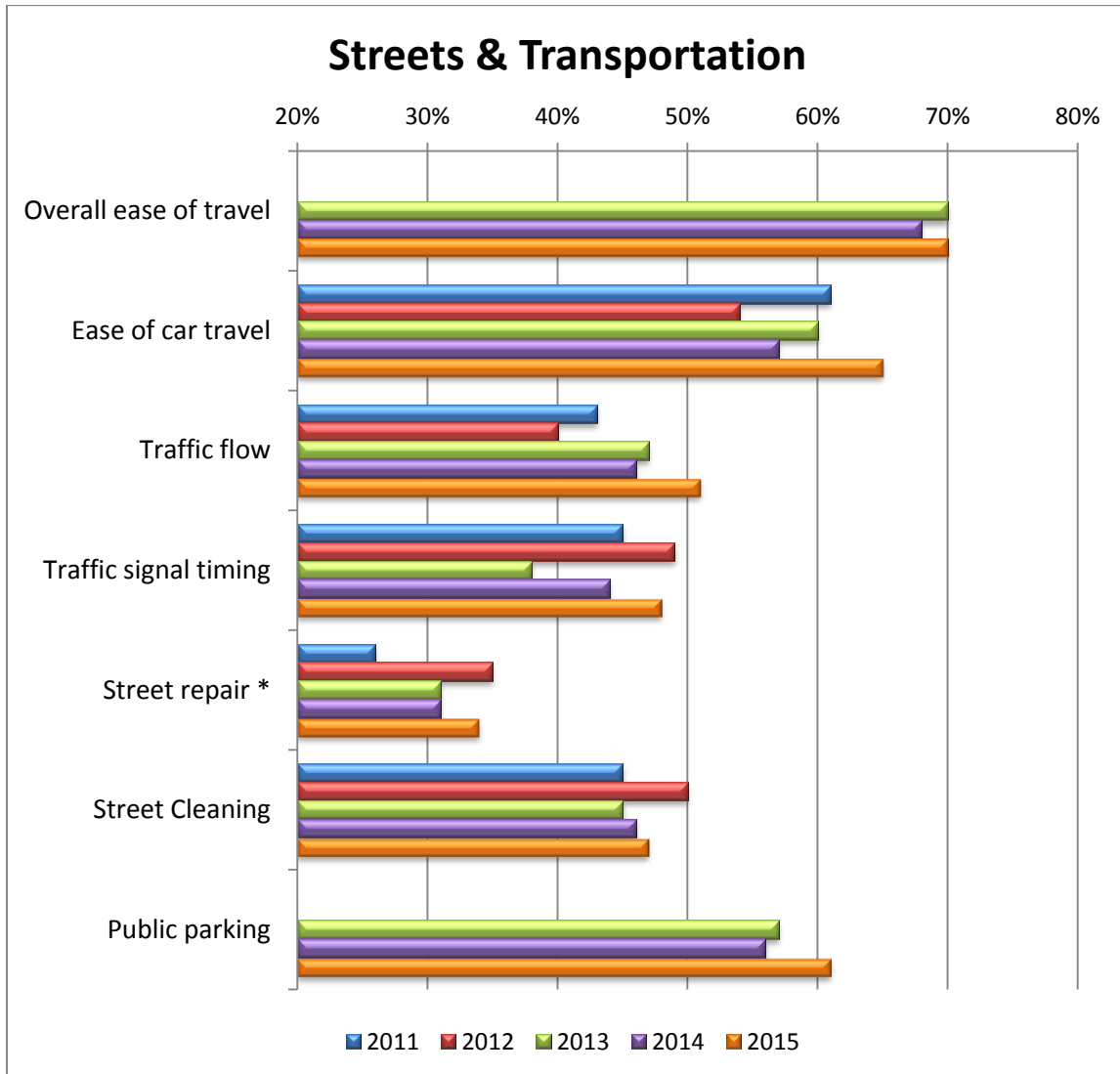
Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|----------------|----------------|-----------------|----------------|
| 43130 - Public Works Equipment Shop | | | | |
| 111 SALARIES & WAGES | 300,197 | 300,713 | 308,259 | 309,031 |
| 112 OVERTIME | 11,406 | 10,000 | 7,627 | 10,000 |
| 134 HOLIDAY BONUS | 3,829 | 4,014 | 4,021 | 4,688 |
| 210 FICA | 18,914 | 19,513 | 19,834 | 20,071 |
| 212 MEDICARE | 4,423 | 4,564 | 4,639 | 4,694 |
| 213 TCRS CONTRIBUTION | 46,879 | 46,768 | 47,538 | 48,105 |
| 214 EMPLOYEE HEALTH INS | 77,991 | 88,556 | 87,400 | 88,580 |
| 217 EMPLOYEE LIFE INS | - | 1,025 | - | 1,050 |
| 219 WORKERS COMPENSATIONS INSURANCE | 9,423 | 9,275 | 10,669 | 10,669 |
| 226 CLOTHING/UNIFORM/SHOES | 4,242 | 9,200 | 4,015 | 9,200 |
| 310 POSTAL SERVICE | 8 | 15 | 15 | 15 |
| 343 NATURAL GAS & PROPANE | 174 | - | - | 200 |
| 345 TELEPHONE SERVICES | 725 | 724 | 725 | 750 |
| 351 MEDICAL SERVICES | 274 | 1,000 | 137 | 1,000 |
| 359 OTHER PROFESSIONAL SRVCS | - | 500 | - | 500 |
| 361 REPAIR & MAINTENANCE-VEHICLES | - | 2,500 | 90 | 2,500 |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT | - | 1,000 | 13 | 1,000 |
| 375 MEMBERSHIPS & DUES | 40 | - | - | 50 |
| 378 EDUCATION - SEMINARS & TRAINING | 897 | 2,000 | 1,191 | 2,000 |
| 383 TRAVEL-BUSINESS EXPENSES | - | 300 | - | 300 |
| 399 OTHER CONTRACTED SERVICES | 1,754 | 4,300 | 2,265 | 4,800 |
| 411 OFFICE SUPPLIES & MATERIALS | 88 | 500 | 89 | 500 |
| 419 SMALL TOOLS & EQUIP | 9,498 | 12,000 | 10,330 | 12,200 |
| 424 JANITORIAL SUPPLIES | 1,882 | 3,000 | 1,750 | 3,000 |
| 429 GENERAL OPERATING SUPPLIES | 1,335 | 1,000 | - | 1,000 |
| 431 GASOLINE & DIESEL FUEL | 3,063 | 5,000 | 3,649 | 5,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 515 | 2,500 | 1,171 | 2,500 |
| 510 INSURANCE - GENERAL LIABILITY | 2,212 | 2,212 | 2,282 | 2,396 |
| 523 PROPERTY (CONTENTS) INSURANCE | 299 | 299 | 258 | 270 |
| 533 EQUIPMENT- RENTAL/LEASE | 802 | 1,200 | 773 | 1,200 |
| 562 LANDFILL FEE/DISPOSITION CHARGES | 438 | - | 750 | 500 |
| 999 OTHER CAPITAL OUTLAY | - | 20,000 | 6,999 | - |
| 43130 - Public Works Equipment Shop SUBTOTAL | 501,308 | 553,678 | 526,489 | 547,769 |

Street Repairs and Maintenance

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

Performance and Workload Measures



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

Local residents continue to rate street repair below other cities in the national survey, but all areas showed an improvement over the prior year.

| Material Placed (Tons) | | | | | |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|
| | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| Hot Mix Asphalt | 32 | 2,504 | 1,516 | 904 | 569 |
| Cold Mix Asphalt | 12 | 11 | 4 | 8 | 19 |
| Work Orders Generated | | 77 | 146 | 94 | 104 |
| Work Orders Completed | | 44 | 68 | 84 | 87 |

❑ Significant Accomplishments FY 2015-2016:

- FAME Beds – Established New Beds
- East Andrew Johnson Highway @ Haun Drive
- East Andrew Johnson Highway @ Jesse Street
- East Morris Boulevard @ Pope Road
- Sinkholes- Repaired sinkholes at the following locations
 - Amesbury Drive
 - East Tennessee Progress Center
 - East Tennessee Valley Industrial Park
 - MAID Industrial Park – 3 sinkholes
 - Wayne Hansard Park
 - Vantage View Drive
- Guardrail Installation and Repair
 - Collinson Ford Road
 - Joe Hall Road
 - Parker Road
 - Thompson Creek Road
- Purchased a Crafcro Spray Injection Patching System equipment which will allow for more timely repair of pot holes on City streets.
- Purchased a Crafcro SuperShot Melter which will allow for preventive maintenance to be performed on City streets.
- Mowing Crews maintained:
 - 275 Miles of City Rights of Way
 - 20 Miles of MUS Sanitary Sewer Easements

❑ Goals for FY 2016 - 2017:

- Implement more aggressive asphalt maintenance program to help preserve existing streets utilizing newly purchased equipment.
- Create additional FAME beds on major corridors.
- Continue equipment replacement program to replace equipment that was transferred to MUS due to the transfer of the Waste Water Operations.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

Three pieces of equipment were purchased this year to aid in the maintenance of City streets.

- Dump Truck with a Heated Bed: Public Works crews repair damaged streets with hot asphalt. The heated dump truck bed keeps the asphalt at the optimal temperatures to ensure quality work. This truck bed is heated using the truck's exhaust system.
- Spray Injection Patching Machine: This piece of equipment allows Public Works crews to patch potholes in a timelier manner.
- SuperShot Melter: This piece of equipment allows Public Works crews to fill the cracks that in the city streets with a hot sealant. This sealant helps to preserve the life span of the city street.

The elimination of seasonal employees in order to allow for two Full-Time employees has proven very beneficial.

❑ Significant Changes for FY 2017:

- There are no major changes in this account.

❑ Personnel Summary

| PUBLIC WORKS REPAIRS & MAINTENANCE | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CREW LEADER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 |
| GENERAL SUPERVISOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| HEAVY EQUIPMENT OPERATOR | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 |
| MEDIUM EQUIPMENT OPERATOR | 6 | 5 | 5 | 5 | 5 | 5 | 8 | 9 | 5 |
| UTILTY WORKER | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 2 |
| TOTAL PUBLIC WORKS REPAIRS & MAINTENANCE | 10 | 9 | 9 | 9 | 9 | 9 | 14 | 15 | 13 |

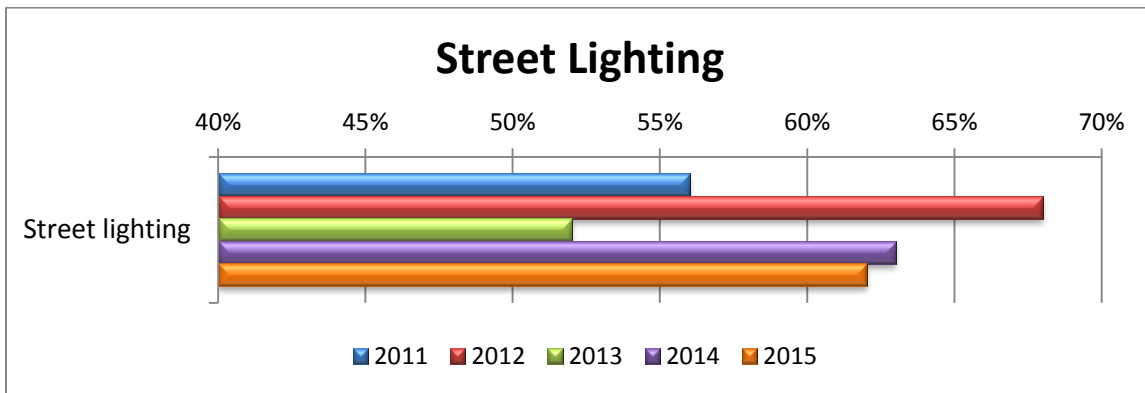
Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|------------------|------------------|------------------|------------------|
| 43140 - Public Works Streets Repairs & Maint. | | | | |
| 111 SALARIES & WAGES | 399,830 | 674,764 | 404,536 | 622,157 |
| 112 OVERTIME | 11,798 | 9,000 | 8,621 | 9,000 |
| 134 HOLIDAY BONUS | 7,364 | 8,297 | 8,661 | 8,225 |
| 210 FICA | 24,800 | 42,908 | 26,153 | 39,642 |
| 212 MEDICARE | 5,800 | 10,035 | 6,116 | 9,271 |
| 213 TCRS CONTRIBUTION | 62,262 | 102,840 | 62,682 | 95,012 |
| 214 EMPLOYEE HEALTH INS | 117,252 | 176,906 | 131,143 | 164,218 |
| 217 EMPLOYEE LIFE INS | - | 1,829 | - | 1,643 |
| 219 WORKERS COMPENSATIONS INSURANCE | 18,551 | 18,551 | 18,198 | 18,198 |
| 226 CLOTHING/UNIFORM/SHOES | 7,680 | 7,400 | 5,666 | 7,400 |
| 310 POSTAL SERVICE | 12 | - | - | 25 |
| 330 LEGAL NOTICES | 154 | - | 416 | 500 |
| 345 TELEPHONE SERVICES | 2,174 | 2,173 | 2,175 | 3,000 |
| 351 MEDICAL SERVICES | 1,227 | 2,200 | 1,384 | 2,200 |
| 361 REPAIR & MAINTENANCE-VEHICLES | - | 1,000 | 30 | 2,500 |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT | 61,665 | 72,000 | 63,972 | 72,000 |
| 375 MEMBERSHIPS & DUES | - | - | 750 | - |
| 378 EDUCATION - SEMINARS & TRAINING | 2,270 | 2,000 | 2,216 | 2,300 |
| 383 TRAVEL-BUSINESS EXPENSES | - | 400 | - | 400 |
| 399 OTHER CONTRACTED SERVICES | - | 2,000 | 873 | 4,520 |
| 411 OFFICE SUPPLIES & MATERIALS | 55 | 300 | 39 | 300 |
| 413 OFFICE EQUIPMENT | - | - | - | 500 |
| 419 SMALL TOOLS & EQUIP | 8,090 | 6,000 | 2,170 | 7,000 |
| 424 JANITORIAL SUPPLIES | 129 | 200 | - | 200 |
| 429 GENERAL OPERATING SUPPLIES | 9,862 | 15,000 | 16,695 | 15,000 |
| 431 GASOLINE & DIESEL FUEL | 50,964 | 45,000 | 28,451 | 45,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 32,027 | 47,000 | 34,287 | 47,000 |
| 451 CONCRETE PRODUCTS | 4,415 | 5,000 | 24,359 | 7,500 |
| 455 CRUSHED STONE & SAND | 22,805 | 20,000 | 39,131 | 25,000 |
| 465 ASPHALT | 62,135 | 160,000 | 68,261 | 160,000 |
| 510 INSURANCE - GENERAL LIABILITY | 11,058 | 11,058 | 11,409 | 11,980 |
| 523 PROPERTY (CONTENTS) INSURANCE | 1,497 | 1,497 | 1,288 | 1,350 |
| 533 EQUIPMENT- RENTAL/LEASE | - | 12,650 | 130 | 29,150 |
| 689 OTHER MISCELLANEOUS EXPENSES | 53 | - | 40 | - |
| 960 MACHINERY & EQUIPMENT | - | 125,000 | 119,919 | 17,500 |
| 971 MOTOR EQUIPMENT | 261,875 | 140,000 | 98,125 | 185,000 |
| 43140 - Public Works Street Repairs & Maint. SUBTOTAL | 1,187,804 | 1,723,008 | 1,187,896 | 1,614,691 |

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. Traffic signs are fabricated and installed by this division. Also, this division is responsible for the fabrication and installation of the vehicle decal markings for the Police Department, Fire Department, Parks and Recreation Department as well as the Public Works Department.

❑ Performance and Workload Measures



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

| Traffic Signage | | | | | |
|-------------------------------|---------|---------|---------|---------|---------|
| | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| Regulatory Signs Replaced | 59 | 282 | 169 | 86 | 148 |
| Street Signs Replaced | 46 | 81 | 76 | 77 | 72 |
| Misc. Signs Replaced | 26 | | 6 | 34 | 7 |
| Warning Signs Replaced | 9 | 30 | 33 | 73 | 116 |
| Parking Signs Replaced | 8 | 15 | 26 | 13 | 17 |
| Guide Signs Replaced | 2 | | 25 | 8 | 2 |
| School Signs Replaced | | 1 | 2 | 14 | 19 |
| Signs Repaired or Straghtened | | 433 | 350 | 750 | 639 |
| Work Orders Generated | | 836 | 636 | 971 | 1,019 |
| Work Orders Completed | | 833 | 636 | 971 | 1,019 |

| Pavement Markings | | | | | |
|---------------------------------|---------|---------|---------|---------|---------|
| | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| Yellow striping paint (gallons) | | 825 | 1,100 | 1,320 | 1,155 |
| White striping paint (Gallons) | | 165 | 330 | 330 | 275 |
| Reflective Glass Beads (lbs) | 300 | 9,500 | 8,650 | 10,450 | 12,950 |
| White Thermoplastic (lbs) | 1,000 | 1,200 | 3,600 | 300 | 2,150 |
| Work Orders Generated | | 29 | 17 | 16 | 5 |
| Work Orders Completed | | 26 | 5 | 13 | 4 |

❑ Significant Accomplishments FY 2015-2016:

- City Vehicles Decaled:
 - 7 Police Vehicles were restriped
 - 1 Police Tactical Unit- Decals were removed due to vehicle being put out of service
 - 1 Fire Department Vehicle
 - 1 Park and Recreation Vehicle
 - 40 Public Works Vehicles
 - 32 Vehicles had the old decals replaced
 - 8 Vehicles had new striping

Street Signs

- Converted 70% of the street signs from ground mounted poles to the overhead mast arms of the traffic signals.
- Installed street signs on all private drives for 911.
- Updated 6" Street Signs on City main transportation routes with 9" Street Signs.
- Replaced 343 signs.

Pavement Markings

- 41 Thermoplastic Stop Bars Installed.
- Painted 60.9 miles of Double Solid Yellow Lines.
- Painted 5.2 miles of Single Solid Yellow Lines.
- Painted 34.1 miles of Single Solid White Lines.
- Installed 46 Directional Arrows.
- Installed 7 Cross Walks.
- Installed new traffic pattern East Andrew Johnson Highway @ Pope Road.
- Installed new traffic pattern on South James Street in front of Morristown Hamblen High School East.

❑ Goals for FY 2016 - 2017:

- Complete the installation of new decals, City Emblem and Public Works Identification, on the remaining Public Works vehicles.
- Update thermoplastic markings on City streets.
- Complete inventory of Reflectivity/GPS location of all signs.
- Complete replacement program of traffic signs that fail reflectivity test with Prismatic High Intensity Reflective material to meet new Federal Standards.

Street Signs

- Continue replacement of 6" Street Signs with 9" Street Signs along the main transportation routes in the City.
- Complete the upgrade of street signs from the ground mounted poles to the overhead mast arm installation.

☐ Comments on FY 2015 Actual and FY 2016 Projections:

- Salary budget has increased due to allocation of resources to accomplish goals.

☐ Significant Changes for FY 2017:

- There are no major changes in this account.

☐ Personnel Summary

| PUBLIC WORKS STREET LIGHTS & SIGNS | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| GENERAL SUPERVISOR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| UTILITY WORKER | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TRAFFIC TECHNICIAN | 1 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL PUBLIC WORKS STREET LIGHTS & SIGNS | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

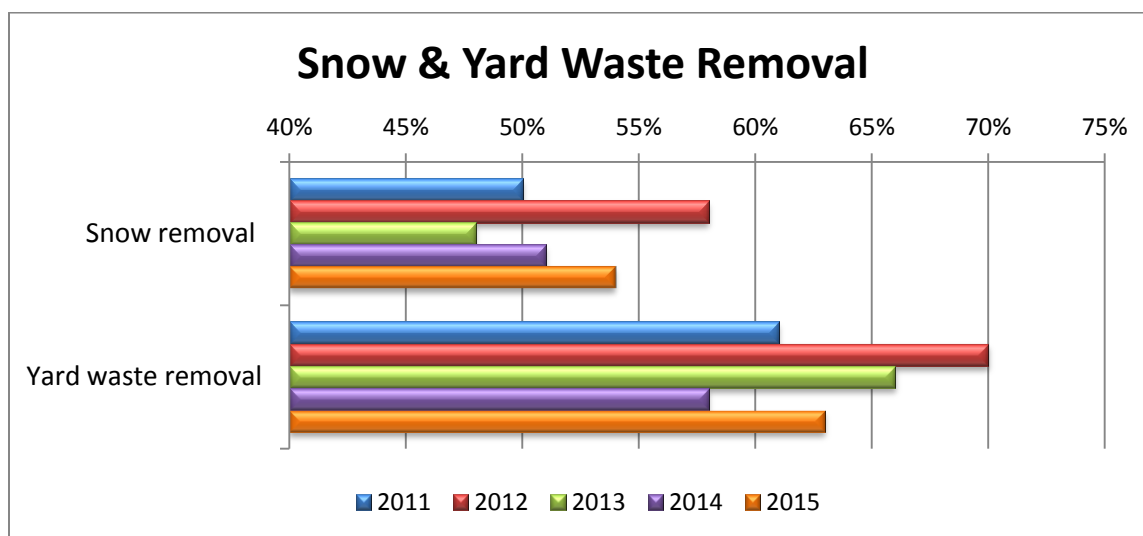
☐ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| 43150 - Public Works Street Lights & Signs | | | | |
| 111 SALARIES & WAGES | 79,694 | 37,488 | 81,521 | 39,519 |
| 112 OVERTIME | 779 | 2,000 | 1,343 | 2,000 |
| 134 HOLIDAY BONUS | 443 | 458 | 459 | 464 |
| 210 FICA | 4,795 | 2,477 | 5,166 | 2,603 |
| 212 MEDICARE | 1,121 | 579 | 1,208 | 609 |
| 213 TCRS CONTRIBUTION | 12,024 | 5,936 | 12,382 | 6,239 |
| 214 EMPLOYEE HEALTH INS | 24,656 | 12,633 | 26,874 | 12,639 |
| 217 EMPLOYEE LIFE INS | - | 127 | - | 134 |
| 219 WORKERS COMPENSATIONS INSURANCE | 1,325 | 1,325 | 1,137 | 1,137 |
| 226 CLOTHING/UNIFORM/SOES | 537 | 700 | 456 | 700 |
| 310 POSTAL SERVICE | - | - | 11 | - |
| 341 ELECTRICITY | 599,591 | 600,000 | 608,480 | 625,000 |
| 343 NATURAL GAS & PROPANE | 141 | - | - | 150 |
| 345 TELEPHONE SERVICES | 362 | 362 | 362 | 375 |
| 351 MEDICAL SERVICES | 1,184 | - | 84 | 500 |
| 361 REPAIR & MAINTENANCE-VEHICLES | - | 500 | - | 2,500 |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT | 64 | 500 | - | 1,000 |
| 365 REPAIR & MAINTENANCE-TRAFFIC SIGNALS | 4,555 | - | 6,226 | 6,000 |
| 371 SUBSCRIPTIONS & BOOKS | - | 350 | 182 | 350 |
| 378 EDUCATION - SEMINARS & TRAINING | 285 | 400 | - | 400 |
| 383 TRAVEL-BUSINESS EXPENSES | - | 400 | - | 400 |
| 399 OTHER CONTRACTED SERVICES | - | - | - | 500 |
| 411 OFFICE SUPPLIES & MATERIALS | 80 | 100 | 51 | 100 |
| 413 OFFICE EQUIPMENT | - | 7,500 | 12,717 | - |
| 419 SMALL TOOLS & EQUIP | 2,339 | 3,000 | 2,587 | 10,200 |
| 424 JANITORIAL SUPPLIES | - | 100 | - | 100 |
| 429 GENERAL OPERATING SUPPLIES | 33,780 | 40,000 | 31,897 | 40,000 |
| 431 GASOLINE & DIESEL FUEL | 5,527 | 7,500 | 3,333 | 7,500 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 3,645 | 5,000 | 6,661 | 8,000 |
| 510 INSURANCE - GENERAL LIABILITY | 421 | 421 | 435 | 455 |
| 523 PROPERTY (CONTENTS) INSURANCE | 57 | 57 | 49 | 50 |
| 533 EQUIPMENT- RENTAL/LEASE | - | 500 | - | 500 |
| 43150 - Public Works Street Lights & Signs SUBTOTAL | 777,405 | 730,413 | 803,621 | 770,124 |

Brush & Snow Removal

The division provides road side pickup of brush, bulk trash, grass clippings, and leaf collection services on a regular schedule. Crews also are responsible for trimming of overhanging limbs/vines that block visibility of traffic signs, intersection site lines and that blocked sidewalks. Along with these duties this division is responsible for the clearing of snow and ice during winter storm events and removal of fallen trees in the road ways due to storm events or wind damage.

❑ Performance and Workload Measures



*Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”
- reflects an area rated below the national benchmark

| Waste Collection (tons) | | | | | |
|-------------------------|---------|---------|---------|---------|---------|
| | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| Brush | 2,380 | 3,431 | 3,702 | 2,394 | 3,683 |
| Bulk Trash | 2,685 | 2,663 | 2,803 | 1,327 | 1,976 |

❑ Significant Accomplishments FY 2015-2016:

Snow Removal Fleet

- Provided snow and ice removal for multiple winter storm events.
- Installed GPS tracking units on salt/snow plow vehicles to insure all city streets are serviced.
- Purchased four new snow plows for the ¾ ton Salt Trucks in order to provide better coverage of City Streets during snow events.
- Purchased 1 new RAM 5500 Series Chassis Cab with dump bed/salt spreader. This vehicle is also fitted with a snow plow.

Bulk Waste and Brush Collection

- Continued Brush/Bulk scheduled routes-These routes are run on the same day as your Recycle Day pickup.
- Purchased new Knuckle Boom Truck to replace aging fleet.
- Purchased 4 new heavy duty Sway car trailers to replace aging fleet.

❑ Goals for FY 2016 - 2017:

- Seasonal positions are eliminated in order to allow for two full time permanent positions.
- Complete yearly training requirements.

Snow Removal Fleet

- Replace an aging/rusted ¾ ton Salt Truck with a 550 Chassis Cab with dump bed/salt spreader. This vehicle will also be fitted with a snow plow.
- Fabricate a 10 ton Salt Truck from old Garbage Truck.
- Research and implement appropriate snow/ice clearing methods to better serve the City.
- Purchase 2 new snow plows.

Bulk Waste and Brush Collection

- Continue educational campaign on scheduled Brush/Bulk routes.
- Monitor fuel expense; manage equipment operation to reduce engine run time.
- Purchase 4 new Heavy Duty Sway cars to replace aging fleet.
- Rebuild 2 leaf trucks.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- Savings in fuel and landfill costs were offset by higher costs for salt.

❑ Significant Changes for FY 2017:

- City reallocation of resources due to a change in services previous contracted with Morristown Utilities System.

❑ Personnel Summary

| PUBLIC WORKS BRUSH & SNOW REMOVAL | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| MEDIUM EQUIPMENT OPERATORS | 7 | 6 | 6 | 6 | 6.35 | 6.35 | 6 | 6 | 9 |
| HEAVY EQUIPMENT OPERATORS | 0 | 0 | 0 | 0.7 | 0.35 | 0.35 | 1 | 1 | 2 |
| SUPERINTENDENT | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| CREW LEADER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| UTILITY WORKER | 5 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 |
| TOTAL PUBLIC WORKS BRUSH & SNOW REMOVAL | 13 | 9 | 9 | 10.7 | 10.7 | 10.7 | 11 | 11 | 15 |

Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|------------------|------------------|------------------|------------------|
| 43160 - Public Works Brush Pick-Up & Snow Removal | | | | |
| 111 SALARIES & WAGES | 432,362 | 415,910 | 466,613 | 554,733 |
| 112 OVERTIME | 27,075 | 17,500 | 24,367 | 25,000 |
| 114 WAGES & SALARIES TEMP EMP | 27,519 | 40,000 | 29,490 | - |
| 134 HOLIDAY BONUS | 3,766 | 4,146 | 4,252 | 8,482 |
| 210 FICA | 29,300 | 29,608 | 32,533 | 36,469 |
| 212 MEDICARE | 6,853 | 6,925 | 7,608 | 8,529 |
| 213 TCRS CONTRIBUTION | 67,369 | 65,021 | 73,591 | 87,409 |
| 214 EMPLOYEE HEALTH INS | 134,472 | 138,982 | 176,779 | 189,472 |
| 217 EMPLOYEE LIFE INS | - | 1,420 | - | 1,885 |
| 219 WORKERS COMPENSATIONS INSURANCE | 18,551 | 18,551 | 13,000 | 13,000 |
| 221 UNEMPLOYMENT INSURANCE | 1,705 | - | - | - |
| 226 CLOTHING/UNIFORM/SHOES | 6,634 | 7,350 | 5,668 | 7,350 |
| 310 POSTAL SERVICE | 2 | 50 | - | 50 |
| 321 PRINTING SERVICES | - | - | 1,740 | - |
| 330 LEGAL NOTICES | 143 | 400 | 200 | 400 |
| 345 TELEPHONE SERVICES | 531 | 498 | 596 | 600 |
| 351 MEDICAL SERVICES | 952 | 1,000 | 918 | 1,000 |
| 359 OTHER PROFESSIONAL SRVCS | 550 | 1,000 | 390 | 1,000 |
| 361 REPAIR & MAINTENANCE-VEHICLES | - | 5,000 | 3,060 | 12,500 |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT | 27,385 | 25,000 | 22,893 | 30,000 |
| 378 EDUCATION - SEMINARS & TRAINING | 330 | 400 | 817 | 500 |
| 383 TRAVEL-BUSINESS EXPENSES | - | 500 | - | 500 |
| 399 OTHER CONTRACTED SERVICES | 425 | 2,500 | 3,874 | 4,000 |
| 411 OFFICE SUPPLIES & MATERIALS | 100 | 200 | 64 | 200 |
| 419 SMALL TOOLS & EQUIP | 6,277 | 6,500 | 1,817 | 14,000 |
| 424 JANITORIAL SUPPLIES | 102 | 150 | - | 150 |
| 429 GENERAL OPERATING SUPPLIES | 1,697 | 2,000 | 1,508 | 2,000 |
| 431 GASOLINE & DIESEL FUEL | 83,283 | 90,000 | 49,544 | 90,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 96,096 | 90,000 | 74,062 | 90,000 |
| 458 SALT/SODIUM CHLORIDE | 43,596 | 55,000 | 75,795 | 85,000 |
| 510 INSURANCE - GENERAL LIABILITY | 10,603 | 10,603 | 10,939 | 11,500 |
| 523 PROPERTY (CONTENTS) INSURANCE | 1,732 | 1,732 | 1,235 | 1,300 |
| 562 LANDFILL FEE/DISPOSITION CHARGES | 202,938 | 225,000 | 169,913 | 225,000 |
| 689 OTHER MISCELLANEOUS EXPENSES | - | - | 18 | - |
| 960 MACHINERY & EQUIPMENT | - | 61,000 | 56,547 | 140,500 |
| 971 MOTOR EQUIPMENT | 83 | 225,000 | 204,442 | 85,000 |
| 999 OTHER CAPITAL OUTLAY | 26,637 | 25,000 | 16,775 | 22,500 |
| 43160 - Public Works Brush Pick-Up & Snow Removal SUBTOTAL | 1,259,068 | 1,573,946 | 1,531,048 | 1,750,029 |

Communication Shop

This division provides all maintenance and technical support for radio voice and data communications for City departments. With exception of the Mobile Data Terminals (MDT), 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.

❑ Significant Accomplishments FY 2015-2016:

- Upgraded dispatch Computer Added Dispatching (CAD) system.
- Upgraded mapping server and completed GIS integration.
- Completed Next Generation 911 [NG911] integration and activation.
- Continued system wide preventive maintenance and repairs as needed on all City communications systems.
- Retired aged DataRadio MDT system.
- Implemented additional interoperable state and federal communications systems.
- Began installation of new VoIP phone system for Public Works.

❑ Goals for FY 2016 - 2017:

- Continue to maintain all communications and electronics that facilitate City operations for all departments.
- Complete installation of new VoIP phone system at Public Works.
- Perform any services within our expertise for the City that will contribute to the economic and efficient operation of city resources.
- Continue research for new City/County radio communications system.
- Begin the process of selecting a new CAD system for Police and Fire Departments.
- Continue to upgrade communications for the traffic signal system throughout the City.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

2015 and 2016 have been significant years for observing advances in technology and its application in the City operations. This trend will continue as we approach implementation of these technologies for our local benefit

❑ Significant Changes for FY 2017:

- There are no major changes in this account.

❑ Personnel Summary

| PUBLIC WORKS COMMUNICATION SHOP | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| COMMUNICATIONS TECHNICIAN | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ASSISTANT COMMUNICATIONS TECHNICIAN | 1 | 1 | 1 | 0.65 | 0.65 | 1 | 1 | 1 | 1 |
| TOTAL PUBLIC WORKS COMMUNICATION SHOP | 2 | 2 | 2 | 1.65 | 1.65 | 2 | 2 | 2 | 2 |

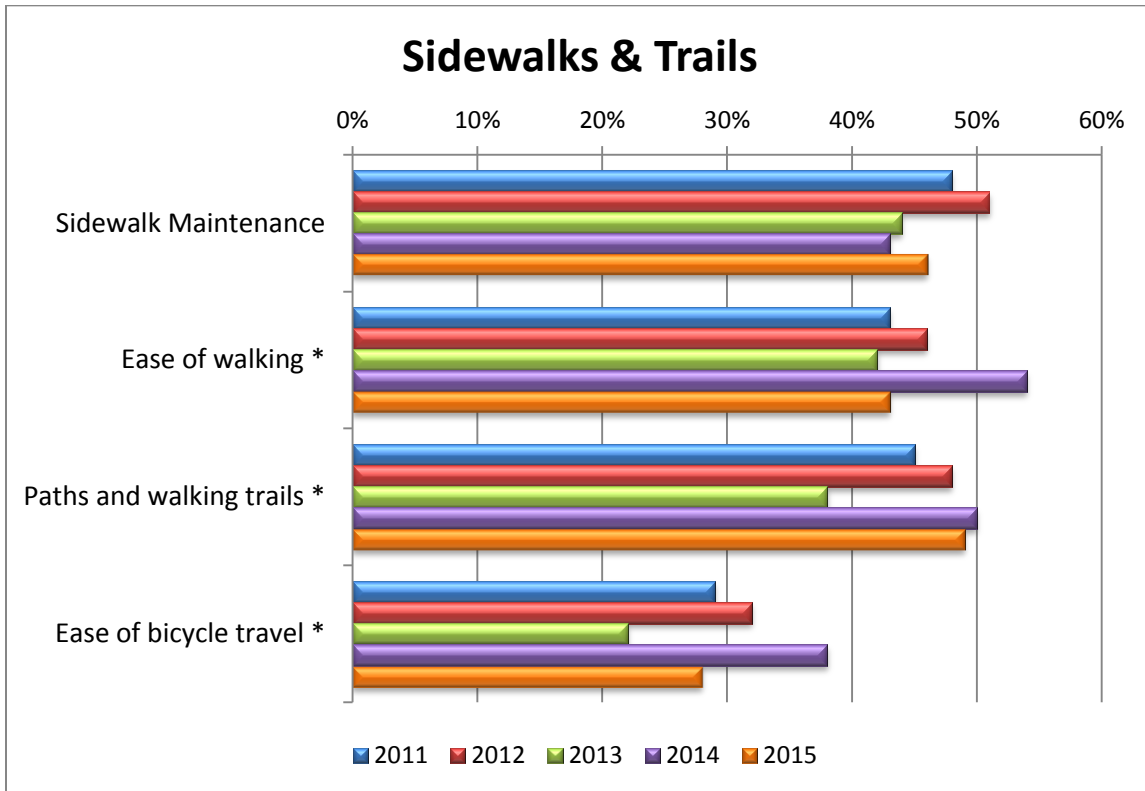
Budget Expense Detail

| Account_No. | Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|--|----------------|----------------|-----------------|----------------|
| 43175- Public Works Communication Shop | | | | | |
| 110-43175-111 | 111 SALARIES & WAGES | 89,296 | 89,972 | 89,588 | 92,477 |
| 110-43175-112 | 112 OVERTIME | 5,209 | 2,500 | 4,636 | 5,000 |
| 110-43175-134 | 134 HOLIDAY BONUS | 753 | 762 | 764 | 1,091 |
| 110-43175-210 | 210 FICA | 5,700 | 5,781 | 5,889 | 6,111 |
| 110-43175-212 | 212 MEDICARE | 1,333 | 1,352 | 1,377 | 1,429 |
| 110-43175-213 | 213 TCRS CONTRIBUTION | 14,155 | 13,855 | 14,115 | 14,647 |
| 110-43175-214 | 214 EMPLOYEE HEALTH INS | 21,243 | 25,316 | 23,557 | 25,323 |
| 110-43175-217 | 217 EMPLOYEE LIFE INS | - | 307 | - | 315 |
| 110-43175-219 | 219 WORKERS COMPENSATIONS INSURANCE | 2,650 | 2,650 | 2,275 | 2,275 |
| 110-43175-226 | 226 CLOTHING/UNIFORM/SHOES | 1,069 | 1,200 | 907 | 1,200 |
| 110-43175-341 | 341 ELECTRICITY | 2,919 | 2,474 | 3,301 | 3,500 |
| 110-43175-345 | 345 TELEPHONE SERVICES | 990 | 890 | 1,248 | 1,500 |
| 110-43175-351 | 351 MEDICAL SERVICES | 84 | - | 56 | 100 |
| 110-43175-359 | 359 OTHER PROFESSIONAL SRVCS | - | 200 | - | 200 |
| 110-43175-360 | 360 REP & MAINT-COMMUNICATIONS | 290 | 350 | - | 350 |
| 110-43175-361 | 361 REPAIR & MAINTENANCE-VEHICLES | 171 | 1,000 | - | 1,000 |
| 110-43175-362 | 362 REPAIR & MAINT-OPERATIONS EQUIPMENT | 441 | 1,000 | 974 | 1,000 |
| 110-43175-363 | 363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT | - | 1,500 | - | 1,500 |
| 110-43175-364 | 364 REPAIR & MAINTENANCE-BLDG./GROUNDS | 99 | 1,000 | - | 1,000 |
| 110-43175-371 | 371 SUBSCRIPTIONS & BOOKS | - | 300 | - | 300 |
| 110-43175-378 | 378 EDUCATION - SEMINARS & TRAINING | - | 1,500 | 64 | 1,500 |
| 110-43175-383 | 383 TRAVEL-BUSINESS EXPENSES | - | 1,000 | 399 | 1,000 |
| 110-43175-399 | 399 OTHER CONTRACTED SERVICES | - | 500 | - | 980 |
| 110-43175-411 | 411 OFFICE SUPPLIES & MATERIALS | - | 300 | 107 | 300 |
| 110-43175-413 | 413 OFFICE EQUIPMENT | - | 300 | 125 | 300 |
| 110-43175-424 | 424 JANITORIAL SUPPLIES | - | 50 | - | 50 |
| 110-43175-429 | 429 GENERAL OPERATING SUPPLIES | 422 | 300 | 324 | 500 |
| 110-43175-431 | 431 GASOLINE & DIESEL FUEL | 2,589 | 3,000 | 2,192 | 3,000 |
| 110-43175-433 | 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 213 | 2,500 | - | 2,500 |
| 110-43175-510 | 510 INSURANCE - GENERAL LIABILITY | 2,317 | 2,317 | 2,390 | 2,510 |
| 110-43175-523 | 523 PROPERTY (CONTENTS) INSURANCE | 314 | 314 | 270 | 285 |
| 110-43175-533 | 533 EQUIPMENT- RENTAL/LEASE | - | 1,000 | - | 1,000 |
| 110-43175-689 | 689 OTHER MISCELLANEOUS EXPENSES | 18 | - | - | 100 |
| 110-43175-960 | 960 MACHINERY & EQUIPMENT | - | 5,000 | - | 5,000 |
| 110-43175-971 | 971 MOTOR EQUIPMENT | 33,425 | - | - | 110,000 |
| 43175 - Public Works Communication Shop SUBTOTAL | | 185,700 | 170,490 | 154,558 | 289,343 |

Sidewalks

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

Performance and Workload Measures



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

| Sidewalks | | | | | |
|---------------------------------------|---------|---------|---------|---------|---------|
| | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| Sidewalk Repaired (Linear ft) | - | 789 | - | - | 3,600 |
| Sidewalk New Installation (Linear ft) | 0 | 124 | - | - | - |
| Sidewalk Graffiti Removal | - | 9 | 2 | 1 | - |
| Work Orders Generated | - | 19 | - | 5 | - |
| Work Orders Completed | - | 19 | - | 3 | 1 |

❑ Significant Accomplishments FY 2015-2016:

- 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 were received.

Sidewalks Installation/Repair

- Dice Street – 60’
- East Morris Boulevard – 170’
- Inman Street – 1201’
- N. Haun Drive at Morris Boulevard – 30’
- West 1st North – 161’

❑ Goals for FY 2016 - 2017:

- Continue an aggressive sidewalk repair program.
- 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 2015 Actual and FY 2016 Projections:

- Changes due to repair of the overhead sidewalk.

❑ Significant Changes for FY 2017:

- There are no major changes in this account.

❑ Personnel Summary

- No personnel are assigned to this area. Staff is deployed from the public works pool for these projects as needed.

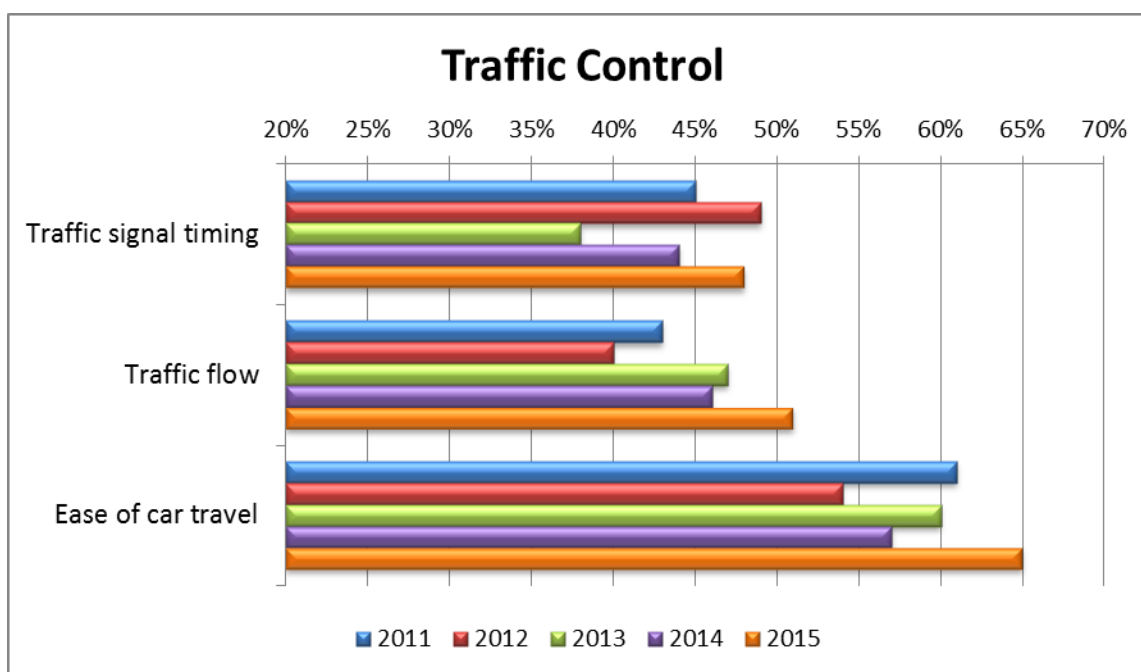
❑ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|---------------|----------------|-----------------|----------------|
| 43180 - Public Works Sidewalks | | | | |
| 330 LEGAL NOTICES | - | - | 278 | - |
| 399 OTHER CONTRACTED SERVICES | - | - | 12,500 | - |
| 451 CONCRETE PRODUCTS | 12,798 | 20,000 | 4,324 | 20,000 |
| 455 CRUSHED STONE & SAND | 2,954 | 3,000 | - | 3,000 |
| 931 ROADS, STREET, AND PARKING LOTS | - | - | 58,300 | - |
| 43180 - Public Works Sidewalks SUBTOTAL | 15,752 | 23,000 | 75,402 | 23,000 |

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 Public Works Department and the Traffic Coordinating Committee or “Traffic Team.” The Public Works Department 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 Public Works Department 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 Public Works Department or the Traffic Team for action or a recommended solution. The Public Works Department 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



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

| Task | 2011 | 2012 | 2013 | 2014 | 2015 |
|---------------------------------------|------|------|------|------|------|
| Signal Inventory Management & Mapping | 4 | 21 | 21 | 157 | 165 |
| Emergency Signal Calls | | 28 | 31 | 84 | 95 |
| Non Emergency Calls for Service | | 490 | 123 | 300 | 543 |

❑ Significant Accomplishments FY 2015-2016:

- New Intelligent Transportation System (ITS) project is near completion.
- Completed SR34 rework project.
- Completely maintained all aspects of the Traffic Signal System except for signal heads, LED's, and overhead wiring.
- The Traffic Operation Center (TOC) has been in operation since November 2015 and has performed as expected with no unresolved issues.
- Completed training on the new TACTICS software which has been integrated into approximately 50 percent of the intersections.
- Changed 3 intersections from Loop Wire Detection to Radar Detection for improved performance and reliability.
- Rebuilt 2 intersections in the same day that they were destroyed.
- Expanded the fiber VPLS system.
- Implemented of our first radar detection system at the E Andrew Johnson Hwy and US 25E intersections.

❑ Goals for FY 2016 - 2017:

- Completion of the ITS project and integration of several other intersections to the new TACTICS system.
- Completion of the SR34 ITS project and implementation of the TOC to control the entire traffic signal system using the new TACTICS software.
- Begin the design to upgrade the intersection at W. Andrew Johnson Highway and E. Economy Road with mast arms and radar detection.
- Accept control and maintenance of the new traffic signals at the intersection of State Route 66 and State Route 160 that TDOT is installing to be complete in 2017.
- Accept the TDOT designed and installed access for WSCC, Walmart and College Square Mall utilizing 4 new signalized intersections.
- Complete the first half of the overhead inspection of all traffic signals, hardware, equipment and fixtures. This will insure the safety and integrity of all traffic signals and system operation.
- Continue complete system maintenance every six months for all ground based hardware. This will include controller and monitor testing with testing equipment obtained through the SR34 project.
- Convert eight intersections from loop detection to radar detection.
- Convert seven intersections from phone line communication to FiberNet Communication.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- Continue to see a modest savings in electric usage with the new LEDs in signal heads.
- Better system stability with the new TACTICS control system.

❑ Significant Changes for FY 2017:

- There is an increase in rep. & maint. – traffic signals due to upgrading of traffic signals.

☐ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|---------------|----------------|-----------------|----------------|
| 43190 - Public Works Traffic Devices | | | | |
| 111 SALARIES & WAGES | - | 2,200 | - | 2,200 |
| 112 OVERTIME | 7,505 | 8,000 | 7,713 | 8,000 |
| 210 FICA | 449 | 632 | 478 | 632 |
| 212 MEDICARE | 105 | 148 | 112 | 148 |
| 213 TCRS CONTRIBUTION | 1,115 | 1,516 | 1,146 | 1,516 |
| 214 EMPLOYEE HEALTH INS | 1,880 | - | - | - |
| 310 POSTAL SERVICE | 49 | - | 68 | 100 |
| 341 ELECTRICITY | 15,204 | 23,468 | 14,501 | 23,500 |
| 345 TELEPHONE SERVICES | 554 | 626 | 4,154 | 8,500 |
| 359 OTHER PROFESSIONAL SRVCS | - | 1,500 | - | 1,500 |
| 360 REP & MAINT-COMMUNICATIONS | - | 4,000 | - | 4,000 |
| 361 REP & MAINT-VEHICLES | 901 | 1,500 | - | 1,500 |
| 365 REP & MAINT-TRAFFIC SIGNALS | 33,888 | 50,000 | 69,266 | 250,000 |
| 371 SUBSCRIPTIONS & BOOKS | - | 250 | - | 250 |
| 375 MEMBERSHIPS & DUES | 170 | 650 | 170 | 650 |
| 378 EDUCATION - SEMINARS & TRAINING | 1,200 | 2,000 | 1,200 | 2,000 |
| 383 TRAVEL-BUSINESS EXPENSES | - | 400 | 1,375 | 1,000 |
| 411 OFFICE SUPPLIES & MATERIALS | 129 | 200 | - | 200 |
| 419 SMALL TOOLS & EQUIP | 2,037 | 4,000 | 3,905 | 4,200 |
| 429 GENERAL OPERATING SUPPLIES | 1,019 | 3,000 | 2,794 | 5,000 |
| 431 GASOLINE & DIESEL FUEL | 213 | 2,000 | 108 | 2,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | - | 2,500 | - | 2,500 |
| 438 PARTS, TRAFFIC SIGNALS | 17,075 | 20,000 | 18,960 | 25,000 |
| 499 OTHER SUPPLIES AND MATERIALS | - | 2,500 | - | 2,500 |
| 43190 - Public Works Traffic Devices SUBTOTAL | 83,493 | 131,090 | 125,950 | 346,896 |

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.

❑ Significant Accomplishments FY 2015-2016:

- Completed paving Annual Street Maintenance Project
 - Alex Hall Rd .1 miles
 - Algonquin Dr .5 miles
 - Brown Ave .2 miles
 - Center St .3 miles
 - Highland Dr .5 miles
 - Howerton Dr .6 miles
 - Inman St .4 miles
 - Joe Hall Rd .3 miles
 - Overlook Dr .3 miles
 - Parker Rd .6 miles
 - Pauline Ave .3 miles
 - Pinecrest Ln .3 miles
 - S Highland Dr .1 miles
 - Sulphur Springs .1 miles
 - N High St .1 miles
 - N Jackson St .1 miles
 - W Louise Ave .2 miles
 - Vantage View Dr .1 miles
 - Total Miles 5.1

Transportation Improvement Program (TIP)

- Morristown Medical District - Completed
 - High Street – West 1st North Street to West 7th North Street
 - Jackson Street – West 1st North Street to West 7th North Street
 - West 4th North Street – High Street to McFarland
- Walters Drive Right Turn Lane Project at West Andrew Johnson Highway Completed
- West Andrew Johnson Highway, Walters Drive to Fairmont, contracted with consultant per TDOT requirements.

❑ Goals for FY 2016 - 2017:

- Implement the next phase of the pavement program with a budget of \$1,750,000 for FY17.
- Implement pavement management software.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- A significant impact was made on the repaving of City streets. 5.1 miles of road were paved.

❑ Significant Changes for FY 2017:

- There is an increase in street infrastructure imp. due to increase in paving

❑ Personnel Summary

- No personnel are assigned to this area.

❑ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| <i>43300 - Public Works Pavement Management</i> | | | | |
| 330 LEGAL NOTICES | 141 | - | - | - |
| 399 OTHER CONTRACTED SERVICES | - | - | 45,667 | - |
| 958 STREET INFRASTRUCTURE IMP | 1,404,278 | 1,000,000 | 4,291,890 | 1,750,000 |
| <i>43300 - Public Works Pavement Management SUBTOTAL</i> | <i>1,404,419</i> | <i>1,000,000</i> | <i>4,337,557</i> | <i>1,750,000</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.

☐ Comments on FY 2015 Actual and FY 2016 Projections:

- There are no major variances in this account.

☐ Significant Changes for FY 2017:

- There is a decrease due to removal of salaries and budgeted street repairs.

☐ Personnel Summary

- No personnel are assigned to this activity. Labor is allocated from the Public Works labor pool as needed.

☐ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|---------------|----------------|-----------------|----------------|
| 43400 - Public Works Health Inspection & Welfare | | | | |
| 111 SALARIES & WAGES | 327 | - | 140 | - |
| 112 OVERTIME | 1,514 | 5,000 | 2,554 | - |
| 210 FICA | 108 | 310 | 158 | - |
| 212 MEDICARE | 25 | 73 | 37 | - |
| 213 TCRS CONTRIBUTION | 274 | 743 | 380 | - |
| 214 EMPLOYEE HEALTH INS | 901 | - | - | - |
| 378 EDUCATION - SEMINARS & TRAINING | - | 500 | - | 500 |
| 383 TRAVEL-BUSINESS EXPENSES | - | 250 | - | 250 |
| 419 SMALL TOOLS & EQUIP | - | 500 | - | 500 |
| 424 JANITORIAL SUPPLIES | - | 250 | - | 250 |
| 429 GENERAL OPERATING SUPPLIES | 3,383 | 13,000 | 4,066 | 13,000 |
| 431 GASOLINE & DIESEL FUEL | 2,580 | 5,000 | 1,551 | 5,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 235 | 1,000 | 1,030 | 1,000 |
| 510 INSURANCE - GENERAL LIABILITY | 1,053 | 1,053 | 1,086 | 1,140 |
| 523 PROPERTY (CONTENTS) INSURANCE | 143 | 143 | 123 | 143 |
| 43400 - Public Works Health Inspection & Welfare SUBTOTAL | 10,543 | 27,822 | 11,125 | 21,783 |

Parks & Recreation Department



Morristown was recently named “Disc Golf Capital of Tennessee”. It plays host to the annual TN Disc Golf State Championship. The City of Morristown operates and maintains two disc golf courses.



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

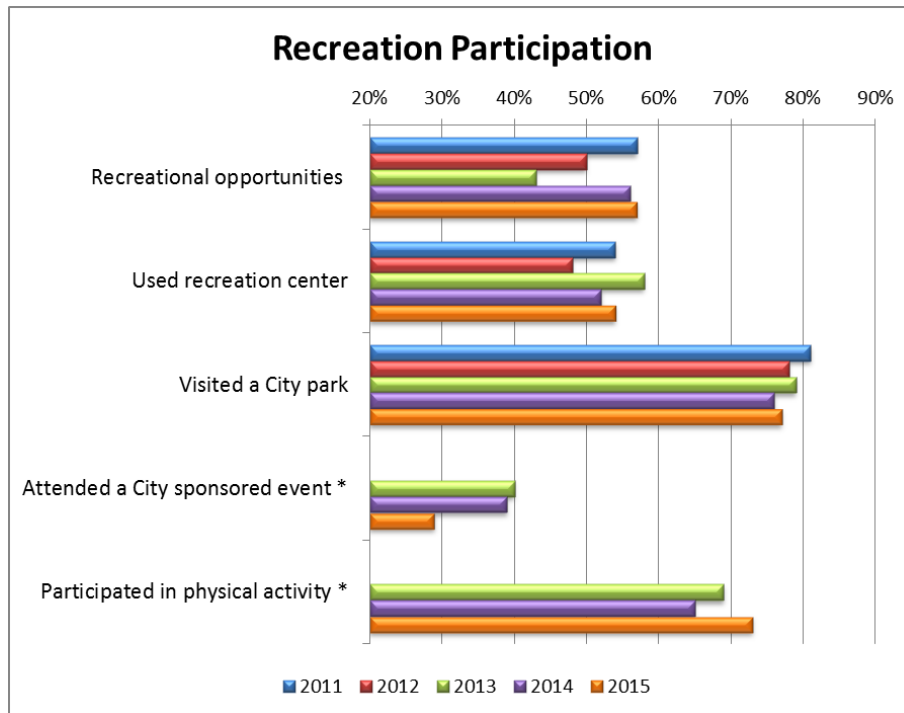
GOALS AND OBJECTIVES

- 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 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

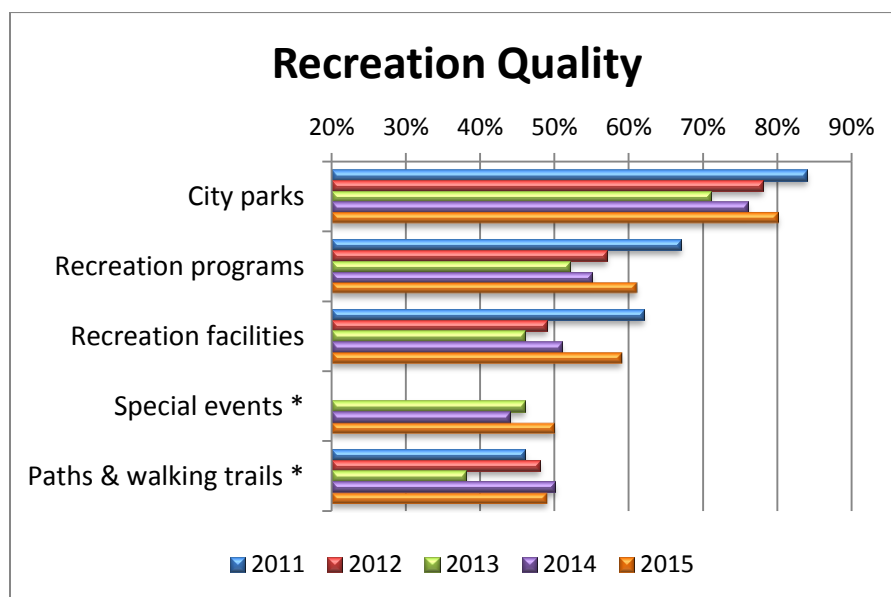
Supervision of Parks and Recreation has the responsibility of planning, coordinating and general administration of the entire Parks and Recreation Department. They oversee the day-to-day operations, and continuously review the needs of the department. An eleven member Parks and Recreation Board advises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

❑ Performance and Workload Measures



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

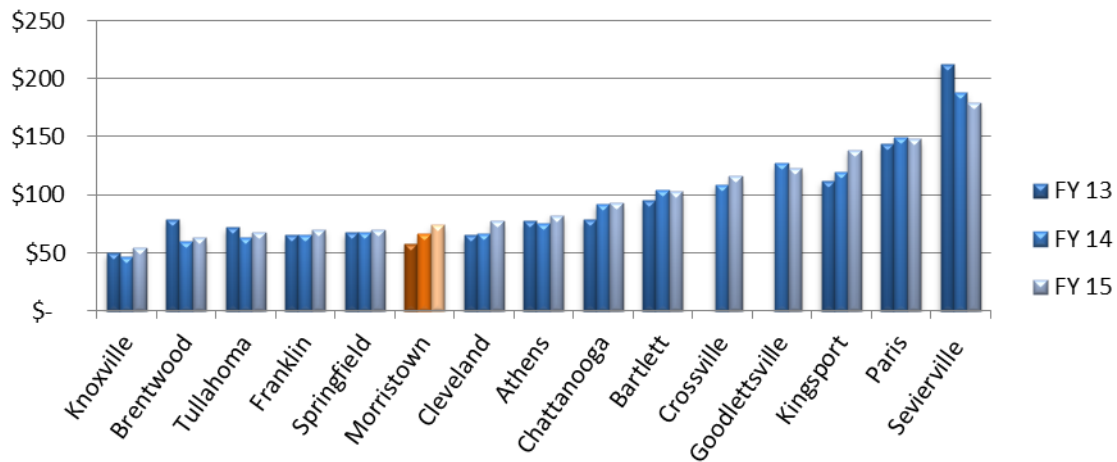


Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

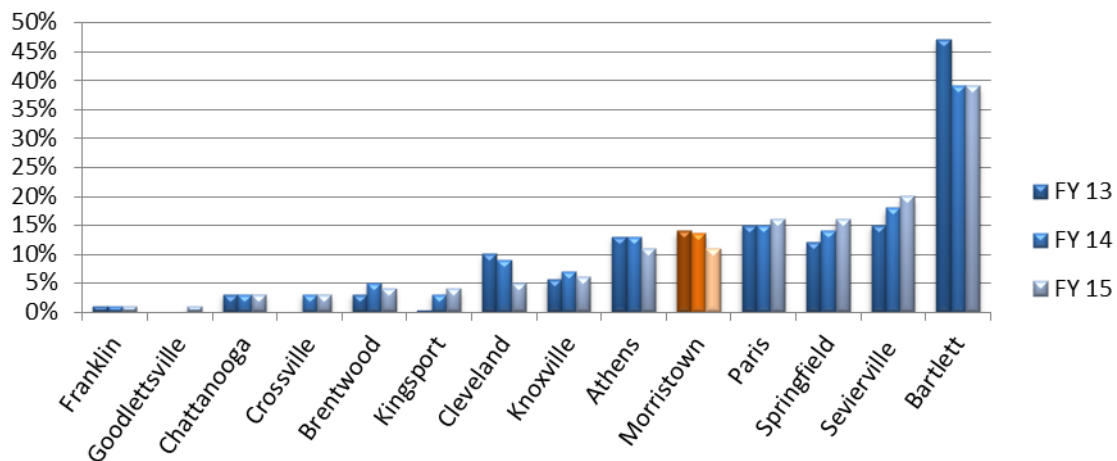
*- reflects an area rated below the national benchmark

Tennessee Municipal Benchmark Project

Recreation Cost Per Capita



Percent of Cost Supported by User Fees



Spending for recreation in Morristown is less than most cities in the State and a higher portion of costs are supported by user fees.

❑ Significant Accomplishments FY 2015-2016:

Operations

- Participated in the Tennessee Benchmarking program and remain ranked Tier II through 2018.
- Began implementation of the review measures and recommendations through the Tennessee Department of Environment and Conservation - Recreation and Education Division.
- Received more TDEC/TDOT grant funds for Freddy Kyle Greenway from downtown Morristown to Cherokee Drive. McGill and Associates were chosen to design the trail.

- Obtained better equipment to replace older equipment in the maintenance division (mowers, trucks, and other equipment). Purchased a Bobcat Skid Steer unit and attachments, Ballfield Groomer, and Commercial Reel mower.
- Recognized as a destination station for disc golfers. The two City courses, along with the Cherokee course, are a draw for tourism and local play events.
- Officially named the north side of Fred Miller Park as Rotary Place in honor of the Morristown Rotary Club and their efforts in development of two shelters, playground and splash pad at Fred Miller.
- Officially named the four soccer fields at Wayne Hansard Park the Jolley-Zitt Soccer Complex in honor of Randall Jolley and Roland Zitt.
- Transferred ownership of West Elementary Park to the Hamblen County Board of Education.
- Recognized by the Tennessee Department of Conservation – Recreation Education Services for meeting ADA and park assessments.
- Finalized ordinance rules and regulation updates and created handouts for distribution.

Facility Improvements

Playgrounds/Shelters:

- Completed the partnership with the Morristown Rotary Club at Fred Miller Park for a playground project next to the splash pad.
- Constructed a new playground, metal shelter and pavilion at Wayne Hansard Park

Restrooms:

- Installed a new concrete restroom unit at Wildwood Park with funding from Community Development Block Grant funds.
- Inherited a new CXT concrete restroom unit at the new Farmers Market in conjunction with the great new pavilion.

Partnerships

- Rotary Club of Morristown for the new \$76,000 playground unit at Fred Miller.
- Lakeway Soccer Club for soccer field fencing in the amount of \$16,000.
- Tobacco funds from Hamblen County Health Department and State of Tennessee (\$13,000) along with Hamblen County Substance Abuse Coalition (\$3,000) for park benches and signage to combat tobacco in parks. Amount funded was \$16,000.

Fields / Parks / Other:

- Repaired high impact areas of soccer fields and sprigged 6 fields.
- Installed fencing on soccer fields - Lakeway Soccer Club funded and installed fencing on field # 1 and 4 at Jolley-Zitt Soccer Complex.
- Morristown Dog Park @ Jaycee Park got two new play amenities along with some new tables.
- Installed a fence/net on hole 6 at the Rotary Disc golf course to combat disc from entering private property.

Events

- The Third Annual Tennessee Disc Golf Championship growing from 154 players last year to 250 players this year. Players traveled from 12 states to participate.
- The 2015 City Disc Golf Championship went from 36 players in 2014 to 80 players.
- The local Disc Golf Club continued several months of doubles tournaments two days per week, rotating between the three area courses on Tuesdays and Sundays and hosted four night tournaments throughout the year at the area courses with an average of 35 players.
- The courses were used for fund raising and memorial functions.
- Confirmed 24 field usage contracts for 2015 field/course usage at our parks.
- Starlight Movie Series and Concert in the Park grew in popularity in 2015.

❑ Goals for FY 2016 - 2017:

- Seek funding from Local Parks and Recreation Fund for park improvements at Civic, Fred Miller, Popkin and Hillcrest Parks
- Address short term recommendations from TDEC-RES Assessment - These are:
 1. A professional in the field of asphalt must be contacted to evaluate current condition of asphalt areas at all facilities and provide a quote for asphalt parking lots that are currently gravel. The evaluation must be used to establish an asphalt coating or replacement plan.
 2. Establishment of a formal system to track pending and resolved issues based upon the pre-established preventative maintenance and routine maintenance of facilities and equipment.
 3. Continue playground plan for identifying needs as a guide to prioritize, repair and remove all playground safety hazards and bring all playgrounds and equipment into current safety standards.
- Replace Civic Park shelter with a 20x30 metal structure, 6 picnic tables, 2 trash cans, 3 grills and ADA access points from trail.
- Fred Miller Park –Develop outer trail loop Trail Outer Loop development and widen existing trail. Upgrade playground equipment by replacing Wing Wall Climber with new wall equipment and Caterpillar Climber with Spider and Web Climber. Remove old tile surface and concrete and replace. Add new clamps and rivets on main playground.
- Address access and walkways at Hillcrest Park.
- Upgrade vehicles and equipment including a 2500-4WD Crew Cab Truck with tool box, two 72 inch zero-turn mowers and three athletic field scoreboard replacements.
- Work with Hamblen County Board of Education on possible conversion at Long-Reel Track and replacement property and amenities.
- Work with Chamber of Commerce and County government to secure the fourth disc golf course at Panther Creek Park.
- Work to secure and administer the E-FIT program for all City employees.
- Provide information and assistance to City Administration on possible site and development of a community center for Morristown.
- Work with Hamblen County Board of Education on new netting for outfield at Sherwood Park and pursue plan of action to get new scoreboards in gyms.
- Explore new sustainable programs in athletics and special events from staff. Survey and then promote.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- Decrease of 9,500 in other contract services for a one-time assessment study.
- Small increase for office equipment and lease.

❑ Significant Changes for FY 2017:

- There are no major changes in this account.

❑ Personnel Summary

| PARKS & REC SUPERVISION | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| PARKS & REC DIRECTOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| PARKS & REC ASSISTANT DIRECTOR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| RECREATION SUPERINTENDENT | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 |
| ATHLETIC COORDINATOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ATHLETIC SUPERVISOR | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 1 |
| ATHLETIC ASSISTANT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| ADMINISTRATIVE ASSISTANT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| RECEPTIONIST | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PARKS & RECREATION SUPERVISION | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |

The position of Athletic Assistant was eliminated and an Athletic Supervisor was hired.

❑ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 14-15 | Budgeted 15-16 |
|--|----------------|----------------|-----------------|----------------|
| 44410 - Parks & Rec Administration | | | | |
| 111 SALARIES & WAGES | 262,252 | 271,523 | 264,766 | 279,225 |
| 112 OVERTIME | 219 | 2,000 | 28 | 2,000 |
| 134 HOLIDAY BONUS | 2,305 | 2,109 | 1,085 | 1,185 |
| 210 FICA | 16,122 | 17,089 | 16,484 | 17,509 |
| 212 MEDICARE | 3,770 | 3,997 | 3,855 | 4,095 |
| 213 TCRS CONTRIBUTION | 38,428 | 40,959 | 39,510 | 41,966 |
| 214 EMPLOYEE HEALTH INS | 54,288 | 63,403 | 49,380 | 63,415 |
| 217 EMPLOYEE LIFE INS | - | 890 | - | 904 |
| 219 WORKERS COMPENSATIONS INSURANCE | 6,625 | 6,625 | 5,687 | 5,687 |
| 221 UNEMPLOYMENT INSURANCE | - | - | 4,125 | - |
| 310 POSTAL SERVICE | 1,763 | 2,500 | 1,669 | 2,500 |
| 321 PRINTING SERVICES | - | 400 | - | 400 |
| 330 LEGAL NOTICES | 300 | 200 | 505 | 300 |
| 341 ELECTRICITY | 5,833 | 6,141 | 6,006 | 6,500 |
| 342 WATER & SEWER | 976 | 911 | 1,068 | 1,200 |
| 343 NATURAL GAS & PROPANE | 4,321 | 4,860 | 3,916 | 4,860 |
| 345 TELEPHONE SERVICES | 2,644 | 2,613 | 2,969 | 2,700 |
| 351 MEDICAL SERVICES | 73 | 121 | 205 | 150 |
| 371 SUBSCRIPTIONS & BOOKS | 234 | - | - | 200 |
| 375 MEMBERSHIPS & DUES | 770 | 1,400 | 1,224 | 1,400 |
| 378 EDUCATION - SEMINARS & TRAINING | - | 1,000 | 1,974 | 1,000 |
| 383 TRAVEL-BUSINESS EXPENSES | 3,807 | 4,000 | 2,002 | 4,000 |
| 399 OTHER CONTRACTED SERVICES | 10,000 | 500 | 123 | 600 |
| 411 OFFICE SUPPLIES & MATERIALS | 4,210 | 4,500 | 2,665 | 4,500 |
| 413 OFFICE EQUIPMENT | 765 | 1,500 | 1,647 | 2,000 |
| 510 INSURANCE - GENERAL LIABILITY | 1,158 | 1,158 | 1,195 | 1,315 |
| 523 PROPERTY (CONTENTS) INSURANCE | 157 | 157 | 135 | 150 |
| 533 EQUIPMENT- RENTAL/LEASE | 5,766 | 7,500 | 5,770 | 8,000 |
| 689 OTHER MISCELLANEOUS EXPENSES | 25 | - | - | - |
| 808 TREE BOARD | 110 | 500 | 291 | - |
| 44410 - Parks & Rec Administration SUBTOTAL | 426,921 | 448,556 | 418,284 | 457,761 |

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 Recreation 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 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Goal |
| Events at Fred Miller Park | | | | | | |
| BOO Fest | 11,000 | 10,000 | 17,000 | 18,000 | 11,000 in rain | 12,000 |
| Easter Eggsellent Adventure | 3,336 | 1,400 | 1,300 | 2,000 | 1,500 | 1,500 |
| Pickin In the Park Average | 250 | 250 | 300 | 325 | 250 | 300 |
| Starlite Cinema Series (average attendance) | 300 for 3 movies | 300 for 3 movies | 300 for 3 movies | 350 for 4 movies | 350 for 4 movies | 400 |
| Kids Fun Fair | 800 | 800 | 800 | 700 | 700 | 800 |
| Wet N Wild Wednesday | 250 | 200 | 350 | 350 | 350 | 375 |
| Scarecrows in the Park (Vendors) | 6 | 7 | 9 | 9 | 13 | 15 |
| Events at Other Locations | | | | | | |
| Arts in the Park @ Dr. Martin Luther King Jr. Park | 800 | 1,300 | 70 (rained out) | 1,200 | 1,500 | 1,750 |
| Touch a Truck @ Frank Lorino Park | 500 | 384 | 625 | 800 | 800 | 900 |
| Official Tree Lighting Ceremony @ City Center | 200 | 200 | 200 | 150 | 200 | 200 |
| Didd Fall Back Bash | | | 200 | 275 | 300 | 250 |
| Didd Snow Flake Dance | | | 500 | 650 | 650 | 500 |
| Bark in the Dark K9-5K @ Wayne Hansard Park | | | 150 | 125 | 25-weather | 100 |
| Night at the North Pole | | | | 25 | 35 | 40 |
| Discontinued Events | | | | | | |
| Olympic Day @ Fred Miller Park | 25 | Dropped | Dropped | Dropped | Dropped | Dropped |
| Celebration of Cultures @ Fred Miller Park | 800 | Dropped | Dropped | Dropped | Dropped | Dropped |
| Children's Health Fair @ Talley Ward Recreation Center | 200 | 200 | Dropped | Dropped | Dropped | Dropped |

| Talley Ward Center Programming | | | | | | |
|---|-----------|-----------|--------------|------------|------------|-----------------|
| Event | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Goal |
| Free Play: Open court free usage (users per day) | 75 | 60 | 75 | 75 | 75 | 90 |
| Ballroom Dancing | | | | 24 | 30 | 40 |
| Lakeway Twirlers: A user group that specializes in square dancing. | 40 | 40 | 40 | 40 | 30 | 40 |
| Stuffed Animal Pageant: A children's event where personal stuffed animals are judged. | 25 | 30 | 12 | 15 | 30 | 35 |
| TVTC: antiques and collectibles auctions once a month as well as an annual "Bottle Show," | 760 | 1,000 | 1,000 | 2,000 | 2,000 | 2,000 |
| March Madness: A basketball | 7 | 12 | 20 | 25 | 15 weather | 20 |
| Art Attack Camp 1: A two week format day camp for children 5 to 8. | 75 | 75 | 50 | 50 | 75 | 60 |
| Canned Food Castle: A charity event where participating groups construct | 1,400 | 5,000 | 1,500 | 1,200 | 1,000 | 2,000 |
| Concerts in The Park Series - Three Concerts | | | | | 400 | 750 |
| Rook Tournament | | | | 8 teams | 10 teams | 12 teams |
| Zumba Exercise Program | 40-55 Per | 50-60 Per | 50-60 Per | No Teacher | No Teacher | No Teacher |
| Art Attack Camp 2: A two week format camp for children 9 to 12. | 75 | 75 | 75 | 50 | 75 | Session Dropped |
| Scrappy Thanksgiving: A charity event where the public can drop off items for the animal shelter. | 900 | 1,000 | P-R Conflict | 200 | 75 | Dropped |
| Halloween Coloring Contest: A children's coloring contest divided into 3 age groupings. | 45 | 20 | 20 | 25 | 25 | Dropped |
| Thanksgiving Coloring Contest | 40 | 15 | 15 | 20 | 0 | Dropped |
| Christmas Coloring Contest | 11 | 15 | 20 | 25 | 0 | Dropped |

| Adult League Participation | | | | | | | | | | |
|----------------------------|-------|---------|-------|---------|-------|---------|-------|---------|-------|---------|
| | 2011 | | 2012 | | 2013 | | 2014 | | 2015 | |
| Sport | Teams | Leagues | Teams | Leagues | Teams | Leagues | Teams | Leagues | Teams | Leagues |
| Fall Softball | 24 | 4 | 20 | 3 | 25 | 4 | 12 | 1 | 11 | 2 |
| Men Volleyball | 20 | 5 | 16 | 3 | 11 | 3 | 8 | 1 | 9 | 1 |
| Women Volleyball | 56 | 9 | 43 | 8 | 45 | 8 | 45 | 8 | 43 | 7 |
| Coed Volleyball | 8 | 2 | 6 | 1 | 6 | 1 | 0 | 0 | 5 | 1 |
| Mens Basketball | 58 | 10 | 58 | 10 | 57 | 10 | 55 | 9 | 57 | 9 |
| Women Basketball | 12 | 4 | 8 | 2 | 8 | 2 | 8 | 1 | 4 | 1 |
| Men Spring Softball | 32 | 8 | 24 | 3 | 24 | 4 | 24 | 4 | 22 | 3 |
| Women Spring Softball | 13 | 3 | 10 | 2 | 8 | 2 | 10 | 2 | 7 | 1 |
| Adult Kick Ball | | | | | | | 6 | 1 | 7 | 1 |
| Adult Soccer Spring | | | | | | | | | 30 | 4 |
| Adult Soccer Fall | | | | | | | | | 32 | 4 |
| Total Teams | 223 | 45 | 185 | 32 | 184 | 34 | 168 | 27 | 227 | 26 |

| Youth Sports Participation | | | |
|----------------------------|---------|---|------------|
| | | Little League Baseball / Softball | Basketball |
| 2011 | Teams | 87 | 60 |
| | Players | 1,132 | 572 |
| | Leagues | 15 | 8 |
| 2012 | Teams | 78 | 61 |
| | Players | 1,058 | 576 |
| | Leagues | 15 | 8 |
| 2013 | Teams | 85 | 61 |
| | Players | 1,000 | 526 |
| | Leagues | 15 | 8 |
| 2014 | Teams | 77 | 52 |
| | Players | 952 | 469 |
| | Leagues | 18 | 8 |
| 2015 | Teams | 77 | 53 |
| | Players | 962 | 414* |
| | Leagues | 14 | 8 |

| Scheduled Adult Athletics games/matches played | | | | | |
|--|-------|-------|-------|-------|-------|
| | 2011 | 2012 | 2013 | 2014 | 2015 |
| Fall Softball Games | 91 | 114 | 92 | 65 | 55 |
| Men Volleyball Matches - 146 matches of 3 games each | 411 | 384 | 220 | 168 | 216 |
| Women Volleyball Matches- 417 matches/3 games each | 1,167 | 987 | 896 | 1,017 | 1,785 |
| Coed Volleyball Matches 56 matches/3 games each | 135 | 135 | 126 | - | 69 |
| Men Basketball Games | 390 | 435 | 431 | 402 | 452 |
| Women Basketball Games | 56 | 56 | 55 | 43 | 75 |
| Men Spring Softball Games | 249 | 186 | 165 | 173 | 155 |
| Women Spring Softball Games | 93 | 75 | 69 | 75 | 63 |
| Adult Kick Ball Games | | | | 30 | 42 |
| Adult Soccer Spring | | | | | 140 |
| Adult Soccer Fall | | | | | 140 |
| Total Adult Games/Matches | 2,606 | 2,318 | 2,054 | 1,973 | 3,192 |

❑ Significant Accomplishments FY 2015-2016:

Athletics

- Hosted 24 independent weekend tournaments for the year in softball/baseball/soccer/grass volleyball.
- Consolidated athletic files onto one computer and now exploring software that can be accessible through a share system.
- Offered morning use of Talley Ward Recreation Center for basketball, corn hole, and pickle ball. Offered an adult basketball league to industries. Senior Citizens utilized gym in mornings for basketball.
- Re-examined and updated adult league rules to address illegal players and protest procedures in basketball and softball.
- Beginning with youth basketball, initiated an end of the season reward in the form of a certificate for each participant in the youth leagues.
- Strengthened SOPs for all game officials, umpires, timers and scorers for the youth and adult leagues.
- Umpire/Officials training program was conducted with more hands on instruction.
- Twitter, Facebook, City Website, and Text Alerts were used more effectively to get information out to the public.
- Developed and utilized a check-in/check-out system for all equipment used by the youth and adult athletic programs.
- Coordinator worked with maintenance staff closely concerning field conditions and learned their operating procedures concerning cancellation or postponement of games.
- Hosted the 3rd Tennessee State Disc Golf Championship and the 3rd Annual Morristown Disc Golf Championship.
- Closed out 2015 Little League season with a total of 962 players in all leagues with a total of 77 teams.
- The 7th Annual Home Run Derby accompanied our City Championship night.
- Morristown hosted the District Tournaments for Boys Little League, Jr. and Sr. Leagues. Morristown hosted the Senior League Baseball State Tournament at Sherwood Park. In 2015 we had 11 All Star Teams with 5 going to the state and one to region.
- The Adult basketball league hosted 50 men's and 5 women's teams. There were 11 leagues, 10 men's and 1 women's.
- The Spring Adult Softball program served 22 men's and 7 women's teams. The Fall Adult Softball program served 12 men's teams.
- The Adult Volleyball Program was a success with 57 teams and 9 divisions within the women's, men's, and coed leagues.
- In 2015, there were 11 Little League All-Star Teams with 7 going to State.

Programming and Special Events

- Parks Add To Health (P.A.T.H.) Program – Restructured point system and identified some additional sponsorship opportunities to further promote and develop program. 57 participants walked/ran an accumulative 46,379 miles, up 32% from last year.
- Secured \$13,000 from the Hamblen County Health Department's allocation of the Tennessee Tobacco Settlement Funds to purchase 10 steel benches and 15 smokers receptacles. The new amenities will be placed throughout our park system to promote a tobacco/smoke free play area. The benches include the Parks and Recreation Department logo along with "Smoke Free Parks." In support of the Smoke Free

Parks, the Hamblen County Substance Abuse Coalition contributed \$3,000 for signage to accompany the benches and smokers receptacles.

- DIDD (Department of Intellectual Development Disabilities) Events Fall Back Bash at Talley Ward Recreation Center for the area special needs agencies hosted approximately 100 clients and 50 caregivers from agencies in the Lakeway area.

The Morristown Parks and Recreation Department teamed up with The Greeneville Parks and Recreation Department to hold an annual Snowflake Dance at the Eastview Recreation Center in Greeneville for 600 participants (320 clients) from all over northeast Tennessee.

Fred Miller Park

- Easter Eggsellent Adventure – Twenty four businesses participated in the Easter Village to serve 1,500 participants.
- The Starlite Cinema Series featured “Mr. Peabody and Sherman”, “Maleficent”, “The Lego Movie”, and new for the fall, “Hocus Pocus”, with an average of 300 at each movie.
- Kids Fun Fair, with giant inflatables, face painting, and vendors, hosted 700 children.
- The Summer Jam Series opened with “40 till 5” doing the Strawberry Jam in partnership with WCRK’s annual Strawberry Festival. The Summer Jam series continued throughout the summer featuring a diverse genre of music that included “Nick Fillers and the Fugitives”, “Tall Paul”, David Ashley, Knoxville Opera, and “40 till 5”. An average of 100 participants enjoyed each concert.
- BOOFest hosted 11,000 parents, grandparents and children. 42 Area businesses and volunteers set up booths to treat the attendees while the Parks and Recreation Department, along with EMA, Morristown Police and Fire Departments made sure the event was safe and manageable.

Talley Ward Recreation Center

- Talley Ward Recreation Center hosted a monthly average of 2,387 community members in league play, rentals, classes, and free play. The hours were extended for morning activities to include classes, walking, free play basketball, volleyball, corn hole, pickle ball, Senior Basketball, yoga, and Lakeway clients making weekly visits for free play. Other morning opportunities included guitar classes and Homemade for the Holidays craft classes. Exercise classes were offered in morning and afternoon sessions. Morning Leagues were offered for Basketball and Volleyball. Partnerships with Hamblen Interagency Council provided Spanish classes, and Hamblen County Substance Abuse Coalition provided Attitude Exchange and Building Skills classes.

Dr. Martin Luther King Jr. Park

- Arts in the Park was a partnership program with the Arts Council. This event allowed 35 local artists to share their works with over 1,200 attendees.

Frank Lorino Park

- Touch a Truck showcased heavy equipment used to serve our community. There were 800 people in attendance to enjoy the education along with lights, horns and a lift off from the Life Star helicopter.

❑ **Goals for FY 2016 - 2017:**

- Create a Kickball Tournament to serve as the “kickoff” to the Adult Kickball season in hopes that this will generate interest in our Adult Kickball League. Expand our Adult Kickball league to at least 10 teams for the 2016 season. The league had 7 teams participate in 2015, up 1 from the previous season.
- Explore and research the possibilities of new youth sports that we can offer other than the traditional sports. Options could include Volleyball and Kickball.
- Re-examine and re-define Adult League rules concerning Basketball and Softball. This includes possibly restructuring the division in Adult Basketball and also tweaking rules in the Adult Softball for both spring and fall.
- Explore the possibility of offering different Adult Basketball and Softball leagues. This can include a 40 and older division, church and industrial divisions. The church and Industrial league eligibility would only be through membership or work affiliation.
- Develop an Umpire/Officials training program with more hands on instruction and input from Official/Umpire sanctioning bodies. This includes both Basketball and Baseball/Softball officials.
- Develop a relationship with Walters State and Carson-Newman to try to get more participants in our Adult Leagues.

❑ **Comments on FY 2015 Actual and FY 2016 Projections:**

- Changes due to installation of playground equipment partially funded by contributions by the Rotary Club.

❑ **Significant Changes for FY 2017:**

- There are no major changes in this account.

❑ **Personnel Summary**

| PARKS & REC PLAYGROUNDS & PROGRAMS | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| RECREATION CENTER SUPERVISOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| RECREATION PROGRAM COORDINATOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| PARK RANGER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL PARKS & REC PLAYGROUNDS & PROGRAMS | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |

□ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| 44420 - Parks & Rec Playgrounds & Programs | | | | |
| 111 SALARIES & WAGES | 117,248 | 130,148 | 118,244 | 133,457 |
| 112 OVERTIME | 179 | 200 | 220 | 200 |
| 114 WAGES & SALARIES TEMP EMP | 90,790 | 77,000 | 112,267 | 110,000 |
| 134 HOLIDAY BONUS | 1,127 | 1,347 | 1,031 | 1,363 |
| 210 FICA | 12,719 | 12,939 | 14,369 | 15,191 |
| 212 MEDICARE | 2,975 | 3,026 | 3,361 | 3,553 |
| 213 TCRS CONTRIBUTION | 17,503 | 19,370 | 17,604 | 19,861 |
| 214 EMPLOYEE HEALTH INS | 34,416 | 37,916 | 38,896 | 37,926 |
| 217 EMPLOYEE LIFE INS | - | 401 | - | 411 |
| 219 WORKERS COMPENSATIONS INSURANCE | 4,980 | 4,980 | 3,412 | 3,412 |
| 221 UNEMPLOYMENT INSURANCE | 1,880 | - | 1,665 | - |
| 310 POSTAL SERVICE | 14 | - | - | - |
| 330 LEGAL NOTICES | 211 | 200 | - | 200 |
| 341 ELECTRICITY | 13,116 | 12,939 | 11,807 | 13,500 |
| 342 WATER & SEWER | 7,461 | 7,325 | 10,370 | 11,000 |
| 343 NATURAL GAS & PROPANE | 2,292 | 2,470 | 2,180 | 2,500 |
| 345 TELEPHONE SERVICES | 337 | 356 | 502 | 600 |
| 351 MEDICAL SERVICES | 99 | 200 | 252 | 200 |
| 359 OTHER PROFESSIONAL SRVCS | 224 | 1,500 | 9,000 | 1,500 |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS | 240 | 1,500 | - | 1,500 |
| 375 MEMBERSHIPS & DUES | 4,282 | 15,000 | 7,365 | 15,000 |
| 378 EDUCATION - SEMINARS & TRAINING | - | 250 | - | 250 |
| 399 OTHER CONTRACTED SERVICES | 80,658 | 93,500 | 90,140 | 93,500 |
| 419 SMALL TOOLS & EQUIP | 1,731 | 4,000 | 2,988 | 4,000 |
| 429 GENERAL OPERATING SUPPLIES | 67,136 | 62,000 | 62,802 | 70,000 |
| 510 INSURANCE - GENERAL LIABILITY | 14,593 | 14,593 | 14,327 | 14,327 |
| 523 PROPERTY (CONTENTS) INSURANCE | 1,711 | 1,711 | 1,471 | 1,471 |
| 533 EQUIPMENT- RENTAL/LEASE | 4,485 | 10,000 | 5,035 | 12,000 |
| 689 OTHER MISCELLANEOUS EXPENSES | 4,746 | 2,500 | 2,460 | 2,500 |
| 960 MACHINERY & EQUIPMENT | 41,322 | 5,000 | 71,610 | 15,000 |
| 44420 - Parks & Rec Playgrounds & Programs SUBTOTAL | 528,475 | 522,371 | 603,378 | 584,422 |

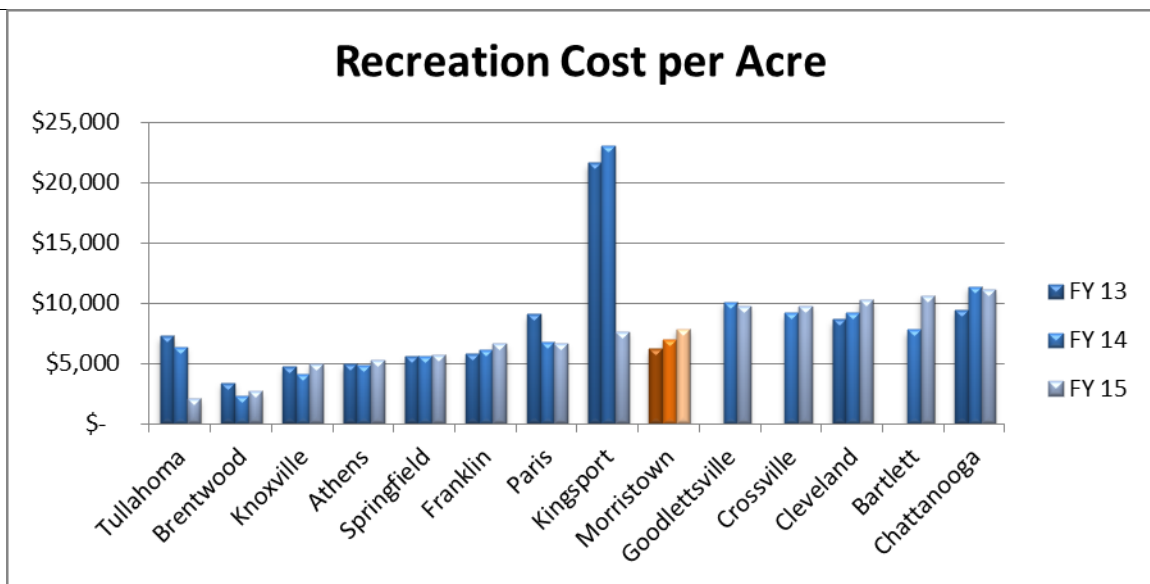
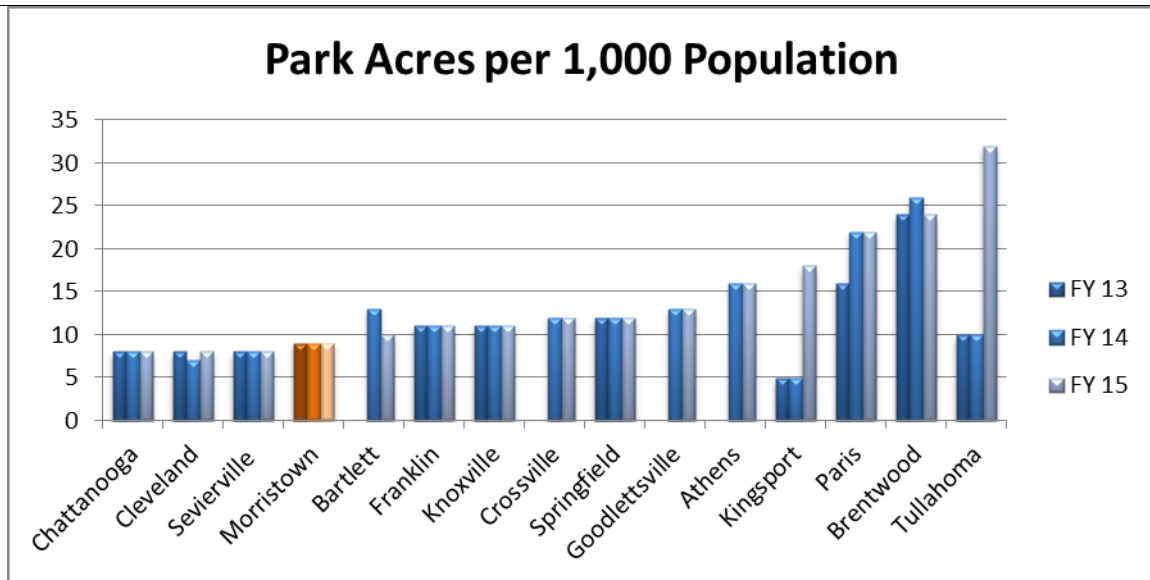
Parks & Maintenance

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 | FY 2014 | FY 2015 | FY 2016 |
|--|---------|---------|---------|---------|---------|
| Service Population | | | | | |
| City Of Morristown | 27,020 | 29,137 | 29,137 | 29,137 | 29,137 |
| Hamblen County | 62,544 | 62,544 | 62,544 | 62,544 | 62,544 |
| Parks | | | | | |
| No. Parks | 16 | 16 | 16 | 14 | 14 |
| Park Acreage | 265.4 | 273.4 | 273.4 | 273.4 | 273.4 |
| Greenways/Trails (Miles) | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 |
| Playgrounds | 9 | 9 | 9 | 9 | 11 |
| Shelters – 1,200 Square Feet Or Larger | 5 | 5 | 5 | 5 | 5 |
| Shelters - 900 Square Feet Or Smaller | 10 | 11 | 11 | 13 | 15 |
| Gazebo | 1 | 1 | 1 | 1 | 1 |
| Amphitheater/Stage | 1 | 2 | 2 | 2 | 2 |
| Athletic Fields | | | | | |
| Football Fields | 3 | 3 | 3 | 3 | 3 |
| Soccer Fields | 8 | 8 | 8 | 8 | 8 |
| Softball Fields 275' | 5 | 5 | 5 | 5 | 5 |
| Softball Fields 250' | 2 | 2 | 2 | 1 | 1 |
| Softball Fields 200' | 4 | 4 | 4 | 4 | 4 |
| Baseball Fields 300' | 2 | 2 | 2 | 2 | 2 |
| Baseball Fields 200' | 6 | 6 | 6 | 6 | 6 |
| Outdoor Batting Cages | 5 | 5 | 5 | 5 | 5 |
| Tennis Courts | 10 | 10 | 8 | 8 | 8 |
| Outdoor Basketball Courts | 5 | 5 | 5 | 5 | 5 |
| Special Facilities | | | | | |
| Centers | 2 | 2 | 2 | 2 | 1 |
| Bmx Track | 1 | 1 | 1 | 1 | 1 |
| Skate Park | 1 | 1 | 1 | 1 | 1 |
| Disc Golf Course (18-Holes) | 1 | 2 | 2 | 2 | 2 |
| Splash Pad | 1 | 1 | 1 | 1 | 1 |
| Amenities | | | | | |
| Restrooms (Sets-Men/Women) | 18 | 22 | 22 | 26 | 27 |
| Concessions | 11 | 12 | 11 | 10 | 10 |

Tennessee Municipal Benchmark Project



The cost of park maintenance per acre is near the average for Tennessee localities, but Morristown has fewer acres per capita than most benchmark communities.

❑ Significant Accomplishments FY 2015-2016:

- Ron Wright, Park Supervisor, completed level I and II of the Municipal Management Academy Training for municipal government managers.
- Updated litter and mowing checklist sheet along with establishing a new form to monitor and record painting and pressure washing of facilities. The other new form is an inventory of all park amenities of bleachers, benches, trash cans, grills, type of lighting, etc.
- Conducted monthly maintenance staff meeting for input and review of schedules and activities along with safety issues.
- Reduced term staff hours to a 30 hour work week in keeping with the new federal regulations.

- Conducted spring meeting with Director, Athletics, Maintenance, and Park Rangers coordinating responsibilities for spring organizational meeting for both fulltime and part time staffs. The Standard Operating Procedures were reviewed and handed out to each employee.
- Morristown Utilities mandates annual testing of backflow preventers. This has been completed and all repairs finished.
- Prepared fields and events for over 68 weekend and special events in 2015.
- Completed annual installation of playground safety mulch at various parks.
- Painted park entrance gates and added reflective features to upgrade safety.

Talley Ward

- Added gutter extensions to rear of building to help with erosion.
- Added pea gravel and planted box woods at rear of building.
- Added new handicap doors at front and rear of building with push buttons to enter.

Frank Lorino Park

- Hired Dustin Greene and Dane Aldridge as full time workers at FLP.
- Cleaned out fence row and installed new netting on hole #6 to keep disc from going on private property.
- Removed 3 rotten stumps, filled holes in and sewed grass on Challenger bank.
- Moved disc golf signs on holes 12, 14, 15, and 17 to keep players from hitting them as they tee off.
- Installed cable gate between Barron 1 and 4 to be able to keep speed bump gate open during winter for skateboarders and disc golf players.
- Repaired and updated various security lights throughout park.
- Maintained disc golf course throughout the year.
- Painted Barron shelter and concrete curbs in front of Shuck shelter.
- Maintained ballfields throughout the year for league activities and weekend tournaments.
- Hosted Farm Day for all kindergarten students in Hamblen County at Frank Lorino Park.

King Park

- Installed flag pole.

Popkin Field

- Painted press boxes McAmis-Sempkowski and Tucker-Frazier at Popkin.

Fred Miller Park

- Removed climbing pole and 4 way spring toy as it was getting to be a safety hazard.
- Repaired restroom roof overhang and replaced damaged trim due to falling tree from severe storm on main restroom.
- With help from Public Works, prepared site and installed new large playground.
- Coordinated removal of three large trees in the large playground area that were diseased and suffered lightning strikes. Coordinated the planting of four large 25 foot trees as replacements.

Martin Luther King Jr., Park

- Applied concrete sealer to Butterfly Garden sidewalks.
- Repaired backflow preventer.
- Inmates painted men's and women's restrooms.
- Tilled up butterfly garden to spread winter rye until new wildflowers are sown.
- Removed Crape Myrtles on berm behind butterfly garden.
- Extended perimeter fencing along Butterfly Garden.

Wayne Hansard Park

- Hired Terry Dailey as crew leader at WHP.
- Sprigged soccer fields and top-dressed with sand due to cold winter.
- Fencing has been installed on fields 1, 3, and 4 to keep balls from rolling off banks.
- Installed new shelter with concrete pad, picnic tables, and grills.
- Installed new GameTime Raceway playground and rock climbing wall with tight rope walk.
- Completed 24 x 24 pavilion and amenities at Wayne Hansard Park.

Wildwood Park

- Installed new family CXT restroom.
- Installed new netting on tennis court for soccer play.
- Removed two big Sycamore trees to allow for new restroom location.
- Removed fallen tree from creek because it was causing debris to pile up and was lying up against bridge.

Morristown Dog Park at Jaycee Field

- Installed 2 tiles that are used for tunnels and put dirt over top of them for ramps.
- Cleared brush from around dog park sign along 25-E.

Long Reel Track

- Pressure washed bathrooms and concrete walk.
- Painted Long-Reel Track sign.
- Repaired sink holes.

General Items

- Hosted Minor League District All-Star Tournament June 24-July 6.
- Hosted Boys Senior League State All-Star Tournament July 11-15 at Sherwood.
- Edged sidewalks along Morris Boulevard at Fred Miller, Sherwood, Popkin, and Hillcrest.
- Purchased new bobcat with backhoe attachment, 68" tooth bucket and pallet forks.
- Hired Dustin Jarnigan full-time for General Maintenance.
- Took on role of cleaning restroom and maintaining the new Morristown Farmers Market.

Parks and Recreation Office

- Installed new door system at back door with push button entry for special needs assistance.
- Constructed a new 14x 22 conference room.

❑ Goals for FY 2016 - 2017:

- Develop a prioritized plan of action for American with Disabilities Act.
- Continue to update and strengthen the Maintenance Manual for the Parks & Recreation Department.
- Help Director to upgrade and track ADA improvements at all parks in regards to access, signage, restroom partitions, doors, water fountains, and fixtures.
- Monitor turf management program vendor for maximum turf benefits.
- Upgrade painting and pressure washing of key facilities at all parks.
- Gather more information on future project ideas in regards to pot in pot system and fencing of a City Nursery at Walters Park.
- Site work on hole-9 at Frank Lorino Park to eliminate water standing on fairway.
- Begin program to laser cut infields on softball to get level and drainage issues. Target 2 or 3 fields to begin this process of establishing a crown of the fields.
- Finalize bollard plans at key areas to control access.
- Develop a plan of action with City staff to plan bank stabilization at Wayne Hansard parking lot.
- At Fred Miller Park, install new mulch or add river rock in the island at Rosedale parking lot.
- Repair Sherwood Park Morris Boulevard net in left field.
- Install new tin roofs on the following buildings: small shelter at Fred Miller, restroom at Dog Park, and restroom/concession at Challenger Field at Frank Lorino.
- Create storage area under cover for gravel, sand, dirt, mulch, and stone. Targeted area will be near horse barn at Frank Lorino.
- Paint the following at Frank Lorino: batting cages, football goal post, scoreboard poles and backs of boards.
- Stain the wood shelter at Rotary Disc Golf course and t-pad signs at all holes.
- Add rock to Barron shelter parking lot and the areas between soccer fields 3 and 4.
- Develop plan for future tennis court resurfacing and budget plans for such.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- There are no significant variances in this account.

❑ Significant Changes for FY 2017:

- There are no major changes in this account.

❑ Personnel Summary

| PARKS & REC MAINTENANCE | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| RECREATION AIDE | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CREW LEADER | 4 | 3 | 2 | 2 | 3 | 3 | 3 | 3 | 1 |
| SUPERINTENDENT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ASSISTANT SUPERINTENDENT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| MAINTENANCE WORKER I | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| MAINTENANCE WORKER II | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 2 |
| TOTAL PARKS & REC MAINTENANCE | 12 | 10 | 9 | 9 | 9 | 9 | 9 | 9 | 9 |

Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|------------------|------------------|-----------------|------------------|
| 44430 - Parks & Rec Parks | | | | |
| 111 SALARIES & WAGES | 339,303 | 287,241 | 324,248 | 326,385 |
| 112 OVERTIME | 2,284 | 5,000 | 3,061 | 5,000 |
| 114 WAGES & SALARIES TEMP EMP | 90,837 | 145,000 | 76,083 | 145,000 |
| 134 HOLIDAY BONUS | 4,161 | 3,313 | 2,827 | 3,187 |
| 210 FICA | 26,219 | 27,314 | 25,186 | 29,733 |
| 212 MEDICARE | 6,132 | 6,388 | 5,890 | 6,954 |
| 213 TCRS CONTRIBUTION | 47,095 | 43,919 | 49,058 | 49,717 |
| 214 EMPLOYEE HEALTH INS | 95,421 | 101,037 | 112,402 | 113,674 |
| 217 EMPLOYEE LIFE INS | - | 990 | - | 1,121 |
| 219 WORKERS COMPENSATIONS INSURANCE | 21,925 | 21,925 | 10,236 | 10,236 |
| 221 UNEMPLOYMENT INSURANCE | 22,719 | 14,000 | 11,380 | 14,000 |
| 310 POSTAL SERVICE | 14 | - | - | - |
| 330 LEGAL NOTICES | 218 | - | 194 | - |
| 341 ELECTRICITY | 66,136 | 64,465 | 65,807 | 68,000 |
| 342 WATER & SEWER | 38,248 | 35,579 | 48,905 | 38,500 |
| 343 NATURAL GAS & PROPANE | 58 | - | 58 | - |
| 345 TELEPHONE SERVICES | 3,292 | 3,054 | 2,931 | 3,300 |
| 351 MEDICAL SERVICES | 532 | 1,000 | 476 | 1,000 |
| 359 OTHER PROFESSIONAL SRVCS | 760 | 1,000 | 800 | 1,000 |
| 361 REPAIR & MAINTENANCE-VEHICLES | 30 | - | 417 | 500 |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT | 11,529 | 10,000 | 11,948 | 10,000 |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS | 15,317 | 30,000 | 12,599 | 30,000 |
| 375 MEMBERSHIPS & DUES | 3,288 | - | - | 1,200 |
| 399 OTHER CONTRACTED SERVICES | 31,155 | 42,000 | 31,010 | 45,800 |
| 419 SMALL TOOLS & EQUIP | 1,672 | 8,000 | 3,315 | 8,000 |
| 424 JANITORIAL SUPPLIES | 9,247 | 9,000 | 9,767 | 10,000 |
| 429 GENERAL OPERATING SUPPLIES | 27,659 | 33,500 | 25,468 | 33,500 |
| 431 GASOLINE & DIESEL FUEL | 22,858 | 30,000 | 14,654 | 28,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 3,940 | 6,500 | 7,710 | 6,500 |
| 446 SPLASH PAD SUPPLIES | 1,011 | 2,500 | 1,855 | 2,100 |
| 451 CONCRETE PRODUCTS | 304 | 4,000 | 3,378 | 8,000 |
| 455 CRUSHED STONE & SAND | 3,758 | 6,000 | 5,130 | 8,000 |
| 465 ASPHALT | - | 1,500 | - | 1,500 |
| 510 INSURANCE - GENERAL LIABILITY | 16,639 | 16,639 | 17,167 | 18,885 |
| 523 PROPERTY (CONTENTS) INSURANCE | 2,253 | 2,253 | 1,937 | 2,130 |
| 533 EQUIPMENT- RENTAL/LEASE | 1,468 | 4,000 | 2,275 | 4,000 |
| 562 LANDFILL FEES/DISPOSITION CHARGES | 196 | - | 1,677 | - |
| 689 OTHER MISCELLANEOUS EXPENSES | 35 | - | - | - |
| 922 BUILDING STRUCTURES | 68,983 | 15,750 | 16,402 | - |
| 960 MACHINERY & EQUIPMENT | 10,347 | - | - | - |
| 971 MOTOR EQUIPMENT | 71,929 | 88,640 | 84,635 | 72,000 |
| 44430 - Parks & Rec Parks SUBTOTAL | 1,068,972 | 1,071,507 | 990,886 | 1,106,922 |

CDBG



Dedication of newly restored Coca-Cola sign in historic downtown

CDBG

This account is used to track the City's Community Development Block Grant funds received from the Federal Government. (NSP, ESG, HOME and ARRA programs are also included in this section). CDBG provides vital funding to projects and services within each of the 1,169 cities, counties, and States which receive the funding; projects that directly impact the lives of our low- and moderate-income citizens. CDBG provides the flexibility to fund a myriad of activities, fill gaps where needed, and attract additional resources to projects. This combination of CDBG with other funding sources adds to our national economy and to the betterment of the lives of our citizens through improved neighborhoods and a better quality of life. The problems which CDBG funds address have not lessened, but have grown more acute over time. With the down turn in the economy, CDBG is needed more than ever to help our communities.

CDBG entitlement funds and City general funds are utilized to assist the City of Morristown residents with the three national goals of the HUD CDBG program. Those three goals are to provide decent affordable housing, to help create a suitable living environment, and to expand economic opportunities. Leadership begins with the City's elected officials, the approval of the Consolidated Plan and the yearly approval of the Action Plan.

The City of Morristown is an entitlement jurisdiction, receiving an annual allocation of CDBG funds from the U.S. Department of HUD. A requirement of CDBG entitlement communities is the preparation and implementation of a Consolidated Plan for Housing and Community Development and an Annual Action Plan update annually.

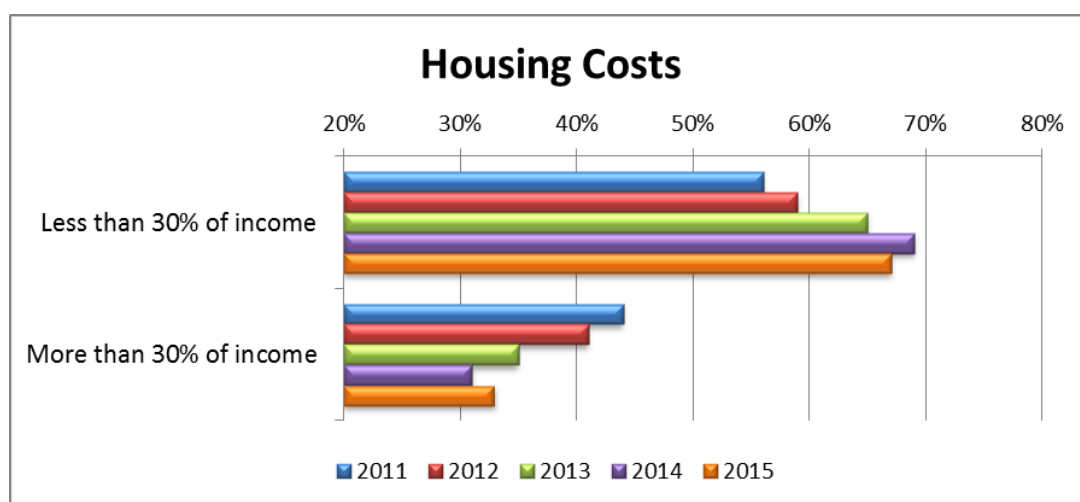
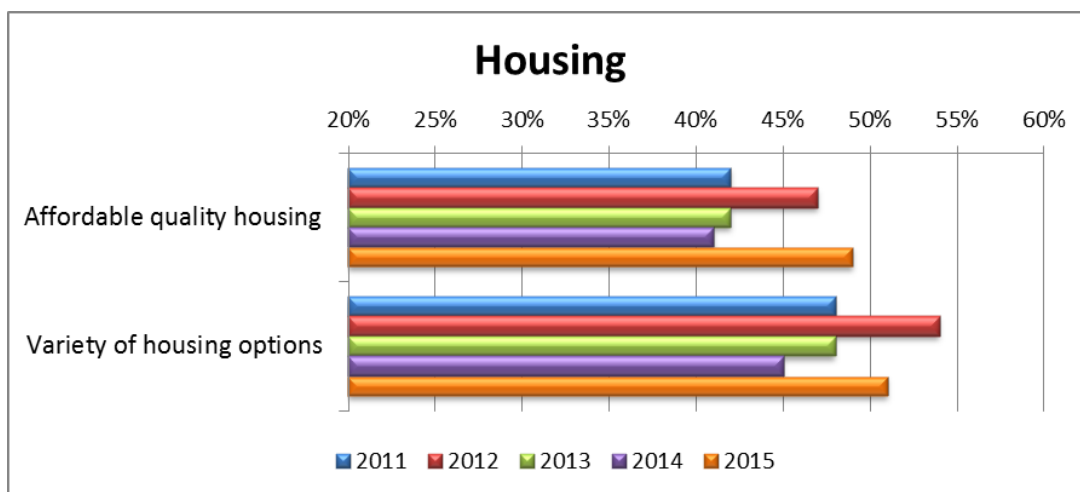
The Annual Action Plan is a document that describes the City of Morristown's HUD funded projects and community development related activities that are planned to be conducted within the community in the upcoming fiscal year. These activities must be consistent with the City's 5 year Consolidated Plan. Each year the CDBG program and the proposed allocation of funds are presented to the Morristown Regional Planning Commission and the Morristown City Council during public hearings to allow community members input prior to completion, approval, and submission of the Action Plan.

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 third five year Consolidated Plan was developed in 2014. This report represents our 1st year into the third plan.

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, HOME and ARRA programs are also included in this section).

❑ Performance and Workload Measures



*Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”
 - reflects an area rated below the national benchmark

The survey indicates that citizens show improvements in the variety and a quality of housing options available in Morristown. These ratings and the number of citizens under stress to meet housing costs are all comparable to other cities in the national survey.

❑ Significant Accomplishments FY 2015-2016:

- Successfully administered grant programs and projects (see Projects section)
- Successfully demonstrated compliance with all HUD\THDA rules and policies.
- We were awarded a \$375,000 HOME grant through THDA.
- Successfully demonstrated conformance to HUD policies and guidelines through administering all funded grants, projects and programs.

1. Central Services homeless prevention program- (\$10,000 funded through the 2015 Action Plan)
 Funding is utilized for direct client services including rent and mortgage payments to prevent eviction, and emergency utility assistance. Program is monitored monthly. (Over 600 clients were assisted this FY)

2. Citizens Public Services Survey- (\$8,000.00 funded through the 2015 Action Plan and \$6,475.00 from the City's general fund for a total of \$14,475.00) The survey was developed to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results are being used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement, policy making and tracking changes in residents' opinions about government performance.

3. Homeowner rehab & emergency repair/demolition program (\$50,000 funded through the 2015 Action Plan) Twenty-one homes were completed in 2015. The focus for this program has been changed in order to assist a greater number of residents. Smaller rehab and emergency repair jobs allowed for more than double the number of individuals to be assisted.

4. Façade grant program. (\$25,579 was funded through the 2015 Action Plan) Eligible applicants are awarded funds to help rehab their businesses downtown and in the Radio Center-South Cumberland area with a 50% match from them required. Over 32 businesses have completed their requirements and received funds. Applications for the next round of façade grants have been received, evaluated, and approved. Eight projects were completed in 2015. All Environmental Review Records are complete.

5. HMIS-Homeless Management Information System (\$10,000.00 funded) 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 TVCH (TN Valley Coalition for the Homelessness) as they operate and maintain the system. This program is monitored monthly. (Over 6000 people were assisted this FY)

6. ESG- Emergency Solutions Grant Program. (\$58,165.00 funded through THDA for 2015) 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.

7. Wildwood Park Restroom Project. (\$50,000 funded through the 2015 Action Plan) Restroom facilities were successfully installed at Wildwood Park.

8. Farmers Market Improvements. (\$60,000.00 funded in the 2014 Action Plan) Restroom facilities were successfully installed at the Farmers Market.

9. Talley-Ward Improvements. (\$30,000.00 funded) ADA improvements have been completed on the main entrance and the upper level restrooms. Other improvements relating to energy efficiency were also completed. (tuck-point brick work, windows, and HVAC work)

10. Rose Community Center Repairs (\$25,200 was funded through the 2015 Action Plan) HVAC repair/replacement and upgrades have been completed.

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)

Emergency Solutions 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 2016 - 2017:

- 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.
- Successfully operate and monitor the new HOME grant as we provide major renovations for qualified homeowners.
- Continue the Homeowner rehabilitation program which will include the renovation\repair of at least 20-30 homes. Additionally, Dept. has won a HOME grant from THDA to further enhance this program for complete rehabilitation of 9-10 qualifying homes.
- Improvement of 8 façades in the downtown and/or South Cumberland area through the façade grant program.
- Assist LAMPTO/Engineering road projects as feasible.
- Assist the Parks and Recreation Dept. with additional facilities improvements.
- 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 program monitoring visits expected from THDA, the Federal Labor dept., and HUD Environmental. (Programmatic and financial).
- Begin preparation for development of phase 2 at the Farmers Market.

Projects proposed for FY 17 include the following:

| | |
|--|------------------|
| • Rose Center Renovations | \$ 19,330 |
| • Homeowner rehab/Emergency Assistance | \$ 141,574 |
| • Parks and Recreation | \$ 19,330 |
| • TVCH CoC HUD HMIS Program | \$ 5,000 |
| • Façade Economic Development Program | \$ 55,271 |
| • Farmers Market Phase II | <u>\$ 70,752</u> |
| • TOTAL | \$ 311,257 |

☐ Comments on FY 2015 Actual and FY 2016 Projections:

- There are no major changes in this account.

☐ Significant Changes for FY 2017:

- This was moved from its own fund to the general fund.

☐ Personnel Summary

| CDBG | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 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 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|--------------|----------------|-----------------|----------------|
| 46510 - Community Development Administration | | | | |
| 111 SALARIES & WAGES | - | - | - | 57,894 |
| 134 HOLIDAY BONUS | - | - | - | 458 |
| 210 FICA | - | - | - | 3,618 |
| 212 MEDICARE | - | - | - | 846 |
| 213 TCRS CONTRIBUTION | - | - | - | 8,671 |
| 214 EMPLOYEE HEALTH INS | - | - | - | 12,700 |
| 217 EMPLOYEE LIFE INS | - | - | - | 194 |
| 219 WORKERS COMPENSATIONS INSURANCE | - | - | - | 1,325 |
| 310 POSTAL SERVICE | - | - | - | 500 |
| 330 LEGAL NOTICES | - | - | - | 1,000 |
| 359 OTHER PROFESSIONAL SRVCS | - | - | - | 3,000 |
| 375 MEMBERSHIPS & DUES | - | - | - | 1,200 |
| 378 EDUCATION - SEMINARS & TRAINING | - | - | - | 5,000 |
| 383 TRAVEL-BUSINESS EXPENSES | - | - | - | 8,000 |
| 399 OTHER CONTRACTED SERVICES | - | - | - | 10,000 |
| 411 OFFICE SUPPLIES & MATERIALS | - | - | - | 1,500 |
| 645 CENTRAL SERVICES | - | - | - | 10,000 |
| 651 MATS | - | - | - | 54,398 |
| 689 OTHER MISCELLANEOUS EXPENSES | - | - | - | 2,500 |
| 801 GRANTS & SUBSIDIES | - | - | - | 311,257 |
| 46510 - Comm. Development Admin - SUBTOTAL | - | - | - | 494,061 |

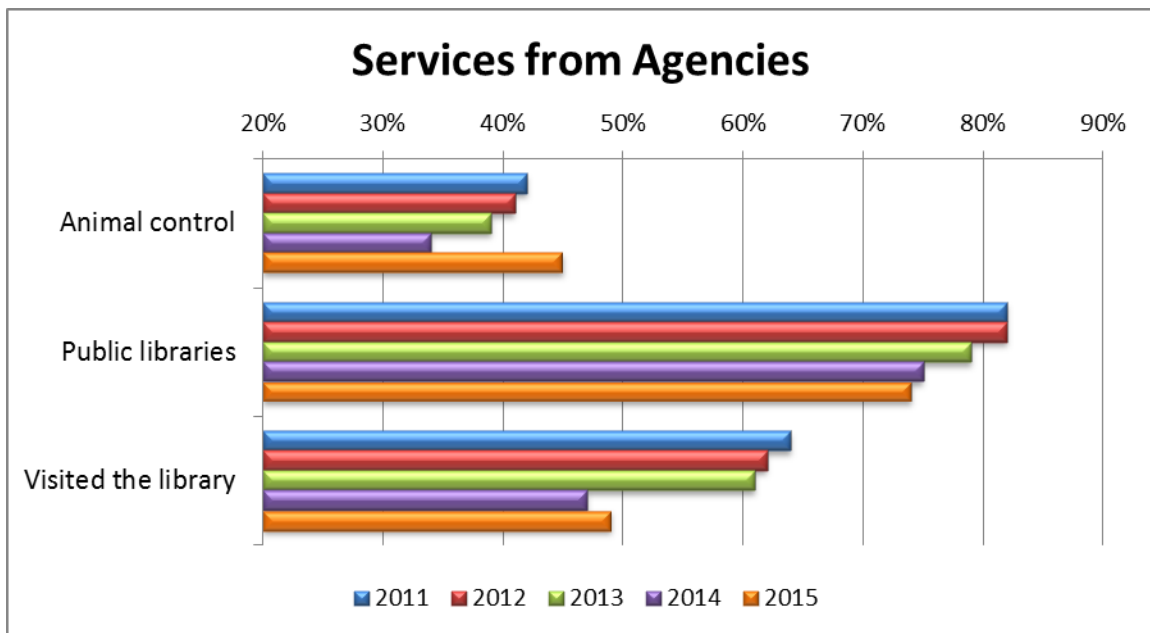
Other Departments, Agencies & Budget Accounts



Airplane and hangars at Morristown Regional Airport

Social Services

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



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

☐ Comments on FY 2015 Actual and FY 2016 Projections:

- There are no major changes in this account.

☐ Significant Changes for FY 2017:

- TN Achieves is now a state-funded program.
- Project Graduation is being included in the original budget for FY17 rather than adding as a resolution.

☐ Personnel Summary

- No personnel are assigned to this area.

☐ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|----------------|----------------|-----------------|----------------|
| 44600 - Non-Profit Agencies | | | | |
| 641 ALPS | 9,500 | 10,625 | 10,625 | 13,000 |
| 643 BOYS & GIRLS CLUB, INC | 15,675 | 16,500 | 16,500 | 16,500 |
| 644 CEASE | 16,625 | 17,750 | 17,750 | 18,000 |
| 646 CHILD ADVOCACY | 950 | 1,000 | 1,000 | 1,000 |
| 648 GIRLS, INC. | 11,400 | 12,500 | 12,500 | 15,000 |
| 649 HELPING HANDS | 7,125 | 7,125 | 7,125 | 7,125 |
| 650 KAB | 19,952 | 19,950 | 19,950 | 19,950 |
| 652 M-H CHILD CARE CENTERS | 22,800 | 23,925 | 23,925 | 23,925 |
| 653 NEW HOPE RECOVERY | 4,750 | 5,000 | 5,000 | 5,000 |
| 655 ROSE CENTER | 11,875 | 13,000 | 13,000 | 13,000 |
| 656 SENIOR CITIZENS CENTER | 47,500 | 48,625 | 48,625 | 48,625 |
| 657 SENIOR CITIZENS HOME ASSISTANCE | 4,750 | 5,000 | 5,000 | 5,000 |
| 658 STEPPING OUT | 1,425 | 5,000 | 5,000 | 5,000 |
| 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 | 5,000 | 6,125 | 6,125 | - |
| 663 DIVERSITY TASK FORCE | 7,000 | 7,000 | 7,000 | 7,000 |
| 665 PROJECT GRADUATION | - | - | - | 1,000 |
| 666 HCEXCEL IMAGINATION LIBRARY | 10,000 | 10,000 | 10,000 | 10,000 |
| 44600 - Social Services SUBTOTAL | 237,202 | 250,000 | 250,000 | 250,000 |

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 2015-2016:

- The Morristown Municipal Airport Commission continues to provide strong and consistent leadership in the advancement of the airport.
- Fuel Farm replacement and apron expansion is now complete.
- Obstruction Removal/Tree Removal completed.
- Pavement rehabilitation project engineering 35% completed with anticipated completed at end of current fiscal year.
- T Hangar Repair project engineering underway. Anticipate completion of the project around the end of the current fiscal year.
- Purchased property adjacent to airport for future T Hangar.
- Executed General FBO lease agreement.
- Submitted Airport Layout Plan to review by the TDOT Aeronautics Division.
- Completed annual SPCC training.
- Completed annual update of Capital Improvement Program as required by TAC.
- Former Kalitta facility under new lease and occupied.
- Completed Phase I of hangar repairs.
- Completed Phase I of pavement rehabilitation.

❑ Goals for FY 2016 - 2017:

- Complete Phase II of hangar repairs.
- Complete Phase II of pavement rehabilitation.
- Complete minor repairs to terminal building.
- Prepare purchased property for T Hangar site, leverage grant funding for hangar construction when available.
- Purchase property within the Runway Protection Zone.
- Continue maximizing use of local funding to leverage grant opportunities.
- Complete annual update of Capital Improvement Program as required by TAC.
- Complete update of SPCC and associated training.

❑ **Comments on FY 2015 Actual and FY 2016 Projections:**

- Increase attributed to an increase in state-funded projects funded by grants.

❑ **Significant Changes for FY 2017:**

- There is a decrease in repair & maintenance – bldg./grounds due to reduction of construction projects.

❑ **Personnel Summary**

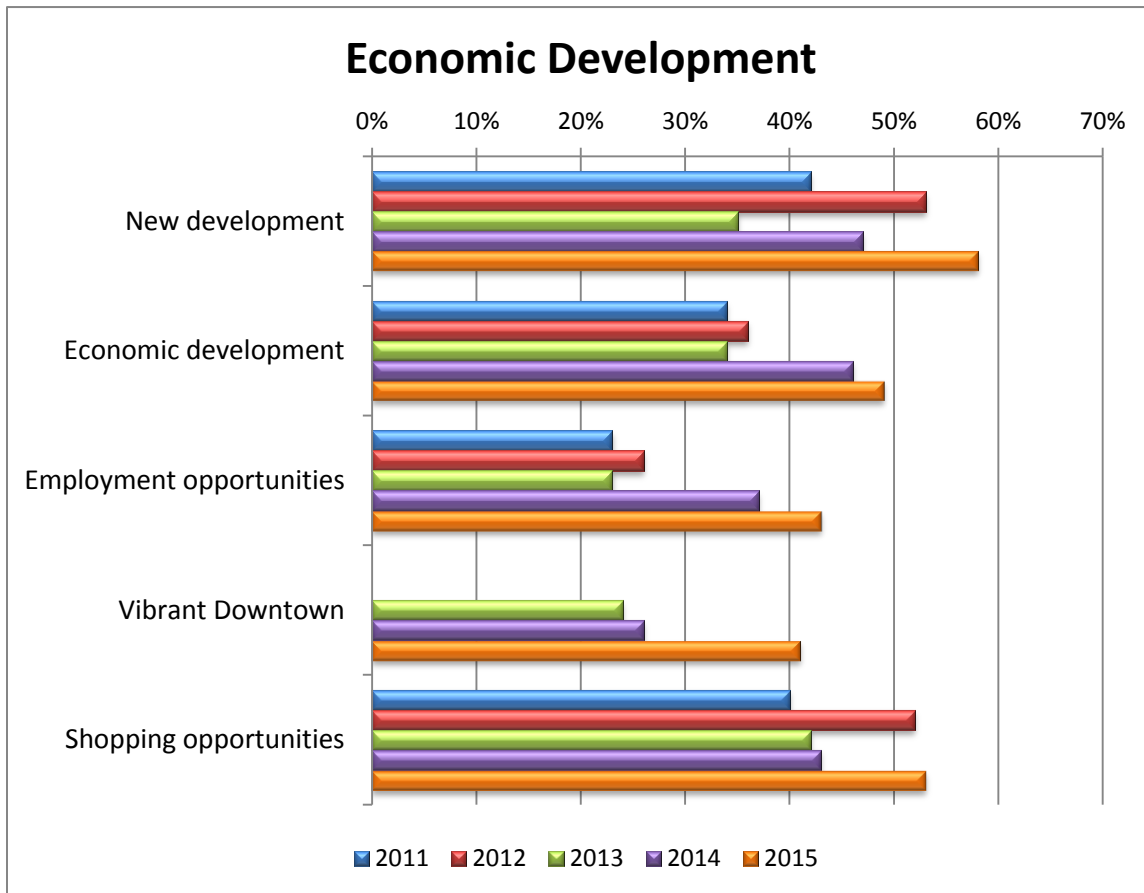
- There are no City personnel assigned to this department. Staff support is from the Assistant City Administrator. The City Administrator serves as the Secretary to the Airport Commission.

❑ **Budget Expense Detail**

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|------------------|------------------|------------------|
| 48100 - Airport | | | | |
| 226 CLOTHING/UNIFORM/SOES | 107 | - | - | - |
| 310 POSTAL SERVICE | 114 | 400 | 187 | 400 |
| 330 LEGAL NOTICES | 1,023 | 750 | 91 | 750 |
| 341 ELECTRICITY | 23,732 | 20,902 | 23,917 | 25,000 |
| 342 WATER & SEWER | 22,670 | 19,771 | 22,970 | 24,000 |
| 343 NATURAL GAS & PROPANE | 4,579 | 3,564 | 4,786 | 5,000 |
| 345 TELEPHONE SERVICES | 2,250 | 2,276 | 2,703 | 3,000 |
| 359 OTHER PROFESSIONAL SRVCS | 5,350 | 25,000 | - | 20,000 |
| 362 REPAIR & MAINTENANCE-OPERATIONS EQUIP | 1,492 | 2,000 | 3,064 | 5,000 |
| 364 REPAIR & MAINTENANCE-BLDG./GROUNDS | 22,916 | 25,000 | 10,873 | 20,000 |
| 375 MEMBERSHIPS & DUES | 455 | 350 | 80 | 350 |
| 378 EDUCATION - SEMINARS & TRAINING | 450 | 1,500 | 450 | 1,000 |
| 383 TRAVEL-BUSINESS EXPENSES | 1,324 | 1,000 | 856 | 1,500 |
| 399 OTHER CONTRACTED SERVICES | 26,681 | 28,456 | 27,084 | 31,456 |
| 411 OFFICE SUPPLIES & MATERIALS | - | 150 | - | 150 |
| 413 OFFICE EQUIPMENT | 300 | 1,000 | - | 500 |
| 429 GENERAL OPERATING SUPPLIES | 1,762 | 4,000 | 198 | 1,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | - | 500 | - | - |
| 455 CRUSHED STONE & SAND | 401 | 500 | - | - |
| 999 OTHER CAPITAL OUTLAY | 795,022 | 1,769,500 | 1,557,722 | 1,029,800 |
| 48100 - Airport SUBTOTAL | 910,628 | 1,906,619 | 1,654,981 | 1,168,906 |

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 2015 Actual and FY 2016 Projections:

- Fast Track grant from State provided a rail spur for Colortech.

❑ Significant Changes for FY 2017:

- Moving transfer of LAMTPO from transfers to Special Appropriations.
- Summer feeding program is now being managed by Girls Inc.
- Improvements to industrial parks is now reflected in the Capital Projects Fund.

❑ Personnel Summary

- No personnel are assigned to this area.

□ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|------------------|------------------|------------------|------------------|
| 81000 - Special Appropriations | | | | |
| 610 ANIMAL CONTROL | 137,892 | 162,890 | 137,890 | 137,890 |
| 612 E-911 DISTRICT | 232,364 | 217,000 | 216,758 | 216,758 |
| 613 SUMMER FEEDING PROGRAM | 89,192 | 90,000 | 36,643 | - |
| 614 PUBLIC LIBRARY | 257,000 | 257,000 | 257,000 | 267,250 |
| 616 ECONOMIC DEVELOPMENT (HOTEL TAX) | 228,040 | 200,000 | 242,164 | 250,000 |
| 617 INDUSTRIAL PARKS | 100,000 | 200,000 | - | - |
| 618 FAST TRACK GRANTS | - | - | 857,150 | - |
| 619 EMERGENCY MANAGEMENT AGENCY | 17,328 | 45,000 | 35,474 | 45,000 |
| 620 TIF AGREEMENTS | 24,834 | 185,000 | 115,002 | 200,000 |
| 630 LAMTPO ADMINISTRATIVE MATCH | - | - | 45,850 | 65,771 |
| 662 CROCKETT TAVERN MUSEUM | 8,125 | 8,125 | 7,500 | 7,500 |
| 664 WORKFORCE DEVELOPMENT | 10,000 | 10,000 | 10,000 | 10,000 |
| 81000 - Special Appropriations SUBTOTAL | 1,104,775 | 1,375,015 | 1,961,431 | 1,200,169 |

Other Expenses



Construction of new downtown Farmers Market

General Fund Debt Service

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

❑ Significant Changes for FY 2017:

- There is an increase due to debt payment variable rate increase in interest to 5%.

❑ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|-------------------------------------|------------------|------------------|------------------|------------------|
| 49100 - Debt Service General | | | | |
| 711 DEBT PRINCIPAL | 1,147,537 | 1,186,216 | 1,186,216 | 1,200,136 |
| 731 DEBT INTEREST | 161,713 | 498,174 | 201,681 | 753,970 |
| 798 PAYING AGENT FEES | 93,262 | 100,000 | 97,944 | 100,000 |
| 49100 - Bonds SUBTOTAL | 1,402,512 | 1,784,390 | 1,485,841 | 2,054,106 |

Debt Detail – General Fund

| Year | City of Morristown TOTAL GENERAL FUND DEBT | | | |
|---------|---|-----------|-------------|-------------------|
| | Principal | Interest | Total | Remaining Balance |
| FY 2017 | \$1,200,136 | \$753,970 | \$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 |
|--------------------------------|---------------|-------------|-------------|-------------------|
| 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 208 Issue | \$4,000,000 | 5.00% | Variable | 2028 |
| TML Energy Bonds | \$1,290,000 | 5.00% | Variable | 2028 |
| 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 2015 Actual and FY 2016 Projections:

- There are no major variances in this account.

☐ Significant Changes for FY 2017:

- There is an increase due to creation of Capital Projects Fund.
- Portions of Narcotics are now reflected in General Fund.

☐ Personnel Summary

- There are no personnel assigned to this function.

☐ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|------------------|------------------|
| <i>92000 - Transfers to Other Funds</i> | | | | |
| 630 NARCOTICS | 483,218 | 468,623 | 568,623 | - |
| 635 SOLID WASTE 435 | 300,000 | 400,000 | 400,000 | 230,000 |
| 637 LAMTPO | - | 45,850 | - | - |
| 639 CAPITAL PROJECTS FUND | - | - | 1,375,000 | 3,150,000 |
| <i>92000 - Transfers to Other Funds SUBTOTAL</i> | <i>783,218</i> | <i>914,473</i> | <i>2,343,623</i> | <i>3,380,000</i> |

Narcotics Fund



Revenue Analysis

The Narcotics Fund is financed by program income which is generated by drug enforcement activity and confiscation of assets by the courts as the results of convictions. In FY17, the program income is expected to be near what was actually collected in FY 16.

With a reorganization of this operation, routine expenses which were previously financed by a transfer from the General Fund have been reassigned to the General Fund. The reduced scope of operations in this fund will be limited to those activities allowed by law for confiscated funds.

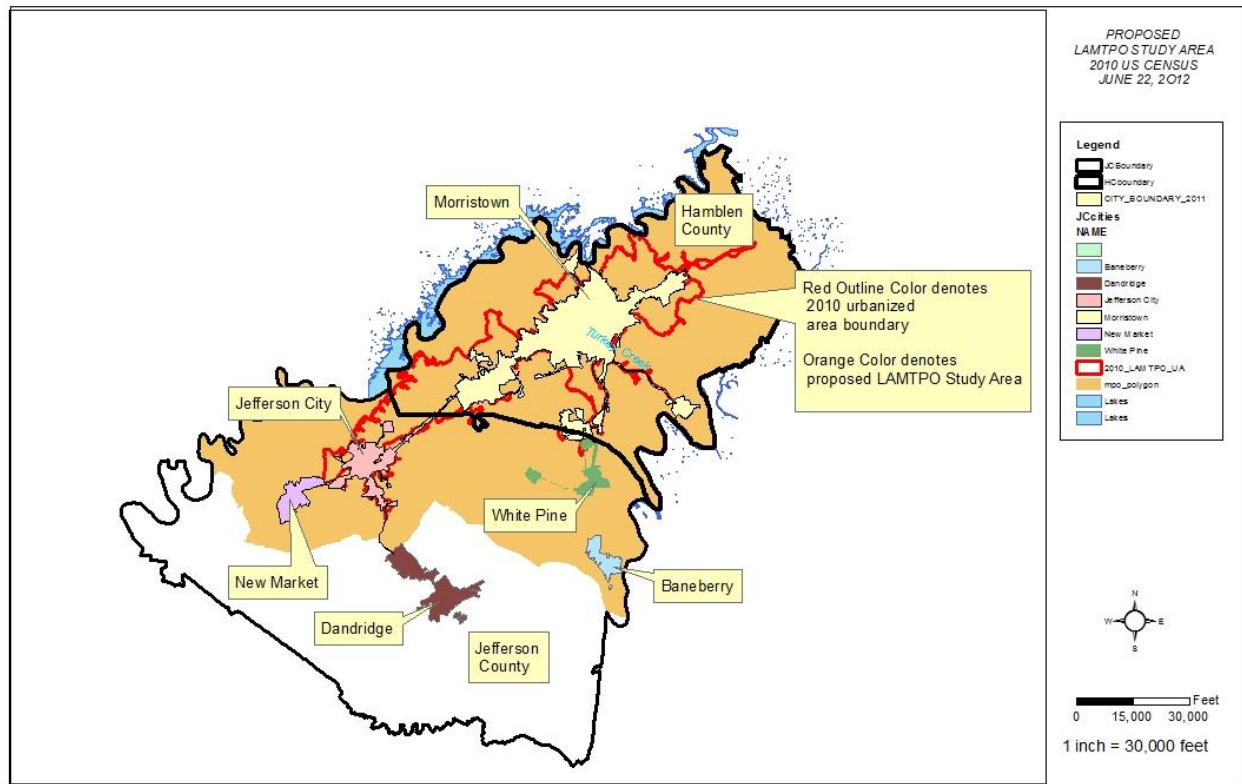
Revenue Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| 126-000- Narcotics Fund Revenue | | | | |
| 33291 FEDERAL REIMB & REFUNDS | 2,477 | - | 8,853 | - |
| 33619 OCEDTF REIMBURSEMENT | 16,971 | - | 9,055 | - |
| 34900 PROGRAM INCOME | 78,210 | 126,948 | 81,342 | 80,000 |
| 37810 TRANSFERS GENERAL FUND | 483,218 | 468,623 | 568,623 | - |
| Total Narcotics Revenue & Transfers | 580,876 | 595,571 | 667,873 | 80,000 |

□ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| 42170 -Narcotics | | | | |
| 111 SALARIES & WAGES | 278,111 | 244,802 | 308,693 | - |
| 112 OVERTIME | 25,519 | 11,500 | 21,630 | - |
| 119 HOLIDAY PAY | - | - | 9,889 | - |
| 134 HOLIDAY BONUS | 2,863 | 2,874 | 4,536 | - |
| 210 FICA | 17,997 | 16,069 | 21,374 | - |
| 212 MEDICARE | 4,209 | 3,758 | 4,999 | - |
| 213 TCRS CONTRIBUTION | 41,885 | 38,514 | 51,230 | - |
| 214 EMPLOYEE HEALTH INS | 59,208 | 63,330 | 77,299 | - |
| 217 EMPLOYEE LIFE INS | 997 | 813 | - | - |
| 219 WORKERS COMPENSATIONS INSURANCE | 7,950 | 7,950 | 6,824 | - |
| 226 CLOTHING/UNIFORM/SHOES | 4,702 | 4,000 | 3,962 | - |
| 310 POSTAL SERVICE | 297 | 350 | 254 | - |
| 321 PRINTING SERVICES | - | - | 37 | - |
| 330 LEGAL NOTICES | 529 | 500 | 453 | - |
| 345 TELEPHONE SERVICES | 5,892 | 7,259 | 5,582 | 7,259 |
| 351 MEDICAL SERVICES | - | 140 | 56 | - |
| 361 REPAIR & MAINTENANCE-VEHICLES | - | 250 | 205 | 250 |
| 363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT | - | 465 | - | - |
| 375 MEMBERSHIPS & DUES | 100 | 265 | 214 | - |
| 378 EDUCATION - SEMINARS & TRAINING | 1,409 | 2,100 | 729 | - |
| 383 TRAVEL-BUSINESS EXPENSES | 2,820 | 3,700 | 2,796 | - |
| 399 OTHER CONTRACTED SERVICES | 5,092 | 8,400 | 5,265 | 8,400 |
| 411 OFFICE SUPPLIES & MATERIALS | 2,063 | - | 428 | 2,000 |
| 413 OFFICE EQUIPMENT | - | - | - | 1,500 |
| 419 SMALL TOOLS & MINOR EQUIPMENT | - | 2,802 | 2,820 | 2,050 |
| 429 GENERAL OPERATING SUPPLIES | 1,419 | 3,000 | 2,553 | - |
| 431 GASOLINE & DIESEL FUEL | 12,156 | 19,600 | 8,166 | 19,600 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 4,179 | 3,000 | 5,254 | 5,000 |
| 510 INSURANCE - GENERAL LIABILITY | 12,005 | 12,005 | 12,386 | - |
| 523 PROPERTY (CONTENTS) INSURANCE | 1,625 | 1,625 | 1,398 | - |
| 533 EQUIPMENT- RENTAL/LEASE | 1,905 | 2,700 | 1,904 | - |
| 694 UNDERCOVER EXPENSES | 52,806 | 75,000 | 51,602 | 70,000 |
| 695 K-9 SUPPLIES | 4,308 | 10,000 | 17,602 | 15,000 |
| 971 MOTOR EQUIPMENT | - | 32,800 | 32,974 | - |
| 999 OTHER CAPITAL OUTLAY | - | 16,000 | 15,000 | - |
| 42170 - Narcotics SUBTOTAL | 552,046 | 595,571 | 678,114 | 131,059 |

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 projects and their funding sources. The matching requirements are paid by a transfer from the General Fund and from other members of the organization who participate in the project. The overall increase is due to the long range transportation project which will get underway in FY 17.

Revenue Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|----------------|----------------|-----------------|----------------|
| 172- LAMPTO Revenue | | | | |
| 33640 PLANNING ADMIN REIMBURSEMENT | - | 216,009 | - | 175,908 |
| 33641 GENERAL FUND TRANSFER | 45,130 | 45,850 | 45,850 | 65,771 |
| 33645 TRANSPORTATION PLANNING REIMB STATE | 74,912 | - | 72,884 | 87,175 |
| 33646 SECTION 5307 | 129,697 | - | - | - |
| 33648 SECTION 5303 | 8,193 | 16,629 | 22,100 | - |
| 33800 OTHER COUNTY REVENUE | - | 10,000 | 1,320 | - |
| Total LAMPTO Revenue & Transfers | 257,932 | 288,488 | 142,154 | 328,854 |

Mass transit funding previously flowed through this fund and the service was contracted with ETHRA. By action of the board beginning in FY 14, the funds flow directly to ETHRA for this service.

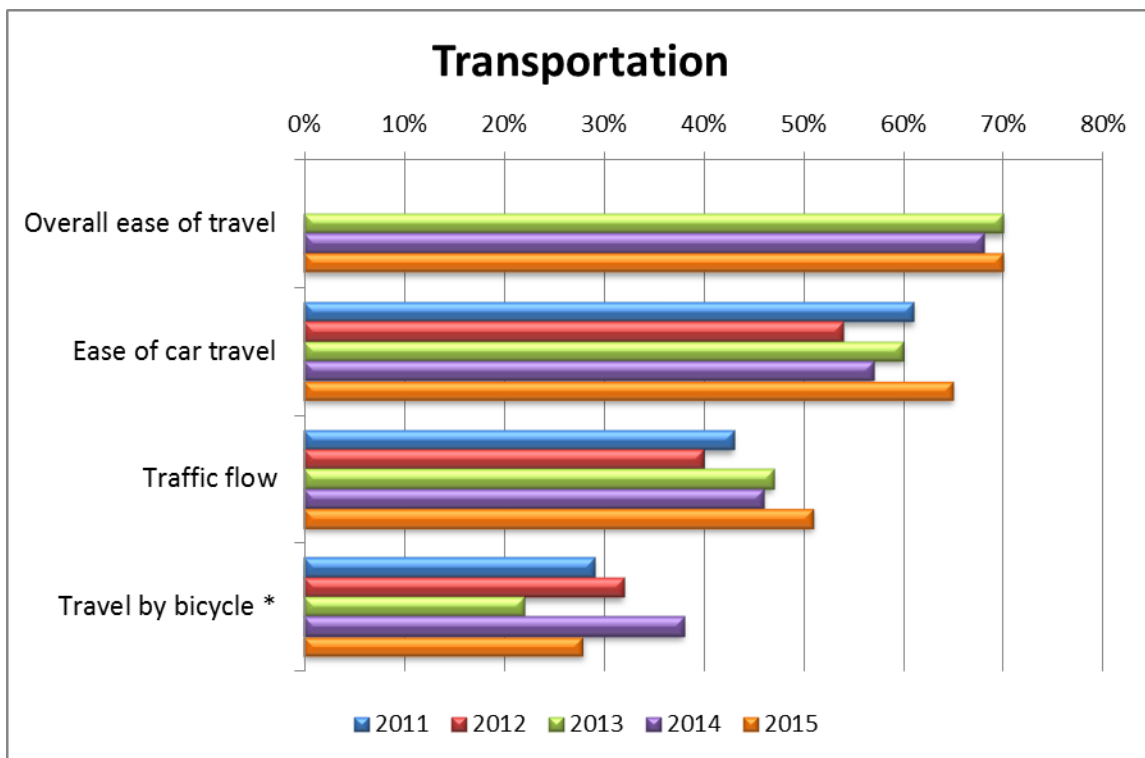
Transportation Planning Administration

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, Jefferson City, White Pine, Hamblen County, and portions of Jefferson 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, White Pine, and portions of Hamblen and Jefferson Counties.

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

❑ Performance and Workload Measures



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

❑ Significant Accomplishments FY 2015-2016:

- Updated Title VI program with TDOT.
- Updated Title VI documents for Federal Highway Administration (FHWA) and Federal Transit Administration (FTA).
- Updated DBE programs with Small Business Element for FHWA and FTA.
- Completed the Human Services Transportation Coordination Plan (HSTCP).
- TIP amendments as needed.
- Submitted Multimodal grant for Morristown.
- Submitted Transportation Alternatives Grant for Morristown.
- Updated Functional Street Classification for the LAMTPO region.
- Updated Future Land Use shapefile for the LAMTPO region.

❑ Goals for FY 2016 - 2017:

- Help start the Freddie Kyle Trailhead.
- Complete the regional wayfinding project.
- Complete the Safe Routes to Schools project.
- 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.
- Complete New 2017-2020 Transportation Improvement Program (TIP).
- Complete New 2018-2019 Unified Planning Work Program (UPWP).
- Establish New Long Range Transportation Plan.
- Update ITS Architecture.
- 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.
- Amend the Transportation Improvement Plan, as needed.
- Update Census Information, as needed.
- Update the Human Services Transportation Coordination Plan, if needed.
- Update the Bylaws and Prospectus, if needed.
- Update the Public Participation plan, if needed.
- Continue Major Hwy Corridor studies within the LAMTPO region, if needed.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- There are no major variances in this area.

❑ Significant Changes for FY 2017:

- There is an increase due to regional transportation plan document.

Personnel Summary

| LAMTPO | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| LAMTPO COORDINATOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TRANSIT PLANNER | 0 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 |
| TOTAL LAMTPO | 1 | 2 | 2 | 2 | 2 | 1 | 1 | 1 | 1 |

Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|----------------|----------------|-----------------|----------------|
| 41761 - Transportation Planning Admin | | | | |
| 111 SALARIES & WAGES | 56,584 | 60,487 | 61,067 | 62,136 |
| 134 HOLIDAY BONUS | 470 | 638 | 634 | 644 |
| 210 FICA | 3,392 | 3,790 | 3,825 | 3,892 |
| 212 MEDICARE | 840 | 886 | 895 | 910 |
| 213 TCRS CONTRIBUTION | 7,701 | 9,083 | 9,169 | 9,329 |
| 214 EMPLOYEE HEALTH INS | 11,040 | 12,709 | 12,767 | 12,713 |
| 217 EMPLOYEE LIFE INS | 246 | 208 | - | 208 |
| 219 WORKERS COMPENSATIONS INSURANCE | 1,325 | 1,325 | 1,137 | 1,137 |
| 310 POSTAL SERVICE | 204 | 1,000 | 226 | 1,000 |
| 330 LEGAL NOTICES | 3,878 | 6,000 | 4,646 | 6,000 |
| 351 MEDICAL SERVICES | 28 | - | - | - |
| 375 MEMBERSHIPS & DUES | 175 | 3,000 | 175 | 3,000 |
| 383 TRAVEL-BUSINESS EXPENSES | - | 5,000 | 1,142 | 5,000 |
| 399 OTHER CONTRACTED SERVICES | 129,846 | 159,885 | - | 219,885 |
| 411 OFFICE SUPPLIES & MATERIALS | 979 | 2,000 | 323 | 2,000 |
| 413 OFFICE EQUIPMENT | - | 3,000 | - | - |
| 499 OTHER SUPPLIES & MATERIALS | 157 | 1,000 | 302 | 1,000 |
| 801 GRANTS & OTHER SUBSIDIES | - | - | 300,000 | - |
| 41761 - Transportation Planning Admin SUBTOTAL | 216,865 | 270,011 | 396,308 | 328,854 |

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|--------------|----------------|-----------------|----------------|
| 41765 - 5303 Admin | | | | |
| 111 SALARIES & WAGES | - | 6,945 | - | - |
| 210 FICA | - | 431 | - | - |
| 212 MEDICARE | - | 101 | - | - |
| 355 COMPUTER/DATA PROCESSING EQUIPMENT | 6,541 | 10,000 | - | - |
| 383 TRAVEL-BUSINESS EXPENSES | - | 1,000 | - | - |
| 399 OTHER CONTRACTED SERVICES | 1,500 | - | - | - |
| 41765 - 5303 Admin SUBTOTAL | 8,041 | 18,477 | - | - |

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 where user fees support the cost of the service. The rate adopted by Council for garbage collection was \$10.00 per can per month.

The goal of being a self-supporting fund has not been realized; the General Fund has been required to contribute in order to provide adequate resources finance operations and replace an aging fleet. In FY17, the General Fund will transfer an amount roughly equivalent to the cost of recycling services. There will be a small drawdown of reserves to balance the budget and meet the operating needs of the sanitation service.

Council will undertake a review of long term plans for financing this service. The current rate will not support collection, disposal, and recycling efforts. There must be a rate increase, change in service level, or in the method of service delivery. The City will explore a variety of options to be implemented in FY 18.

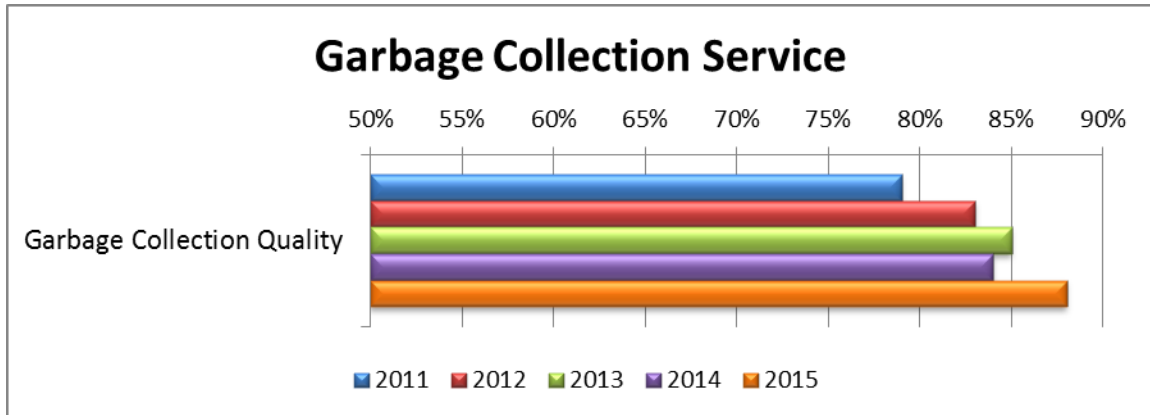
Revenue Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| <i>Fund 435 - Solid Waste Fund Revenue</i> | | | | |
| 37310 SOLID WASTE FEES | 1,356,626 | 1,392,000 | 1,363,498 | 1,365,000 |
| 37810 INTER-FUND TANSFERS | 300,000 | 400,000 | 400,000 | 230,000 |
| <i>Total Solid Waste Revenue & Transfers</i> | <i>1,656,626</i> | <i>1,792,000</i> | <i>1,763,498</i> | <i>1,595,000</i> |

Sanitation

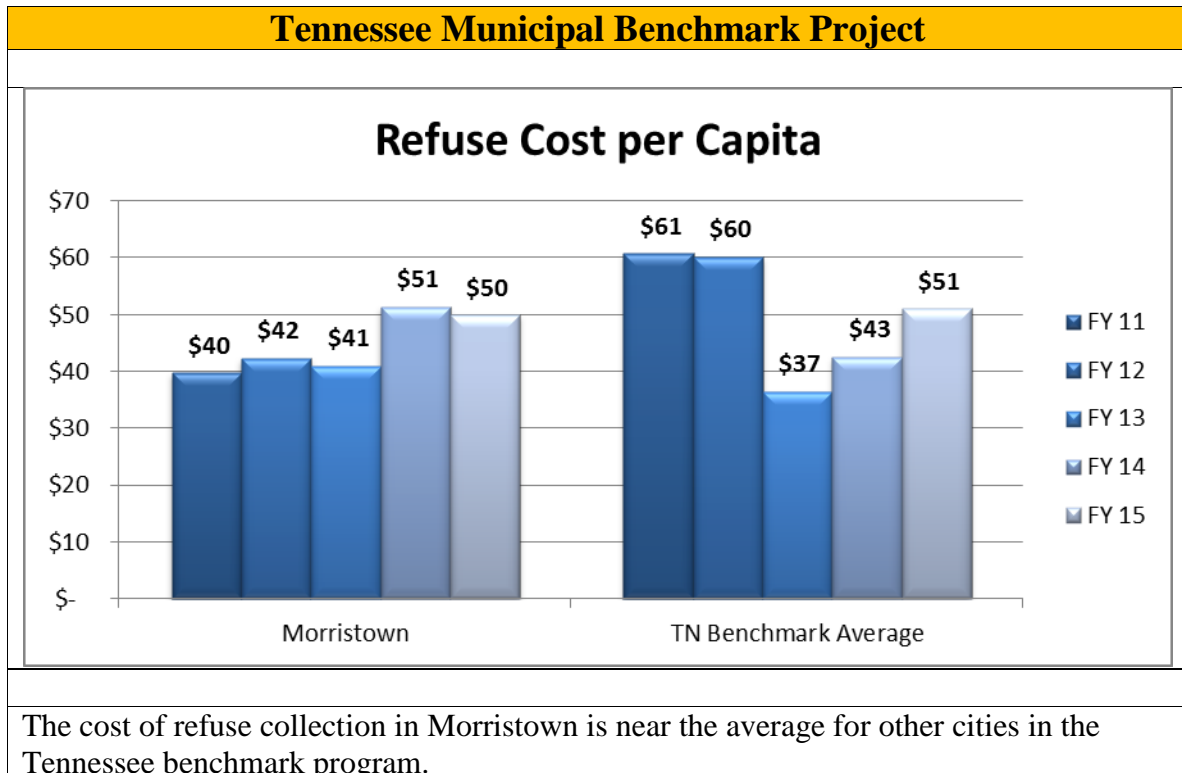
The sanitation division is charged with the collection of residential and small commercial household refuse using twenty yard semi-automated rear loading refuse trucks. The refuse is placed at the curb in ninety gallon roll out carts each week.

Performance and Workload Measures



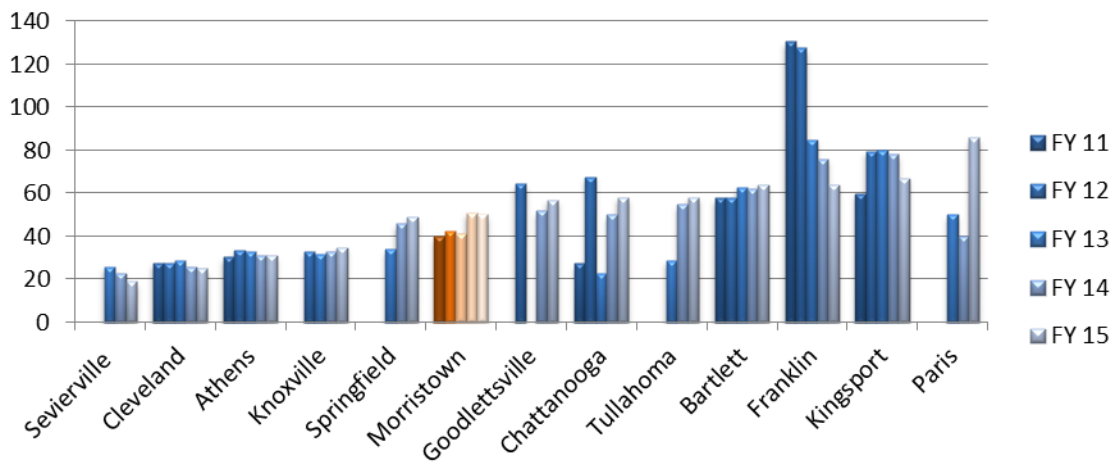
Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark



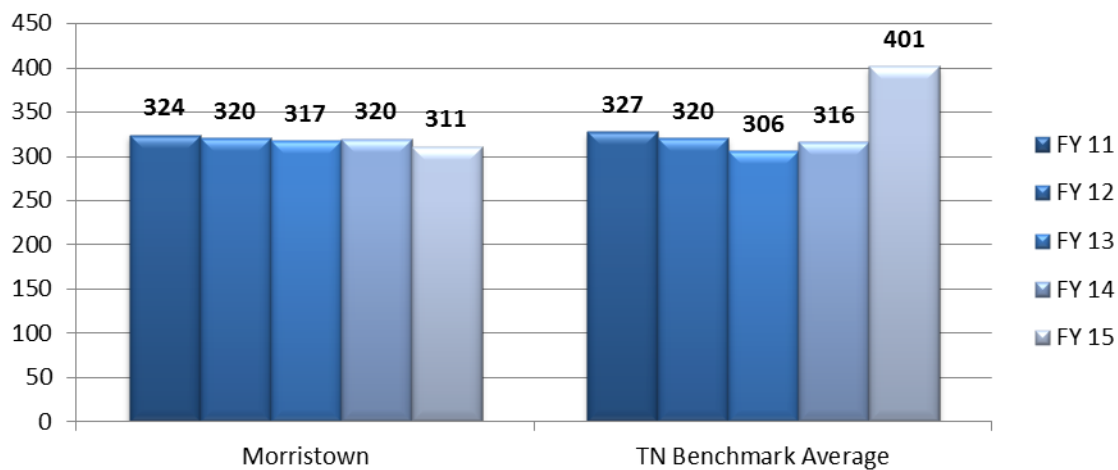
Tennessee Municipal Benchmark Project

Refuse Cost per Capita



The cost of refuse collection in Morristown is near the average for other cities in the Tennessee benchmark program.

Tons Collected per 1,000 Population



Tons collected per population in Morristown decreased slightly while the average of other Tennessee cities increased significantly. Morristown is in the process of reviewing our collection system to determine if alternative methods should be put in place or if more modest adjustments to practices are more appropriate.

❑ Significant Accomplishments FY 2015-2016:

- Provided expected level of surface during multiple snow storm events.
- Continued participation in the MTAS benchmarking program.

❑ Goals for FY 2016 - 2017:

- Continue high level of customer service.
- Complete yearly training requirements.
- Implement driver training program.
- Purchase new Sanitation truck.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- Savings in fuel and tipping fees paid to landfill.

❑ Significant Changes for FY 2017:

- Reduction due to transfer of Public Work Director to Administration.

❑ Personnel Summary

| SOLID WASTE SANITATION | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| PUBLIC WORKS DIRECTOR | 0 | 0 | 0 | 0 | 0 | 0.5 | 0.5 | 0.5 | 0 |
| SANITATION SUPERINTENDENT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| HEAVY EQUIPMENT OPERATOR | 6 | 6 | 6 | 5 | 6 | 5 | 5 | 5 | 3 |
| MEDIUM EQUIPMENT OPERATOR | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 |
| UTILITY WORKER | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 6 |
| TOTAL SOLID WASTE SANITATION | 11 | 11 | 10 | 10 | 10 | 10.5 | 11.5 | 11.5 | 11 |

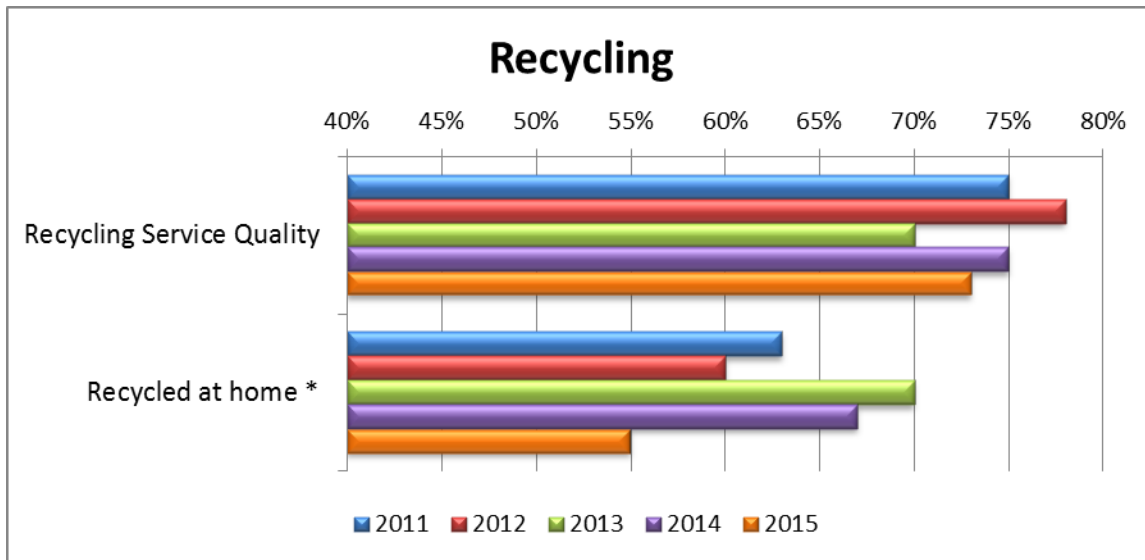
Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|------------------|------------------|------------------|------------------|
| FUND 435- Solid Waste | | | | |
| 111 SALARIES & WAGES | 447,341 | 460,906 | 462,793 | 410,582 |
| 112 OVERTIME | 1,679 | 6,000 | 2,501 | 6,000 |
| 134 HOLIDAY BONUS | 4,871 | 5,575 | 5,249 | 6,081 |
| 210 FICA | 26,841 | 29,294 | 29,174 | 26,205 |
| 212 MEDICARE | 6,277 | 6,851 | 6,823 | 6,129 |
| 213 TCRS CONTRIBUTION | 66,129 | 70,211 | 69,923 | 62,808 |
| 214 EMPLOYEE HEALTH INS | 122,562 | 145,387 | 144,341 | 138,961 |
| 217 EMPLOYEE LIFE INS | - | 1,577 | - | 1,398 |
| 219 WORKERS COMPENSATIONS INSURANCE | 15,238 | 15,238 | 17,347 | 17,347 |
| 226 CLOTHING/UNIFORM/SHOES | 5,539 | 7,000 | 4,940 | 7,000 |
| 310 POSTAL SERVICE | 4 | 50 | - | 50 |
| 330 LEGAL NOTICES | 1,555 | 1,200 | 1,760 | 2,000 |
| 345 TELEPHONE SERVICES | 600 | 602 | 652 | 700 |
| 351 MEDICAL SERVICES | 498 | 900 | 611 | 900 |
| 361 REPAIR & MAINTENANCE-VEHICLES | - | 7,500 | 60 | 7,500 |
| 378 EDUCATION - SEMINARS & TRAINING | 195 | 200 | 416 | 500 |
| 383 TRAVEL-BUSINESS EXPENSES | 5 | - | - | - |
| 399 OTHER CONTRACTED SERVICES | 151,603 | 132,000 | 130,964 | 134,400 |
| 411 OFFICE SUPPLIES & MATERIALS | 123 | 200 | 65 | 200 |
| 424 JANITORIAL SUPPLIES | 116 | - | - | - |
| 429 GENERAL OPERATING SUPPLIES | 668 | 1,250 | 1,299 | 1,250 |
| 431 GASOLINE & DIESEL FUEL | 53,465 | 80,000 | 33,683 | 80,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 54,715 | 65,000 | 69,037 | 65,000 |
| 487 SOLID WASTE CONTAINERS | 30,939 | 40,000 | 39,578 | 40,000 |
| 510 INSURANCE - GENERAL LIABILITY | 11,058 | 11,058 | 11,409 | 11,980 |
| 523 PROPERTY (CONTENTS) INSURANCE | 1,497 | 1,497 | 1,288 | 1,350 |
| 562 LANDFILL FEE/DISPOSITION CHARGES | 401,985 | 390,000 | 363,742 | 410,000 |
| 960 MACHINERY & EQUIPMENT | - | 8,000 | 6,947 | - |
| 43210 - Solid Waste SUBTOTAL | 1,405,503 | 1,487,496 | 1,404,602 | 1,438,341 |

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.

❑ Performance and Workload Measures

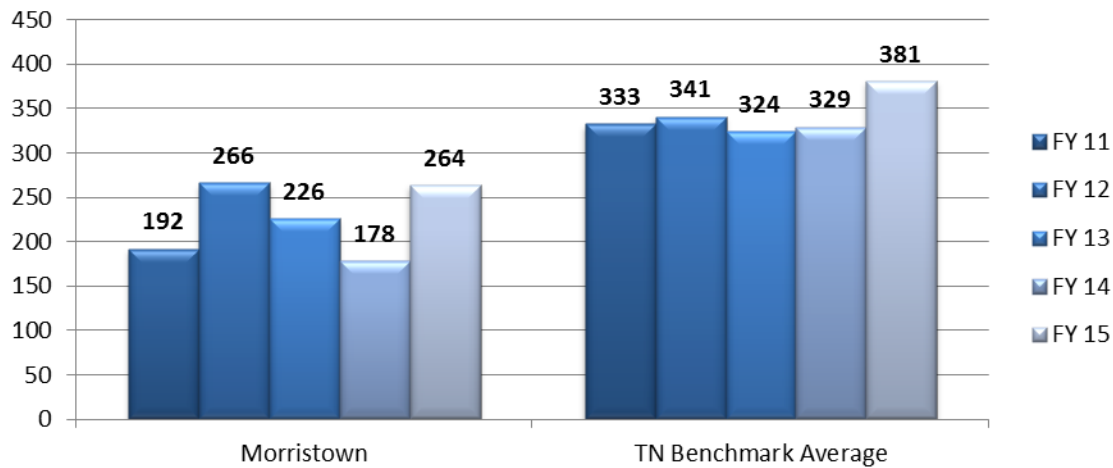


Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

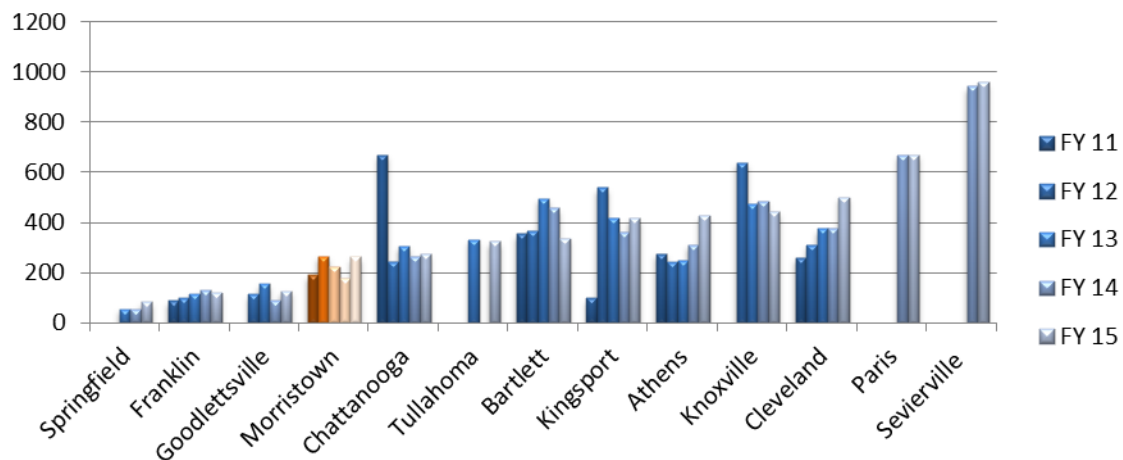
*- reflects an area rated below the national benchmark

Tennessee Municipal Benchmark Project

Tons Diverted per 1,000 Population



Tons Diverted per 1,000 Population



The success of Morristown's recycling effort has improved, but continues to lag behind most cities in Tennessee. This will continue to be an area of emphasis with increased promotion and education. We also plan to provide more recycling containers to residents who demonstrate an interest in the program.

| Recycling | | | | | |
|---------------------------------|---------|--------|--------|---------|---------|
| | FY 2011 | FY2012 | FY2013 | FY 2014 | FY 2015 |
| Tons | 832 | 547 | 530 | 356 | 562 |
| % Increase / Decrease | -20.3% | -34.3% | -3.1% | -32.8% | 57.9% |
| % Diverted from Landfill | 8.1% | 5.5% | 5.4% | 5.3% | 5.8% |

| Total Diverted from Landfill | | | | | |
|------------------------------|---------|--------|--------|---------|---------|
| | FY 2011 | FY2012 | FY2013 | FY 2014 | FY 2015 |
| Recycling | 832 | 547 | 530 | 356 | 562 |
| Brush | 2,691 | 3,431 | 3,702 | 2,394 | 3,683 |
| Leaf Collection | 2,000 | 1,950 | 2,052 | 1,614 | 1,383 |
| White Goods | 48 | 72 | 97 | 84 | - |
| Oil and Electronics | 9 | 14 | 20 | 29 | - |
| Total Diverted from Landfill | 5,580 | 6,014 | 6,401 | 4,477 | 5,628 |
| Total Waste Stream | 18,154 | 17,800 | 17,959 | 11,895 | 16,132 |
| % Diverted from Landfill | 31% | 34% | 36% | 38% | 35% |

❑ Significant Accomplishments FY 2015-2016:

- Eliminated waiting list for roll out recycle carts.
- Purchased larger quantity of recycle carts to enable the City to meet future requests.

❑ Goals for FY 2016 - 2017:

- Double the number of recycle carts purchased.
- Increase recycling efforts by social media campaign.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- Took aggressive action to replace older smaller 40 gallon containers with 90 gallon containers.

❑ Significant Changes for FY 2017:

- There is an increase in solid waste containers due to purchase of additional recycling containers to double supply. This is part of a focused effort on promoting recycling among Morristown residents.

❑ Personnel Summary

| SOLID WASTE RECYCLING | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 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 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|----------------|----------------|-----------------|----------------|
| <i>FUND 435- Curbside Recycling</i> | | | | |
| 111 SALARIES & WAGES | 69,359 | 70,461 | 71,726 | 71,821 |
| 112 OVERTIME | 231 | 750 | 353 | 750 |
| 134 HOLIDAY BONUS | 901 | 921 | 923 | 927 |
| 210 FICA | 4,226 | 4,472 | 4,526 | 4,557 |
| 212 MEDICARE | 988 | 1,046 | 1,059 | 1,066 |
| 213 TCRS CONTRIBUTION | 10,475 | 10,719 | 10,848 | 10,922 |
| 214 EMPLOYEE HEALTH INS | 35,654 | 25,255 | 36,998 | 25,256 |
| 217 EMPLOYEE LIFE INS | - | 243 | - | 247 |
| 219 WORKERS COMPENSATIONS INSURANCE | 2,651 | 2,651 | 2,277 | 2,277 |
| 226 CLOTHING/UNIFORM/SHOES | 2,461 | 1,500 | 1,051 | 1,500 |
| 310 POSTAL SERVICE | 4 | - | - | 25 |
| 330 LEGAL NOTICES | 77 | 100 | - | 100 |
| 351 MEDICAL SERVICES | 56 | 200 | 56 | 200 |
| 361 REPAIR & MAINTENANCE-VEHICLES | - | 2,500 | - | 2,500 |
| 383 TRAVEL-BUSINESS EXPENSES | 155 | 400 | - | 400 |
| 399 OTHER CONTRACTED SERVICES | 30,934 | 55,000 | 38,879 | 55,000 |
| 411 OFFICE SUPPLIES & MATERIALS | - | 200 | - | 200 |
| 419 SMALL TOOLS & MINOR EQUIPMENT | 225 | - | - | - |
| 424 JANITORIAL SUPPLIES | - | 100 | - | 100 |
| 431 GASOLINE & DIESEL FUEL | 12,018 | 12,000 | 6,062 | 12,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 2,780 | 9,000 | 3,577 | 9,000 |
| 487 SOLID WASTE CONTAINERS | 14,994 | 30,000 | 29,544 | 60,000 |
| 510 INSURANCE - GENERAL LIABILITY | 1,948 | 1,948 | 2,070 | 2,175 |
| 523 PROPERTY (CONTENTS) INSURANCE | 65 | 65 | 227 | 240 |
| <i>44500 - Curbside Recycling SUBTOTAL</i> | 190,202 | 229,531 | 210,176 | 261,263 |

Solid Waste Non-Departmental

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.

□ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|---------------|----------------|-----------------|----------------|
| 49180 - Debt Service Solid Waste | | | | |
| 711 DEBT PRINCIPAL | 26,023 | 25,313 | 26,154 | 25,476 |
| 731 DEBT INTEREST | 8,192 | 7,676 | 7,871 | 7,107 |
| 798 PAYING AGENT FEES | - | 500 | - | 500 |
| 49180 - Debt Service Solid Waste SUBTOTAL | 34,215 | 33,489 | 34,025 | 33,083 |

| Year | Total Solid Waste Fund Debt | | | |
|---------|-----------------------------|----------------|----------|-------------------|
| | Total Principal | Total Interest | Total | Remaining Balance |
| FY 2017 | \$25,476 | \$7,107 | \$32,584 | \$278,108 |
| FY 2018 | \$25,639 | \$6,535 | \$32,174 | \$252,469 |
| FY 2019 | \$25,802 | \$5,957 | \$31,759 | \$226,667 |
| FY 2020 | \$25,965 | \$5,375 | \$31,340 | \$200,702 |
| FY 2021 | \$25,828 | \$4,791 | \$30,619 | \$174,874 |
| FY 2022 | \$25,991 | \$4,205 | \$30,196 | \$148,883 |
| FY 2023 | \$26,186 | \$3,614 | \$29,800 | \$122,696 |
| FY 2024 | \$36,382 | \$2,914 | \$39,296 | \$86,314 |
| FY 2025 | \$6,777 | \$2,413 | \$9,191 | \$79,537 |
| FY 2026 | \$6,973 | \$2,213 | \$9,186 | \$72,564 |
| FY 2027 | \$7,168 | \$2,007 | \$9,176 | \$65,396 |
| FY 2028 | \$7,364 | \$1,796 | \$9,160 | \$58,032 |
| FY 2029 | \$7,592 | \$1,578 | \$9,170 | \$50,440 |
| FY 2030 | \$7,820 | \$1,354 | \$9,174 | \$42,620 |
| FY 2031 | \$8,048 | \$1,123 | \$9,171 | \$34,571 |
| FY 2032 | \$8,276 | \$886 | \$9,162 | \$26,295 |
| FY 2033 | \$8,504 | \$641 | \$9,146 | \$17,791 |
| FY 2034 | \$8,765 | \$390 | \$9,155 | \$9,026 |
| FY 2035 | \$9,026 | \$131 | \$9,157 | \$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 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



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. Collections in storm water user fees do not vary significantly over time. Most changes are based on new development which adds impervious surface and increases runoff and water quality issues. While there is significant development activity currently, the total change in impervious surface is not enough to significantly impact revenues.

Debt Proceeds

In 2012, the City issued a \$5,000,000 bond to address some major stormwater drainage issues. The last of these projects were completed in FY 16 and these resources were depleted.

Revenue Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| <i>Fund 440 - Storm Water Fund Revenue</i> | | | | |
| 36120 INTEREST OF INVESTMENT | 5,380 | - | 6,765 | 5,000 |
| 37245 STORM WATER CHARGES | 1,276,063 | 1,506,799 | 1,338,314 | 1,500,000 |
| 38150 RESERVE - DEBT PROCEEDS & BOND ISSUE | - | 1,850,000 | - | - |
| <i>Total Storm Water Revenue & Transfers</i> | <i>1,281,443</i> | <i>3,356,799</i> | <i>1,345,079</i> | <i>1,505,000</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 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| Stormwater Complaints | 28 | 32 | 26 | 34 | 38 |
| Stormwater Complaints resolved | 12 | 19 | 20 | 24 | 31 |
| Land Disturbance Permits | 3 | 17 | 47 | 35 | 28 |
| State TNGCP Permits Reviewed and Tracked | 3 | 11 | 12 | 9 | 7 |
| Illicit Discharge Complaints | 2 | 9 | 11 | 10 | 4 |
| Illicit Discharge Violations Cited | 1 | 4 | 4 | 4 | 0 |
| Notices of Violation Issued | 5 | 11 | 6 | 4 | 4 |
| NOV's resolved | | 8 | 5 | 3 | 4 |
| Construction site Inspections | 18 | 116 | 132 | 126 | 132 |
| Turkey Creek Assessment (feet) | 4,000 | 2,000 | 2,000 | 0 | 0 |
| Stubblefield Creek Assessment (feet) | 12,000 | 12,000 | 1,500 | 0 | 0 |
| Hot Spot outfalls to Stormsewer | 350 | 350 | 353 | 353 | 353 |
| Outfalls to regulatory water | 65 | 32 | 37 | 37 | 37 |

❑ Significant Accomplishments FY 2015-2016:

- Updated storm water ordinances to comply with new state regulations.
- Reviewed site plans to insure conformance with City and State storm water requirements.
- Continued construction of bond-funded storm water capital projects.
- Responded to citizen complaints of flooding and other storm water related issues.
- Inspected construction sites for compliance with city and state requirements.
- Responded to reports of illicit discharges and issued notices of violation where appropriate.
- Received required state Erosion Protection and Sediment Control training for all storm water personnel.
- Insured that all City land disturbing activities are properly permitted and maintained.
- Implemented and enforced the revised storm water ordinance.
- Completed bond-funded capital projects.

❑ Goals for FY 2016 - 2017:

- Insure that all City land disturbing activities are properly permitted and maintained.
- Implement and enforce the revised storm water ordinance.
- Complete bond-funded capital projects.
- Complete the development of a comprehensive storm water infrastructure maintenance program.
- Develop GIS tools to inventory the condition of storm water infrastructure and to track inspection locations and results.
- Continue mapping of the storm water system.
- Implement an illicit discharge detection and elimination program.
- Perform analytical and non-analytical monitoring per the Storm Water Monitoring Program.
- Update and implement the City's Standard Operation Plans for all municipal facilities.
- Begin the inspection and cleaning of the storm water infrastructure.
- Seek Tennessee Emergency Management Agency (TEMA) funding to address flooding issues on Debi Circle.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- Contracted services down due to savings in engineering services.

❑ Significant Changes for FY 2017:

- There are no major changes in this account.

Personnel Summary

| STORM WATER MANAGEMENT | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| HEAVY EQUIPMENT OPERATOR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MEDIUM EQUIPMENT OPERATOR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PUBLIC WORKS DIRECTOR | 0 | 0 | 0 | 0.34 | 0.34 | 0 | 0 | 0 | 0 |
| CITY ENGINEER | 0 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | 0 | 0 | 0 |
| ENGINEERING TECHNICIAN | 1 | 1 | 1 | 1 | 1 | 1 | 1.2 | 1.2 | 1 |
| TOTAL STORM WATER MANAGEMENT | 1 | 1.2 | 1.2 | 1.54 | 1.54 | 1.2 | 1.2 | 1.2 | 1 |

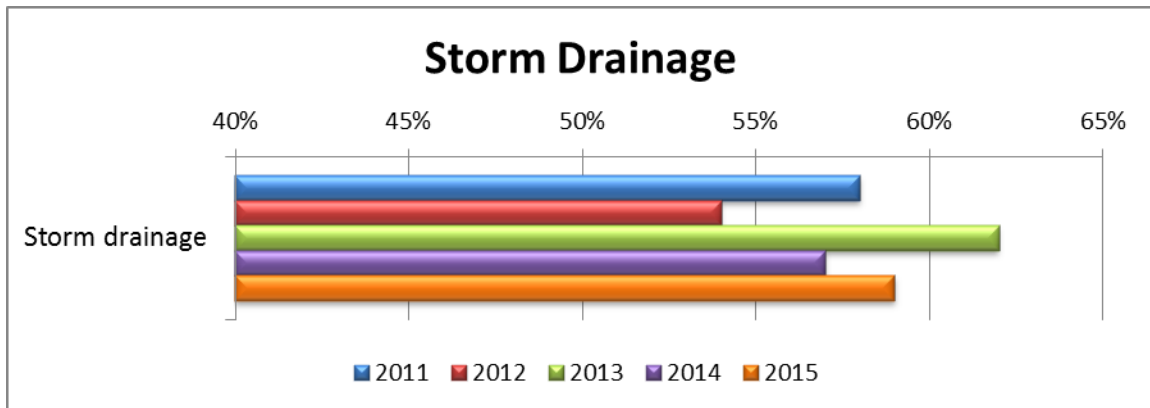
Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| 43292 - Storm Water Administration | | | | |
| 111 SALARIES & WAGES | 76,541 | 81,688 | 77,180 | 78,760 |
| 112 OVERTIME | 1,105 | - | 2,489 | - |
| 134 HOLIDAY BONUS | - | 330 | - | 92 |
| 204 MEDICAL CLAIMS | 7,178 | - | - | - |
| 210 FICA | 4,662 | 5,085 | 4,939 | 4,889 |
| 212 MEDICARE | 1,090 | 1,189 | 1,155 | 1,143 |
| 213 TCRS CONTRIBUTION | - | 12,188 | 11,839 | 11,717 |
| 214 EMPLOYEE HEALTH INS | 12,907 | 15,281 | 14,246 | 12,767 |
| 217 EMPLOYEE LIFE INS | - | 281 | - | 271 |
| 219 WORKERS COMPENSATIONS INSURANCE | 1,590 | 1,590 | 1,365 | 1,365 |
| 226 CLOTHING/UNIFORM/SHOES | 303 | 1,000 | 477 | 1,000 |
| 321 PRINTING SERVICES | 440 | - | - | 500 |
| 330 LEGAL NOTICES | 50 | 1,500 | - | 1,500 |
| 375 MEMBERSHIPS & DUES | 3,625 | 4,500 | 3,760 | 4,500 |
| 378 EDUCATION - SEMINARS & TRAINING | 170 | - | - | - |
| 399 OTHER CONTRACTED SERVICES | 130,020 | 221,000 | 104,001 | 241,000 |
| 431 GASOLINE & DIESEL FUEL | 661 | 1,000 | 1,241 | 2,000 |
| 510 INSURANCE - GENERAL LIABILITY | 2,106 | 2,106 | 2,176 | 2,285 |
| 523 PROPERTY (CONTENTS) INSURANCE | 285 | 285 | 245 | 255 |
| 570 GENERAL FUND IN LIEU STORM WATER | 14,187 | 14,187 | 14,187 | 14,187 |
| 581 GENERAL FUND ADMIN FEE STORM WATER | 15,000 | 15,000 | 15,000 | 15,000 |
| 952 STORMWATER PROJECTS | 320 | - | - | - |
| 43292 - Storm Water Administration SUBTOTAL | 272,240 | 378,210 | 254,300 | 393,231 |

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. This division also includes a work crew that is dedicated to the repair and maintenance of the storm water system. Inspection, cleaning, repair of the storm water system is performed with light and heavy equipment.

□ Performance and Workload Measures



Source: 2015 Citizen Survey – Respondents rating “Good” or “Excellent”

*- reflects an area rated below the national benchmark

| Storm Water Drainway Maintenance | | | | |
|----------------------------------|---------|---------|---------|---------|
| | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| Miles of Right of Way Mowed | 885 | 885 | 885 | 885 |
| Frequency of Mowing (annual) | 6 | 6 | 6 | 6 |
| Storm Drain pipe replaced (feet) | 40 | 0 | 225 | 51 |
| New Storm Drain Lines installed | 0 | 3,000 | 2,500 | 2,466 |

❑ Significant Accomplishments FY 2015-2016:

- Drainage tiles replaced or repaired:
 - Amesbury Drive
 - Brown Ave
 - East Skyline Drive
 - Clarence Lane
 - West 1st North Street
 - West Louis Ave
 - White Oak Circle
- Drainage Ditch and Swales Repaired:
 - Commerce Boulevard
 - Barton Springs Drive
 - East Andrew Johnson Highway
 - Fish Hatchery Road
 - South Liberty Hill Road
 - Morelock Road
 - Old Highway 11-E
 - Watercrest Street
- Drainage Structures Repaired or Replaced:
 - East 2nd North Street
 - East 3rd South Street
 - Clarence Lane
 - White Oak Circle
- Capital Improvement Program
 - Cub Circle
 - Jaybird Road
 - Martin Luther King Park
 - Whitewood Circle
 - Vantage View

❑ Goals for FY 2016 - 2017:

- Continue aggressive campaign to inspect storm water infrastructure.
- Continue an aggressive maintenance program on the infrastructure.
- Survey and map the storm water infrastructure.
- Continue to repair and/or replace infrastructure as needed.

❑ Comments on FY 2015 Actual and FY 2016 Projections:

- Increase due to the completion of major projects and sinkhole repair.

❑ Significant Changes for FY 2017:

- There is a decrease due to completion of capital projects.

□ Personnel Summary

| STORM WATER DRAINS & WAYS | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| UTILITY CREW LEADER | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 |
| MEDIUM EQUIPMENT OPERATOR | 4 | 4 | 4 | 2.6 | 2.6 | 2.6 | 2 | 2 | 2 |
| TOTAL STORM WATER DRAINS & WAYS | 4 | 4 | 4 | 2.6 | 2.6 | 2.6 | 3 | 3 | 3 |

□ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|------------------|------------------|----------------|
| 43293 - Storm Water Drainway Maintenance | | | | |
| 111 SALARIES & WAGES | 129,024 | 99,209 | 170,109 | 144,021 |
| 112 OVERTIME | 1,361 | 10,000 | 2,340 | 10,000 |
| 134 HOLIDAY BONUS | 1,196 | 1,290 | 1,212 | 1,306 |
| 210 FICA | 7,230 | 6,851 | 10,767 | 9,630 |
| 212 MEDICARE | 1,691 | 1,602 | 2,518 | 2,252 |
| 213 TCRS CONTRIBUTION | - | 16,420 | 25,806 | 23,082 |
| 214 EMPLOYEE HEALTH INS | 41,555 | 50,503 | 52,766 | 50,511 |
| 217 EMPLOYEE LIFE INS | - | 478 | - | 487 |
| 219 WORKERS COMPENSATIONS INSURANCE | - | 2,300 | 3,412 | 3,412 |
| 226 CLOTHING/UNIFORM/SHOES | 582 | 2,300 | 1,130 | 2,300 |
| 330 LEGAL NOTICES | - | - | 54 | - |
| 351 MEDICAL SERVICES | 140 | - | 190 | 100 |
| 362 REPAIR & MAINT-OPERATIONS EQUIPMENT | 12,345 | 10,000 | - | 10,000 |
| 378 EDUCATION - SEMINARS & TRAINING | 740 | 1,000 | 546 | 1,000 |
| 399 OTHER CONTRACTED SERVICES | 700 | 75,000 | 43,665 | 30,000 |
| 411 OFFICE SUPPLIES & MATERIALS | 50 | 50 | - | 50 |
| 424 JANITORIAL SUPPLIES | - | 100 | - | 100 |
| 429 GENERAL OPERATING SUPPLIES | 3,196 | 80,000 | 40,234 | 40,000 |
| 431 GASOLINE & DIESEL FUEL | 21,260 | 25,000 | 12,102 | 25,000 |
| 433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC | 415 | - | - | 2,500 |
| 451 CONCRETE PRODUCTS | 5,916 | - | 13,876 | 20,000 |
| 455 CRUSHED STONE & SAND | 16,735 | - | 21,268 | 20,000 |
| 510 INSURANCE - GENERAL LIABILITY | 5,265 | 5,266 | 5,433 | 5,433 |
| 523 PROPERTY (CONTENTS) INSURANCE | 713 | 713 | 613 | 613 |
| 533 EQUIPMENT- RENTAL/LEASE | 50 | - | 220 | 5,000 |
| 952 STORM WATER PROJECTS | 156,080 | 1,600,000 | 1,223,526 | 120,000 |
| 960 MACHINERY & EQUIPMENT | - | 5,000 | 3,582 | 16,000 |
| 971 MOTOR EQUIPMENT | - | 250,000 | 370,000 | - |
| 43293 - Storm Water Drainway Maintenance SUBTOTAL | 406,244 | 2,243,082 | 2,005,369 | 542,797 |

Storm Water – Non-Departmental

☐ Personnel Summary

- No personnel are assigned to this area.

☐ Budget Expense Detail

| Description | Actual 14-15 | Budgeted 15-16 | Estimated 15-16 | Budgeted 16-17 |
|--|----------------|----------------|-----------------|----------------|
| 52780 - Storm Water Miscellaneous Exp. | | | | |
| 760 TRANSFERS TO OTHER ACCOUNTS | - | 29,187 | - | - |
| 61200 - Storm Water Depreciation SUBTOTAL | - | 29,187 | - | - |
| 61200 - Storm Water Depreciation | | | | |
| 572 dep-LINES | 159,358 | - | 159,358 | 160,000 |
| 573 dep-PLANT & MACHINERY | 15,010 | - | 15,010 | 15,010 |
| 574 dep-MOTOR VEHICLES | 18,470 | - | 18,470 | 18,470 |
| 575 dep-OFFICE EQUIPMENT | 4,045 | - | 4,045 | 4,045 |
| 576 dep-OTHER ASSETS | 20,861 | 141,536 | 20,861 | 20,861 |
| 61200 - Storm Water Depreciation SUBTOTAL | 217,744 | 141,536 | 217,744 | 218,386 |
| 49190 Storm Water Debt Service | | | | |
| 711 DEBT PRINCIPAL | - | 211,490 | 209,808 | 211,572 |
| 731 DEBT INTEREST | 126,994 | 143,410 | 152,608 | 137,066 |
| 798 PAYING AGENT FEES | 114 | - | - | - |
| 49190 - Storm Water Debt Service SUBTOTAL | 127,108 | 354,900 | 362,416 | 348,638 |

| Year | Storm Water | | | |
|---------|-------------|-----------|-----------|-------------------|
| | Principal | Interest | Total | Remaining Balance |
| FY 2017 | \$211,572 | \$137,066 | \$348,638 | \$4,229,070 |
| FY 2018 | \$211,653 | \$130,720 | \$342,373 | \$4,017,417 |
| FY 2019 | \$211,735 | \$124,372 | \$336,106 | \$3,805,682 |
| FY 2020 | \$211,816 | \$118,021 | \$329,837 | \$3,593,866 |
| FY 2021 | \$211,897 | \$111,668 | \$323,566 | \$3,381,969 |
| FY 2022 | \$211,979 | \$105,313 | \$317,292 | \$3,169,990 |
| FY 2023 | \$212,077 | \$98,955 | \$311,031 | \$2,957,913 |
| FY 2024 | \$212,174 | \$91,549 | \$303,724 | \$2,745,739 |
| FY 2025 | \$212,272 | \$83,097 | \$295,369 | \$2,533,466 |
| FY 2026 | \$212,370 | \$74,642 | \$287,012 | \$2,321,096 |
| FY 2027 | \$212,468 | \$66,183 | \$278,651 | \$2,108,629 |
| FY 2028 | \$212,565 | \$57,722 | \$270,288 | \$1,896,063 |
| FY 2029 | \$212,680 | \$50,327 | \$263,006 | \$1,683,384 |
| FY 2030 | \$211,181 | \$43,997 | \$255,177 | \$1,472,203 |
| FY 2031 | \$211,295 | \$37,663 | \$248,958 | \$1,260,909 |
| FY 2032 | \$211,409 | \$31,197 | \$242,605 | \$1,049,500 |
| FY 2033 | \$211,523 | \$24,468 | \$235,990 | \$837,977 |
| FY 2034 | \$211,653 | \$17,606 | \$229,259 | \$626,324 |
| FY 2035 | \$211,783 | \$10,611 | \$222,394 | \$414,541 |
| FY 2036 | \$207,271 | \$10,429 | \$217,700 | \$207,271 |
| FY 2037 | \$207,271 | \$524 | \$207,794 | \$0 |

| Stormwater Fund - Outstanding Debt By Issue | | | | |
|--|---------------|-------------|-------------|-------------------|
| Issue | Amount | Rate | Type | Retirement |
| 2012 Bond Issue | \$5,000,000 | 2.00% | Fixed | 2037 |
| 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. In 2012, there was a joint bond issue for sewer and stormwater rehabilitation projects.

Other Information



Citizens at local downtown business

Summary of Capital Equipment

GENERAL FUND

41640 - Computer Operations

| | | | |
|----------------------|------------|--|---------------|
| 110-41640-964 | 964 | OFFICE EQUIPMENT | |
| | | SERVER TO REPLACE MUNIS | 10,000 |
| | | LARGE PRINTER/SCANNER FOR BLUEPRINTS (OSCA) | 20,000 |
| | | REPLACEMENT OF 20 COMPUTERS | 15,000 |
| | | REPLACEMENT OF 16 MDTS FOR FIVE YEAR CYCLE | 10,000 |
| | | SERVER BACKUP | 10,000 |
| | | OTHER EQUIPMENT | 5,000 |
| | | TOTAL | 70,000 |

41710 - Code Enforcement

| | | | |
|----------------------|------------|--------------------------------|--------------|
| 110-41710-419 | 419 | SMALL TOOLS & EQUIP | |
| | | LITTER CREW TOOLS | 1,000 |
| | | TOTAL | 1,000 |

| | | | |
|----------------------|------------|----------------------------------|---------------|
| 110-41710-971 | 971 | MOTOR EQUIPMENT | |
| | | CODES ENFORCEMENT VEHICLE | 35,579 |
| | | TOTAL | 35,579 |

42400 - Inspections

| | | | |
|----------------------|------------|--|---------------|
| 110-42400-971 | 971 | MOTOR EQUIPMENT | |
| | | INSPECTIONS TRUCK (DODGE 1500 4X4 TRADESMAN V8) | 25,000 |
| | | TOTAL | 25,000 |

42110 - Police Administration

| | | | |
|----------------------|------------|-------------------------|--------------|
| 110-42110-413 | 413 | OFFICE EQUIPMENT | |
| | | OFFICE CHAIRS | 500 |
| | | COFFEEMAKER | 660 |
| | | TOTAL | 1,160 |

42120 - Police Patrol & Traffic Safety

| | | | |
|----------------------|------------|-----------------------------------|--------------|
| 110-42120-413 | 413 | OFFICE EQUIPMENT | |
| | | OFFICE CHAIRS/ MISC. EQUIP | 500 |
| | | COFFEE MAKER | 660 |
| | | RMS SCANNER | 500 |
| | | TOTAL | 1,660 |

| | | | |
|----------------------|------------|-------------------------------------|---------------|
| 110-42120-419 | 419 | SMALL TOOLS & EQUIP | |
| | | PORTABLE RADIOS 8 | 7,350 |
| | | TACTICAL THROW LIGHT | 200 |
| | | TRAINING BATONS | 235 |
| | | TASER REPLACEMENT 8 | 14,000 |
| | | DUTY RIFLES | 10,320 |
| | | BODY WORN DIGITAL CAMERAS 15 | 1,800 |
| | | SRT SAFETY EQUIPMENT | 5,860 |
| | | PAT DOWN PROP TRAINING KIT | 340 |
| | | RIFLE LOCKS | 5,400 |
| | | TOTAL | 45,505 |

| | | | |
|----------------------|------------|----------------------------------|--------------|
| 110-42120-960 | 960 | MACHINERY & EQUIPMENT | |
| | | REMOTE EOD | 6,200 |
| | | TOTAL | 6,200 |

| | | | |
|----------------------|------------|--------------------------|----------------|
| 110-42120-971 | 971 | MOTOR EQUIPMENT | |
| | | 7 POLICE VEHICLES | 250,821 |
| | | TOTAL | 250,821 |

| | | | |
|----------------------|------------|---|---------------|
| 110-42120-999 | 999 | OTHER CAPITAL OUTLAY | |
| | | EOD GRID AIM SYSTEM | 3,850 |
| | | REPLACEMENT EXPLOSIVE DETECTION K9 | 9,000 |
| | | TOTAL | 12,850 |

42130 - Police Criminal Investigation

| | | | |
|----------------------|------------|--------------------------|--------------|
| 110-42130-413 | 413 | OFFICE EQUIPMENT | |
| | | RMS SCANNER | 500 |
| | | OFFICE CHAIRS (3) | 1,450 |
| | | TOTAL | 1,950 |

| | | | |
|----------------------|------------|--------------------------------|--------------|
| 110-42130-419 | 419 | SMALL TOOLS & EQUIP | |
| | | PORTABLE RADIOS (6) | 4,410 |
| | | TOTAL | 4,410 |

| | | | |
|----------------------|------------|-------------------------------|---------------|
| 110-42130-971 | 971 | MOTOR EQUIPMENT | |
| | | DETECTIVE VEHICLES (2) | 70,000 |
| | | TOTAL | 70,000 |

42210 - Fire Administration

| | | | |
|----------------------|------------|---|---------------|
| 110-42210-971 | 971 | MOTOR EQUIPMENT | |
| | | STAFF VEHICLE REPLACEMENT (OPERATIONS) | 38,000 |
| | | TOTAL | 38,000 |

43110 - Public Works Admin

| | | | |
|----------------------|------------|-------------------------|--------------|
| 110-43110-413 | 413 | OFFICE EQUIPMENT | |
| | | PHONE SYSTEM | 9,000 |
| | | TOTAL | 9,000 |

43120 - Public Works Buildings & Grounds

| | | | |
|----------------------|------------|---------------------------------|--------------|
| 110-43120-419 | 419 | SMALL TOOLS & EQUIP | |
| | | MISCELLANEOUS TOOLS | 4,000 |
| | | 2 GPS UNITS FOR VEHICLES | 200 |
| | | TOTAL | 4,200 |

| | | | |
|----------------------|------------|--|---------------|
| 110-43120-971 | 971 | MOTOR EQUIPMENT | |
| | | PICKUP TRUCK REPLACES 530 (1995 Ford F-150) | 40,000 |
| | | TOTAL | 40,000 |

| | | | |
|----------------------|------------|---------------------------------------|----------------|
| 110-43120-999 | 999 | OTHER CAPITAL OUTLAY | |
| | | REPLACE 10 A/C UNITS CITY HALL | 80,000 |
| | | CLEAN & CAULK CITY CENTER | 100,000 |
| | | TOTAL | 180,000 |

43130 - Public Works Equipment Shop

| | | | |
|----------------------|------------|--------------------------------|---------------|
| 110-43130-419 | 419 | SMALL TOOLS & EQUIP | |
| | | MISCELLANEOUS TOOLS | 12,000 |
| | | 2 GPS UNITS | 200 |
| | | TOTAL | 12,200 |

43140 - Public Works Streets Repairs & Maint.

| | | | |
|----------------------|------------|--------------------------------|------------|
| 110-43140-413 | 413 | OFFICE EQUIPMENT | |
| | | LOCKABLE STORAGE LOCKER | 500 |
| | | TOTAL | 500 |

| | | | |
|----------------------|------------|----------------------------------|--------------|
| 110-43140-419 | 419 | SMALL TOOLS & EQUIP | |
| | | MISCELLANEOUS SMALL TOOLS | 6,000 |
| | | 10 GPS UNITS | 1,000 |
| | | TOTAL | 7,000 |

| | | | |
|----------------------|------------|----------------------------------|---------------|
| 110-43140-960 | 960 | MACHINERY & EQUIPMENT | |
| | | STRAW BLOWER | 14,000 |
| | | CONCRETE MIXER | 3,500 |
| | | TOTAL | 17,500 |

| | | | |
|----------------------|------------|---|----------------|
| 110-43140-971 | 971 | MOTOR EQUIPMENT | |
| | | F550 CREW CAB 4x4 | 55,000 |
| | | FRONT END LOADER - 3 YARD BUCKET | 130,000 |
| | | TOTAL | 185,000 |

43150 - Public Works Street Lights & Signs

| | | | |
|----------------------|------------|--------------------------------------|---------------|
| 110-43150-419 | 419 | SMALL TOOLS & EQUIP | |
| | | MISCELLANEOUS SMALL TOOLS | 3,000 |
| | | 2 GPS UNITS | 200 |
| | | BARRICADES, CONES, AND LIGHTS | 2,000 |
| | | 7'X12' ENCLOSED CARGO TRAILER | 5,000 |
| | | TOTAL | 10,200 |

43160 - Public Works Brush Pick-Up & Snow Removal

| | | | |
|----------------------|------------|----------------------------------|---------------|
| 110-43160-419 | 419 | SMALL TOOLS & EQUIP | |
| | | MISCELLANEOUS SMALL TOOLS | 6,500 |
| | | LIGHT TOWERS | 7,500 |
| | | TOTAL | 14,000 |

| | | | |
|----------------------|------------|----------------------------------|----------------|
| 110-43160-960 | 960 | MACHINERY & EQUIPMENT | |
| | | BRUSH TRAILERS - 4 | 65,000 |
| | | 5 GPS UNITS | 500 |
| | | REBUILD 2 LEAF TRUCKS | 75,000 |
| | | TOTAL | 140,500 |

| | | | |
|----------------------|------------|--|---------------|
| 110-43160-971 | 971 | MOTOR EQUIPMENT | |
| | | F550 4X4 STANDARD CAB W/ DUMP BED & SNOW PLOW | 85,000 |
| | | TOTAL | 85,000 |

| | | | |
|----------------------|------------|---------------------------------|---------------|
| 110-43160-999 | 999 | OTHER CAPITAL OUTLAY | |
| | | SALT TAILGATE SPREADER | 15,000 |
| | | SNOWPLOW FOR LARGE TRUCK | 7,500 |
| | | TOTAL | 22,500 |

43175- Public Works Communication Shop

| | | | |
|----------------------|------------|---------------------------|------------|
| 110-43175-413 | 413 | OFFICE EQUIPMENT | |
| | | PRINTER/FAX/COPIER | 300 |
| | | TOTAL | 300 |

| | | | |
|----------------------|------------|-----------------------------------|--------------|
| 110-43175-960 | 960 | MACHINERY & EQUIPMENT | |
| | | EQUIPMENT REPLACEMENT PLAN | 5,000 |
| | | TOTAL | 5,000 |

| | | | |
|----------------------|------------|--------------------------|----------------|
| 110-43175-971 | 971 | MOTOR EQUIPMENT | |
| | | F550 BUCKET TRUCK | 110,000 |
| | | TOTAL | 110,000 |

43190 - Public Works Traffic Devices

| | | | |
|----------------------|------------|--------------------------------|--------------|
| 110-43190-419 | 419 | SMALL TOOLS & EQUIP | |
| | | SMALL TOOLS | 4,000 |
| | | 2 GPS UNITS | 200 |
| | | TOTAL | 4,200 |

43400 - Public Works Health Inspection & Welfare

| | | | |
|----------------------|------------|----------------------------------|------------|
| 110-43400-419 | 413 | SMALL TOOLS & EQUIP | |
| | | MISCELLANEOUS SMALL TOOLS | 500 |
| | | TOTAL | 500 |

44410 - Parks & Rec Administration

| | | | |
|----------------------|------------|---|--------------|
| 110-44410-413 | 413 | OFFICE EQUIPMENT | |
| | | COMPUTER SOFTWARE UPGRADES | 1,500 |
| | | OFFICE FURNITURE NEEDS (FILE CABINET, ETC) | 500 |
| | | TOTAL | 2,000 |

44420 - Parks & Rec Playgrounds & Programs

| | | | |
|----------------------|------------|----------------------------------|--------------|
| 110-44420-419 | 419 | SMALL TOOLS & EQUIP | |
| | | MISCELLANEOUS SMALL TOOLS | 4,000 |
| | | TOTAL | 4,000 |

| | | | |
|----------------------|------------|---|---------------|
| 110-44420-960 | 960 | MACHINERY & EQUIPMENT | |
| | | SCOREBOARD REPLACEMENT - POPKIN FIELDS | 15,000 |
| | | TOTAL | 15,000 |

44430 - Parks & Rec Parks

| | | | |
|----------------------|------------|----------------------------------|--------------|
| 110-44430-419 | 419 | SMALL TOOLS & EQUIP | |
| | | MISCELLANEOUS SMALL TOOLS | 8,000 |
| | | TOTAL | 8,000 |

| | | | |
|----------------------|------------|---------------------------------|---------------|
| 110-44430-971 | 971 | MOTOR EQUIPMENT | |
| | | TRUCK 4 WD UTILITY BED | 42,000 |
| | | TWO (2) ZERO TURN MOWERS | 30,000 |
| | | TOTAL | 72,000 |

48100 - Airport

| | | | |
|----------------------|------------|-------------------------|------------|
| 110-48100-413 | 413 | OFFICE EQUIPMENT | |
| | | PRINTER | 500 |
| | | TOTAL | 500 |

| | | | |
|----------------------|------------|-----------------------------|------------------|
| 110-49100-798 | 798 | PAYING AGENT FEES | |
| | | TENNESSEE GRANTS (3) | 1,029,800 |
| | | TOTAL | 1,029,800 |

NARCOTICS FUND

42170 -Narcotics

| | | | |
|----------------------|------------|-------------------------|--------------|
| 126-42170-413 | 413 | OFFICE EQUIPMENT | |
| | | MISC EQUIPMENT | 500 |
| | | RMS SCANNER (2) | 1,000 |
| | | TOTAL | 1,500 |

| | | | |
|----------------------|------------|--|--------------|
| 126-42170-419 | 419 | SMALL TOOLS & EQUIPMENT | |
| | | TRANSMITTER FOR UNDERCOVER OPERATIONS | 800 |
| | | COVERT AUDIO RECORDING SYSTEM | 1,250 |
| | | TOTAL | 2,050 |

STORMWATER FUND

43293 - Storm Water Drainway Maintenance

| | | | |
|----------------------|------------|------------------------------------|---------------|
| 440-43293-960 | 960 | MACHINERY & EQUIPMENT | |
| | | TRENCH BOX SAFETY EQUIPMENT | 16,000 |
| | | TOTAL | 16,000 |

Capital Spending and Establishment of Unified Multi-Year Capital Plan

Current administration understands the importance of developing a unified multi-year capital improvements plan. After years of deferring equipment replacement due to the economic downturn, we made progress in attempting to restore our fleet and equipment to an acceptable condition. 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.

Up to this point, equipment purchases have been as a “best guess” approach as opposed relying on a sound multi-year capital improvements plan. The establishment of the long-range capital improvements plan is not something that the City has taken lightly. As detailed in the finance department’s goals and objectives, the intent is to establish a defined fleet and equipment replacement plan in FY 17. This proactive strategy allows for adequate planning by identifying a dedicated funding source that will support such capital purchases.

The City is examining its opportunities to make improvements in the services that it provides to its citizenry through major capital improvements. The need to address its public works facility, re-location of an existing fire station, and construction of a new community center are being entertained. The items along with examining a long-range street paving strategy must be incorporated in the multi-year capital improvements plan.

The current five year plan takes into account the above improvements and its impact on operations. Unlike the previously presented Summary of Capital Equipment, which includes all capital items, the five year plan accounts for those items that meet the City’s capitalization policy. The sources of revenue used to acquire capital assets are derived from local taxes, charges for services, federal and state grants, intergovernmental revenues. Additionally, the City will need to issue debt to generate sufficient funds to acquire these assets and complete these major projects. This issuance of debt will require additional revenues to service the debt principal and interest payments. The FY 17 budget includes a nine cent tax increase that will provide

sufficient funding to pave approximately ten (10) miles of streets in FY 17 and to service the debt on a new fire station and public works facility in subsequent years. The completion of these capital outlay items will have positive impact on operations with marked improvements and efficiencies.

The following schedules summarize the planned major purchases and the effect on operations:

5-Year Capital Summary

| DEPARTMENT | | FUNDING SOURCE | FISCAL YEAR ENDING JUNE 30, | | | | | | |
|--|--|----------------|-----------------------------|---------|---------|---------|---------|---------|---------|
| | | | 2017 | 2018 | 2019 | 2020 | 2021 | | |
| Information Technology: | | | | | | | | | |
| Server for MUNIS software | Local Taxes | \$ | 10,000 | \$ | - | \$ | - | \$ | - |
| Large Printer/Scanner for Blueprints (OSCEA) | Local Taxes | | 20,000 | | - | | - | | - |
| Replacement of computers (5 Year Cycle) | Local Taxes | | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | |
| Replacement of MDT's for Police (5 Year Cycle) | Local Taxes | | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | |
| Server Backup | Local Taxes | | 10,000 | - | - | - | - | - | |
| Other Equipment | Local Taxes | | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | |
| Total | | \$ | 70,000 | \$ | 30,000 | \$ | 30,000 | \$ | 30,000 |
| Building Inspections: | | | | | | | | | |
| Vehicle Replacement | Local Taxes | \$ | 25,000 | \$ | - | \$ | - | \$ | - |
| Total | | \$ | 25,000 | \$ | - | \$ | - | \$ | - |
| Codes Enforcement: | | | | | | | | | |
| Vehicle Replacement | Local Taxes | \$ | 35,579 | \$ | - | \$ | - | \$ | - |
| Total | | \$ | 35,579 | \$ | - | \$ | - | \$ | - |
| Airport: | | | | | | | | | |
| Catwalk at Fuel Farm | Intergovernmental Rev. 5% Local Match | \$ | 18,000 | \$ | - | \$ | - | \$ | - |
| Run Way Stockade fence | Intergovernmental Rev. 5% Local Match | | 245,000 | | - | | - | | - |
| RPZ Acquisition | Intergovernmental Rev. 5% Local Match | | 300,000 | | - | | - | | - |
| REILS | Intergovernmental Rev. 5% Local Match | | 120,000 | | - | | - | | - |
| Pavement Strength | Intergovernmental Rev. 5% Local Match | | 50,000 | | - | | - | | - |
| Drainage Study | Intergovernmental Rev. 5% Local Match | | 53,000 | | - | | - | | - |
| Obstruction Removal South of Run Way | Intergovernmental Rev. 5% Local Match | | 97,000 | | - | | - | | - |
| Runway Pavement Rehabilitation | Intergovernmental Rev. 5% Local Match | | 100,000 | | - | | - | | - |
| Rehab and Mark Landside Pavements | Intergovernmental Rev. 50% Local Match | | 26,800 | | - | | - | | - |
| Terminal Building Maintenance | Intergovernmental Rev. 50% Local Match | | 20,000 | | - | | - | | - |
| Total | | \$ | 1,029,800 | \$ | - | \$ | - | \$ | - |
| Fire Department: | | | | | | | | | |
| Staff vehicle replacement | Local Taxes | \$ | 38,000 | \$ | - | \$ | - | \$ | 42,000 |
| Pumper | Local Taxes | | - | 340,000 | | - | - | | - |
| Fire Truck | Local Taxes | | - | - | 500,000 | | - | | 500,000 |
| Total | | \$ | 38,000 | \$ | 340,000 | \$ | 500,000 | \$ | 42,000 |
| Park & Rec Department: | | | | | | | | | |
| Scoreboard Popkin | Local Taxes | \$ | 15,000 | \$ | - | \$ | - | \$ | - |
| Crew Cab Truck | Local Taxes | | - | 30,000 | | - | 30,000 | | 30,000 |
| Mowers | Local Taxes | | - | - | 15,000 | | 15,000 | | - |
| Vehicle Replacement | Local Taxes | | 42,000 | - | - | | - | | - |
| Mowers | Local Taxes | | 30,000 | - | - | | - | | - |
| Park & Rec Grant | Intergovernmental Rev. 50% local match | | 1,000,000 | - | - | | - | | - |
| Total | | \$ | 1,087,000 | \$ | 30,000 | \$ | 15,000 | \$ | 45,000 |
| Police Department: | | | | | | | | | |
| SUV | Local Taxes | \$ | 35,579 | \$ | 36,000 | \$ | 36,000 | \$ | 42,000 |
| Patrol Vehicles | Local Taxes | | 250,821 | 255,000 | 255,000 | 265,000 | 265,000 | 265,000 | |
| Remoter EOD | Local Taxes | | 6,200 | - | - | - | - | - | |
| Bomb Dog | Local Taxes | | 9,000 | - | 9,000 | 9,000 | - | - | |
| Detective Vehicles | Local Taxes | | 70,000 | - | 30,000 | - | - | - | |
| Total | | \$ | 371,600 | \$ | 291,000 | \$ | 330,000 | \$ | 316,000 |

Public Works:

| | | | | | | |
|--------------------------|-------------|------------|------------|------------|-----------|-----------|
| Pick-Up Truck | Local Taxes | \$ 40,000 | \$ - | \$ - | \$ - | \$ - |
| 10 HVAC Units | Local Taxes | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 |
| Clean, Caulk, and Carpet | Local Taxes | 100,000 | - | - | - | - |
| Straw Blower | Local Taxes | 14,000 | - | - | - | - |
| F550 Crew Cab | Local Taxes | 55,000 | - | - | - | - |
| Front End Loader | Local Taxes | 130,000 | - | - | - | - |
| Brush Trailers | Local Taxes | 65,000 | - | - | - | - |
| Rebuild 2 Leaf Trucks | Local Taxes | 75,000 | - | - | - | - |
| Light Towers | Local Taxes | 7,500 | - | - | - | - |
| Brush Truck | Local Taxes | - | 120,000 | - | - | - |
| Leaf Truck | Local Taxes | - | - | 130,000 | - | - |
| F550 Crew Cab | Local Taxes | 85,000 | - | - | - | - |
| Salt Spreader | Local Taxes | 15,000 | - | - | - | - |
| Snow Plow | Local Taxes | 7,500 | - | - | - | - |
| F550 Bucket Truck | Local Taxes | 110,000 | - | - | - | - |
| City Center Repairs | Bond Issue | - | 600,000 | - | - | - |
| City Center Door | Local Taxes | - | 10,000 | - | - | - |
| Sheeps Foot Compactor | Local Taxes | - | - | 75,000 | - | - |
| Paint Truck | Local Taxes | - | - | 150,000 | - | - |
| Security Assessment | Local Taxes | - | 90,000 | - | - | - |
| Total | | \$ 784,000 | \$ 900,000 | \$ 435,000 | \$ 80,000 | \$ 80,000 |

Solid Waste:

| | | | | | | |
|----------------------------|------------------------|------|------------|------------|------|------------|
| Sanitation Truck | Service Charges & Fees | \$ - | \$ 150,000 | \$ - | \$ - | \$ 150,000 |
| Automated Sanitation Truck | Service Charges & Fees | - | - | 300,000 | - | - |
| Total | | \$ - | \$ 150,000 | \$ 300,000 | \$ - | \$ 150,000 |

Storm Water:

| | | | | | | |
|---------------|------------------------|------------|------------|------------|------------|------------|
| Vac Con Truck | Service Charges & Fees | \$ - | \$ - | \$ - | \$ 375,000 | \$ - |
| Projects | Service Charges & Fees | 100,000 | 100,000 | 100,000 | 45,000 | 100,000 |
| Total | | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 420,000 | \$ 100,000 |

Capital Projects:

| | | | | | | |
|---------------------------------|------------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Morristown College Condemnation | Local Taxes | \$ 1,253,400 | \$ - | \$ - | \$ - | \$ - |
| Fire Station | Bond Issue | 300,000 | 2,350,000 | - | - | - |
| Community Center | Bond Issue | 500,000 | 2,950,000 | 6,000,000 | - | - |
| City Hall Repairs | Bond Issue | 500,000 | 500,000 | 250,000 | - | - |
| Public Works Facility | Bond Issue | 250,000 | 750,000 | 6,500,000 | - | - |
| Paving | Intergovernmental Rev./Local Taxes | 2,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Rose Center | Local Taxes | 150,000 | - | - | - | - |
| Farmer's Market Phase II | Intergovernmental Rev./Local Taxes | 350,000 | - | - | - | - |
| Total | | \$ 5,303,400 | \$ 7,550,000 | \$ 13,750,000 | \$ 1,000,000 | \$ 1,000,000 |
| TOTAL CAPITAL PROJECTS | | \$ 8,844,379 | \$ 9,391,000 | \$ 15,460,000 | \$ 1,933,000 | \$ 2,239,000 |

CITY OF MORRISTOWN
5 YEAR CAPITAL FUNDING SUMMARY

| <i>DEPARTMENT</i> | FISCAL YEAR ENDING JUNE 30, | | | | |
|--------------------------------------|------------------------------------|--------------------|---------------------|--------------------|--------------------|
| | 2017 | 2018 | 2019 | 2020 | 2021 |
| FUNDING USE: | | | | | |
| General Government | 130,579 | 30,000 | 30,000 | 30,000 | 30,000 |
| Public Safety | 709,600 | 2,981,000 | 830,000 | 358,000 | 849,000 |
| Public Works | 3,634,000 | 3,400,000 | 8,585,000 | 1,500,000 | 1,330,000 |
| Parks and Recreation | 3,190,400 | 2,980,000 | 6,015,000 | 45,000 | 30,000 |
| Civic Support | 150,000 | - | - | - | - |
| Airport | 1,029,800 | - | - | - | - |
| Total | 8,844,379 | 9,391,000 | 15,460,000 | 1,933,000 | 2,239,000 |
| IMPACT ON OPERATIONS: | | | | | |
| General Government | - | - | - | - | - |
| Public Safety | (5,000) | (5,000) | 175,000 | 175,000 | 175,000 |
| Public Works | (7,500) | (7,500) | 592,500 | 567,500 | 567,500 |
| Parks and Recreation | - | 5,000 | 333,750 | 1,162,000 | 1,162,000 |
| Civic Support | - | - | - | - | - |
| Airport | - | - | - | - | - |
| Total | (12,500) | (7,500) | 1,101,250 | 1,904,500 | 1,904,500 |
| REQUIRED FUNDING: | 8,831,879 | 9,383,500 | 16,561,250 | 3,837,500 | 4,143,500 |
| FUNDING SOURCE: | | | | | |
| Local Taxes | (2,833,729) | (651,000) | (1,410,000) | (1,113,000) | (1,089,000) |
| Service Charges and Fees | (100,000) | (250,000) | (400,000) | (420,000) | (250,000) |
| Intergovernmental Revenues | (1,857,250) | (400,000) | (400,000) | (400,000) | (400,000) |
| Bond Proceeds | (1,550,000) | (7,150,000) | (12,750,000) | - | - |
| Total | (6,340,979) | (8,451,000) | (14,960,000) | (1,933,000) | (1,739,000) |
| Tax Increase and Growth | (750,000) | (750,000) | (2,060,000) | (2,060,000) | (2,060,000) |
| TOTAL FUNDING | (7,090,979) | (9,201,000) | (17,020,000) | (3,993,000) | (3,799,000) |
| Source (Use) of Fund Balance: | (1,740,900) | (182,500) | 458,750 | 155,500 | (344,500) |

Staffing Summary

| MAYOR AND COUNCIL | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 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 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CITY ADMINISTRATOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ASSISTANT CITY ADMINISTRATORS | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 |
| CITY CLERK/EXECUTIVE SECRETARY | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| CITIZEN INFORMATION SPECIALIST | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 |
| RECEPTIONIST | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| TOTAL CITY ADMINISTRATOR | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 6 |

| FINANCE DEPARTMENT | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| ADMINISTRATIVE SERVICES DIRECTOR | 0 | 0 | 0 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.0 |
| FINANCE DIRECTOR | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 |
| FINANCE/PURCHASING MANAGER | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| 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 | 0 | 0 | 0 | 0 | 0 | 0 |
| ACCOUNTING TECHNICIAN | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SENIOR ACCOUNTING TECHNICIAN | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 0 | 0 |
| CITY ACCOUNTANT | 0 | 0 | 0 | 0 | 2 | 2 | 2 | 2 | 2 |
| PAYROLL TECHNICIAN | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL FINANCE DEPARTMENT | 7.0 | 6.0 | 6.0 | 5.5 | 6.5 | 6.5 | 6.5 | 6.5 | 6.0 |

| PURCHASING | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 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 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| IT DIRECTOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| COMPUTER TECHNICIAN | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 |
| TOTAL INFORMATION TECHNOLOGY | 2 | 2 | 2 | 2 | 2 | 1 | 1 | 1 | 1 |

| HUMAN RESOURCES | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| ADMINISTRATIVE SERVICES COORDINATOR | 1 | 1 | 1 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0 |
| ADMINISTRATIVE COORDINATOR | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 1 |
| HUMAN RESOURCES COORDINATOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL HUMAN RESOURCES | 2 | 2 | 2 | 1.5 | 2.5 | 2.5 | 2.5 | 2.5 | 2 |

| LEGAL SERVICES | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 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 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| PLANNER | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1 | 2 | 2 | 2 |
| DEVELOPMENT DIRECTOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ADMINISTRATIVE SECRETARY | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.5 | 0.5 | 0.5 |
| HOUSING COORDINATOR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL COMM. AND ECONOMIC AFFAIRS | 2.8 | 2.8 | 2.8 | 2.8 | 2.8 | 2.3 | 3.5 | 3.5 | 3.5 |

| | | | | | | | | | |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CODES ENFORCEMENT | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
| CODES ENFORCEMENT OFFICER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| LITTER CREW COORDINATOR | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 1 |
| TOTAL CODES ENFORCEMENT | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 2 |

| | | | | | | | | | |
|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| LAMTPO | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
| LAMTPO COORDINATOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TRANSIT PLANNER | 0 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 |
| TOTAL LAMTPO | 1 | 2 | 2 | 2 | 2 | 1 | 1 | 1 | 1 |

| | | | | | | | | | |
|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CDBG | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
| CDBG COORDINATOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL CDBG | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

| | | | | | | | | | |
|------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| MCDC | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
| PLANNER | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0 | 0 | 0 | 0 |
| TOTAL MCDC | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0 | 0 | 0 | 0 |

| | | | | | | | | | |
|--------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| ENGINEERING | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
| CITY ENGINEER | 1 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0 | 0 | 0 |
| ADMINISTRATIVE SECRETARY | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.5 |
| ENGINEERING TECHNICIAN | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| CIVIL ENGINEER | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL ENGINEER | 3.3 | 3.1 | 3.1 | 3.1 | 3.1 | 3.1 | 2.3 | 2.3 | 2.5 |

| | | | | | | | | | |
|----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| GIS DEPARTMENT | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
| GIS TECHNICIAN | 1 | 1 | 0 | 0 | 0 | 1 | 2 | 2 | 2 |
| TOTAL GIS DEPARTMENT | 1 | 1 | 0 | 0 | 0 | 1 | 2 | 2 | 2 |

| | | | | | | | | | |
|----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| INSPECTIONS | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
| CHIEF BUILDING OFFICIAL | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ADMINISTRATIVE SECRETARY | 1 | 0 | 0 | 0 | 1 | 1 | 1 | 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 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 |

| | | | | | | | | | |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| POLICE SUPERVISION | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
| POLICE CHIEF | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| POLICE RECORDS CLERK | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 2 | 2 |
| POLICE RECORDS TECHNICIAN | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ADMINISTRATIVE SECRETARY | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 |
| POLICE ACCREDITATION MANAGER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL POLICE SUPERVISION | 5 | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 6 |

| | | | | | | | | | |
|--------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| POLICE PATROL | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
| ADMINISTRATIVE SECRETARY | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 |
| POLICE OFFICER | 50 | 45 | 45 | 46 | 47 | 47 | 47 | 47 | 47 |
| POLICE CORPORAL | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| POLICE SERGEANT | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| POLICE LIEUTENANT | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| POLICE CAPTAIN | 5 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 |
| POLICE MAJOR | 0 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| TOTAL POLICE PATROL | 67 | 63 | 63 | 64 | 65 | 65 | 64 | 64 | 64 |

| POLICE INVESTIGATIONS | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| DETECTIVE | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 |
| DETECTIVE CORPORAL | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| DETECTIVE SERGEANT | 3 | 3 | 3 | 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 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 14 |

| POLICE VICE | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| DETECTIVE | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| DETECTIVE CORPORAL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| DETECTIVE SERGEANT | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 |
| TOTAL POLICE VICE | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 |

| POLICE NARCOTICS | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| DETECTIVE | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 |
| DETECTIVE CORPORAL | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| DETECTIVE SERGEANT | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 |
| DETECTIVE LIEUTENANT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| DETECTIVE CAPTAIN | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| POLICE RECORDS CLERK | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL POLICE NARCOTICS | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 7 |

| FIRE SUPERVISION | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| FIRE CHIEF | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| DEPUTY FIRE CHIEF | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| TRAINING OFFICER | 1 | 1 | 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 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |

| FIREFIGHTING | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| FIREFIGHTER | 39 | 36 | 36 | 35 | 36 | 36 | 36 | 36 | 36 |
| DRIVER/ENGINEER | 21 | 21 | 21 | 20 | 20 | 20 | 20 | 20 | 20 |
| LIEUTENANT | 18 | 18 | 18 | 18 | 17 | 17 | 17 | 17 | 17 |
| CAPTAIN | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| BATTALION CHIEF | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| TOTAL FIREFIGHTING | 84 | 81 | 81 | 79 | 79 | 79 | 79 | 79 | 79 |

| FIRE PREVENTION & INSPECTION | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| FIRE MARSHAL | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ASSISTANT FIRE MARSHAL | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL FIRE PREVENTION & INSPECTION | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

| PUBLIC WORKS SUPERVISION | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| PUBLIC WORKS DIRECTOR | 0 | 0 | 0 | 0.33 | 0.33 | 0.5 | 0.5 | 0.5 | 1 |
| SAFETY AND TRAINING COORDINATOR | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 1 | 1 | 1 |
| ADMINISTRATIVE SECRETARY | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL PUBLIC WORKS SUPERVISION | 1.5 | 1.5 | 1.5 | 1.83 | 1.83 | 2 | 2.5 | 2.5 | 3 |

| PUBLIC WORKS BUILDINGS & GROUNDS | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| BUILDING & GROUNDS SUPERVISOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| CUSTODIAN | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 |
| CREW LEADER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL PUBLIC WORKS BUILDINGS & GROUNDS | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 3 |

| PUBLIC WORKS EQUIPMENT SHOP | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| EQUIPMENT MECHANIC | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |
| SHOP SUPERVISOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 |
| 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 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CREW LEADER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 |
| GENERAL SUPERVISOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| HEAVY EQUIPMENT OPERATOR | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 |
| MEDIUM EQUIPMENT OPERATOR | 6 | 5 | 5 | 5 | 5 | 5 | 8 | 9 | 5 |
| UTILITY WORKER | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 2 |
| TOTAL PUBLIC WORKS REPAIRS & MAINTENANCE | 10 | 9 | 9 | 9 | 9 | 9 | 14 | 15 | 13 |

| PUBLIC WORKS STREET LIGHTS & SIGNS | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| GENERAL SUPERVISOR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| UTILITY WORKER | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TRAFFIC TECHNICIAN | 1 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL PUBLIC WORKS STREET LIGHTS & SIGNS | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

| PUBLIC WORKS BRUSH & SNOW REMOVAL | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| MEDIUM EQUIPMENT OPERATORS | 7 | 6 | 6 | 6 | 6.35 | 6.35 | 6 | 6 | 9 |
| HEAVY EQUIPMENT OPERATORS | 0 | 0 | 0 | 0.7 | 0.35 | 0.35 | 1 | 1 | 2 |
| SUPERINTENDENT | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| CREW LEADER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| UTILITY WORKER | 5 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 |
| TOTAL PUBLIC WORKS BRUSH & SNOW REMOVAL | 13 | 9 | 9 | 10.7 | 10.7 | 10.7 | 11 | 11 | 15 |

| PUBLIC WORKS COMMUNICATION SHOP | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| COMMUNICATIONS TECHNICIAN | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ASSISTANT COMMUNICATIONS TECHNICIAN | 1 | 1 | 1 | 0.65 | 0.65 | 1 | 1 | 1 | 1 |
| TOTAL PUBLIC WORKS COMMUNICATION SHOP | 2 | 2 | 2 | 1.65 | 1.65 | 2 | 2 | 2 | 2 |

| PARKS & REC SUPERVISION | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| PARKS & REC DIRECTOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| PARKS & REC ASSISTANT DIRECTOR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| RECREATION SUPERINTENDENT | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 |
| ATHLETIC COORDINATOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ATHLETIC SUPERVISOR | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 1 |
| ATHLETIC ASSISTANT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| ADMINISTRATIVE ASSISTANT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| RECEPTIONIST | 0 | 0 | 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 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| RECREATION CENTER SUPERVISOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| RECREATION PROGRAM COORDINATOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| PARK RANGER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL PARKS & REC PLAYGROUNDS & PROGRAMS | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |

| PARKS & REC MAINTENANCE | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--|-----------|-----------|----------|----------|----------|----------|----------|----------|----------|
| RECREATION AIDE | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CREW LEADER | 4 | 3 | 2 | 2 | 3 | 3 | 3 | 3 | 1 |
| SUPERINTENDENT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ASSISTANT SUPERINTENDENT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| MAINTENANCE WORKER I | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| MAINTENANCE WORKER II | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 2 |
| TOTAL PARKS & REC MAINTENANCE | 12 | 10 | 9 | 9 | 9 | 9 | 9 | 9 | 9 |

| SEWER SYSTEM MAINTENANCE | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---------------------------------------|------------|-------------|-------------|--------------|--------------|-------------|----------|----------|----------|
| SUPERINTENDENT | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 |
| SAFETY AND TRAINING COORDINATOR | 0.5 | 0.5 | 0.5 | 0 | 0 | 0 | 0 | 0 | 0 |
| EQUIPMENT MECHANIC | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CREW LEADER | 1 | 2 | 2 | 2 | 2 | 2 | 0 | 0 | 0 |
| HEAVY EQUIPMENT OPERATOR | 3 | 4 | 4 | 5.35 | 5.35 | 6 | 0 | 0 | 0 |
| MEDIUM EQUIPMENT OPERATOR | 3 | 5 | 5 | 6.4 | 6.4 | 6.4 | 0 | 0 | 0 |
| UTILITY WORKER | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL SEWER SYSTEM MAINTENANCE | 8.5 | 13.5 | 13.5 | 14.75 | 14.75 | 15.4 | 0 | 0 | 0 |

| SEWER SYSTEM CONSTRUCTION | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--|-------------|----------|----------|----------|----------|----------|----------|----------|----------|
| CIVIL ENGINEER | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ENGINEERING TECHNICIAN | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CONSTRUCTION MANAGER | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EQUIPMENT MECHANIC | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| INSPECTOR | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CREW LEADER | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| SEWER DIRECTOR | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GENERAL SUPERVISOR | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| HEAVY EQUIPMENT OPERATOR | 5 | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| MEDIUM EQUIPMENT OPERATOR | 3 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| UTILITY WORKER | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ADMINISTRATIVE SECRETARY | 0.4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL SEWER SYSTEM CONSTRUCTION | 17.4 | 7 | 7 | 0 | 0 | 0 | 0 | 0 | 0 |

| SEWER ADMINISTRATION | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-----------------------------------|----------|------------|------------|-------------|-------------|------------|----------|----------|----------|
| ENGINEERING TECHNICIAN | 0 | 2 | 2 | 1 | 1 | 1 | 0 | 0 | 0 |
| SAFETY AND TRAINING COORDINATOR | 0 | 0 | 0 | 0.5 | 0.5 | 0.5 | 0 | 0 | 0 |
| CONSTRUCTION MANAGER | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| SEWER DIRECTOR | 0 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 |
| PUBLIC WORKS DIRECTOR | 0 | 0 | 0 | 0.33 | 0.33 | 0 | 0 | 0 | 0 |
| INSPECTOR | 0 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| ADMINISTRATIVE SECRETARY | 0 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0 | 0 | 0 |
| TOTAL SEWER ADMINISTRATION | 0 | 6.4 | 6.4 | 3.23 | 3.23 | 2.9 | 0 | 0 | 0 |

| STORM WATER MANAGEMENT | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-------------------------------------|----------|------------|------------|-------------|-------------|------------|------------|------------|----------|
| HEAVY EQUIPMENT OPERATOR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MEDIUM EQUIPMENT OPERATOR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PUBLIC WORKS DIRECTOR | 0 | 0 | 0 | 0.34 | 0.34 | 0 | 0 | 0 | 0 |
| CITY ENGINEER | 0 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | 0 | 0 | 0 |
| ENGINEERING TECHNICIAN | 1 | 1 | 1 | 1 | 1 | 1 | 1.2 | 1.2 | 1 |
| TOTAL STORM WATER MANAGEMENT | 1 | 1.2 | 1.2 | 1.54 | 1.54 | 1.2 | 1.2 | 1.2 | 1 |

| STORM WATER STREET CLEANING | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--|----------|----------|----------|------------|------------|------------|----------|----------|----------|
| HEAVY EQUIPMENT OPERATOR | 2 | 2 | 2 | 1.3 | 1.3 | 1.3 | 0 | 0 | 0 |
| TOTAL STORM WATER STREET CLEANING | 2 | 2 | 2 | 1.3 | 1.3 | 1.3 | 0 | 0 | 0 |

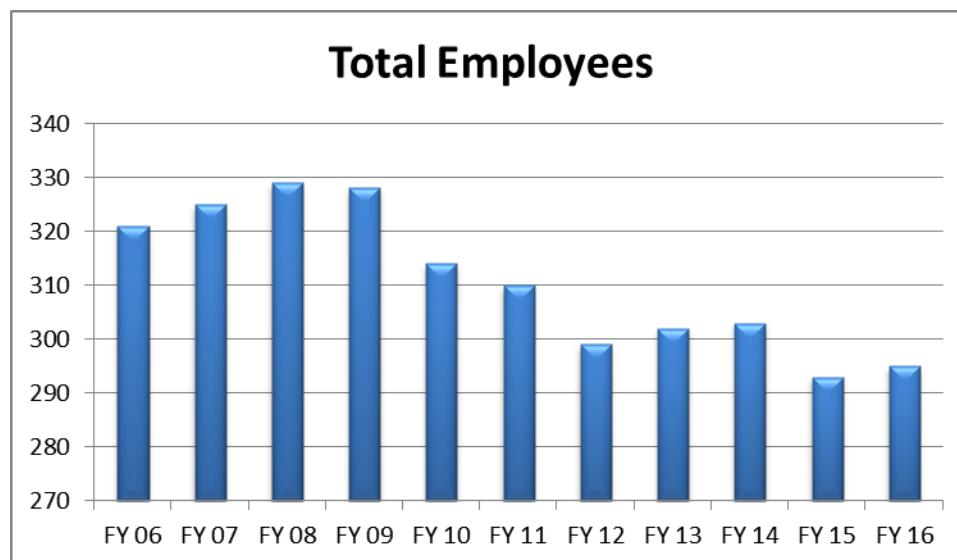
| STORM WATER DRAINS & WAYS | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--|----------|----------|----------|------------|------------|------------|----------|----------|----------|
| UTILITY CREW LEADER | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 |
| MEDIUM EQUIPMENT OPERATOR | 4 | 4 | 4 | 2.6 | 2.6 | 2.6 | 2 | 2 | 2 |
| TOTAL STORM WATER DRAINS & WAYS | 4 | 4 | 4 | 2.6 | 2.6 | 2.6 | 3 | 3 | 3 |

| SOLID WASTE SANITATION | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-------------------------------------|-----------|-----------|-----------|-----------|-----------|-------------|-------------|-------------|-----------|
| PUBLIC WORKS DIRECTOR | 0 | 0 | 0 | 0 | 0 | 0.5 | 0.5 | 0.5 | 0 |
| SANITATION SUPERINTENDENT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| HEAVY EQUIPMENT OPERATOR | 6 | 6 | 6 | 5 | 6 | 5 | 5 | 5 | 3 |
| MEDIUM EQUIPMENT OPERATOR | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 |
| UTILITY WORKER | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 6 |
| TOTAL SOLID WASTE SANITATION | 11 | 11 | 10 | 10 | 10 | 10.5 | 11.5 | 11.5 | 11 |

| SOLID WASTE RECYCLING | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| 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 | 328 | 314 | 310 | 299 | 302 | 302 | 293 | 294 | 297 |
|------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|

The City had 329 total employees in FY 08; by FY 12 the City had reduced the workforce to 299 employees. Of these 299, 4 police positions were added in FY 12 without these grant funded positions, the reduction would be more than 10% of the City' total workforce. In FY 13, three positions were added and in FY 14 employment increased by one. 18 employees left the City with the transfer of sewer operations to the Morristown Utility System mid-year in FY 14 and three employees were added to stormwater maintenance in FY 15. In FY 16, two seasonal positions in Public Works were converted to full time positions. FY 17 reflects the addition of a citizen information specialist and the conversion of two more seasonal positions in Public Works to full time.



Budget Policies & Financial Structure

Morristown was officially incorporated in 1855. 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 with 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 seven sections.

- budget
- capital assets and expenditures
- debt
- revenue
- fund balance
- personnel
- community and economic development and support

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.

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 to recognize 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 forecasted 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 Office of State & Local Finance.
- The City will produce an annual report detailing all outstanding debt and future debt service schedules for all funds.
- The City will review its debt policy on an annual basis.

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.

Fund Balance

The City understands the importance of maintaining a proper fund balance for the functions of City government. Proper fund balance allows for sufficient cash flow between high and low revenue periods but also ensures security in case of a natural emergency.

- The City will maintain an 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 unassigned fund balance in the General Fund for ongoing operations. 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 or for emergency purchases (i.e. natural disasters).

Personnel

As with any organization, its employees are the most important part. Balancing what the City would like to do for its employees with the responsibility of efficient use of the tax payer money can be a daunting task at times. It is important to provide a place of work that City employees will be secure in and to be able to provide a comparable wage to provide for a family.

- The City will provide medical, dental and life insurance for employees. The employees will share in the costs of these benefits.
- The City will participate in the Tennessee Consolidated Retirement System and fully fund the plan. The FY 2016-FY 2017 contribution rate will be 14.86% 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.

Community and Economic Development and Support

The City has a long-standing history of participating in economic and development activities, especially with regards to industrial recruitment and incentives. The City has also had a history of providing funding to several non-profits, or social service agencies in the area.

- 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 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. The City will also have a dollar limit of funds available to fund these 501c3 non-profit organizations (regardless where budgeted) unless specifically funded by a funding formula. The amount will be \$250,000 and will be in place unless changed by Council.

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
 - Fines and users fees
 - Revenues from use of money and property
 - Interest
 - Rents
 - Charges for services
- Intergovernmental revenues
 - State
 - Federal

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: This is the City's primary operating 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 and report 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 and reports 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. The City maintains the following two types of proprietary funds:

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 Stormwater Fund is the only Enterprise Fund maintained by the City.

Internal Service Funds: Internal service funds are an accounting device used to report any activity that provides goods or services on a cost-reimbursement basis to other funds, departments, or agencies of the primary government and its component units, or to other governments. The City's Insurance Fund is an internal service fund accounting for our self-insurance program.

Fiduciary Funds

Fiduciary Funds are used to report resources held in a trustee or agency capacity for others and that therefore cannot be used to support the government's own programs. Morristown maintains the following fiduciary funds:

- LAMTPO – The City is fiscal agent for this regional transportation agency
- Post-Employment Benefit Trust

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 Service Fund, are accounted for on the accrual basis of accounting on a flow of economic resources measurement focus. Revenues are recognized when they are earned and become measurable. Expenses are recognized when incurred, if measurable.

The City also reports various 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, Solid Waste Fund, Storm Water System Fund, Narcotics Fund, Insurance Fund, LAMTPO Fund and Community Development Block Grant Fund. Budgets for these funds are adopted on a cash 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 2017 Budget Process Calendar

| | |
|------------------------|---|
| February 8 | City Administrator gives direction to department heads |
| February 29 | Departments submit proposed budgets |
| March 1-31 | Department heads meet with City Administrator to review their budgets |
| May 16 - June 2 | Council work sessions - Revisions made to budget based on Council work sessions as needed |
| May 20 | Budget published in newspaper |
| June 7 | Public hearing and first reading of budget ordinance |
| June 21 | 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.

Morristown/Hamblen County, Tennessee Largest Employers

| <u>Name</u> | <u>Service</u> | <u>No. of Employees</u> |
|--|---|-------------------------|
| Hamblen County Dept. of Ed. | Education | 1284 |
| MAHLE, Inc. | Mfg. – Aluminum pistons | 1143 |
| Koch Foods | Mfg. – Process Poultry | 997 |
| JTEKT Automotive | Mfg. – Power steering systems | 864 |
| Wal-Mart | Retail | 757 |
| Walters State Community College | Higher Education | 743 |
| Morristown Hamblen Healthcare | Hospital/Healthcare | 716 |
| Howmet | Mfg. – Ceramic cores, etc. | 526 |
| Team Technologies | Mfg. – Assemble plastic parts | 513 |
| Lear Corporation | Mfg. – Auto seat frames | 455 |
| Rich Products | Mfg. – Frozen cakes | 438 |
| Lakeway Regional Hospital | Hospital/Healthcare | 390 |
| HealthStar Physicians | Healthcare | 373 |
| City of Morristown | Government | 338 |
| Oddello Industries | Mfg. – Contract furniture | 333 |
| Tuff Torq Corporation | Mfg. – Transmissions & transaxles | 327 |
| Housecall Health Services | Healthcare | 300 |
| Lakeway Achievement Center | Mfg. – Outsourcing program | 280 |
| Meritor, Inc. | Mfg. - Gears for axles & transmissions | 280 |
| Otics USA, Inc. | Mfg. – Automotive parts | 271 |
| General Electric | Residential electrical distribution | 262 |
| Hamblen County | Government | 250 |
| NCR Corporation | Printing supplies for businesses | 225 |
| Sykes Enterprises | Customer care, technical support | 225 |
| Colortech, Inc. | Polymer color & additive concentrates | 210 |
| Colgate-Palmolive Co. | Oral care – Dental cream | 180 |
| Inteplast Bags and Films Corp. | Polypropylene film | 190 |
| Kawasaki Tennessee, Inc. | Automotive parts | 156 |
| Precision Flooring | Prefinished molding for wood floors | 150 |

Source: Morristown Area Chamber of Commerce, 2015

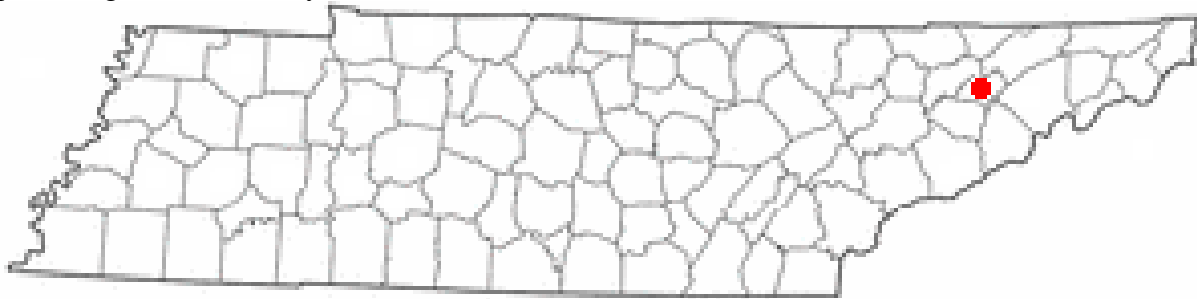
The Community Profile

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

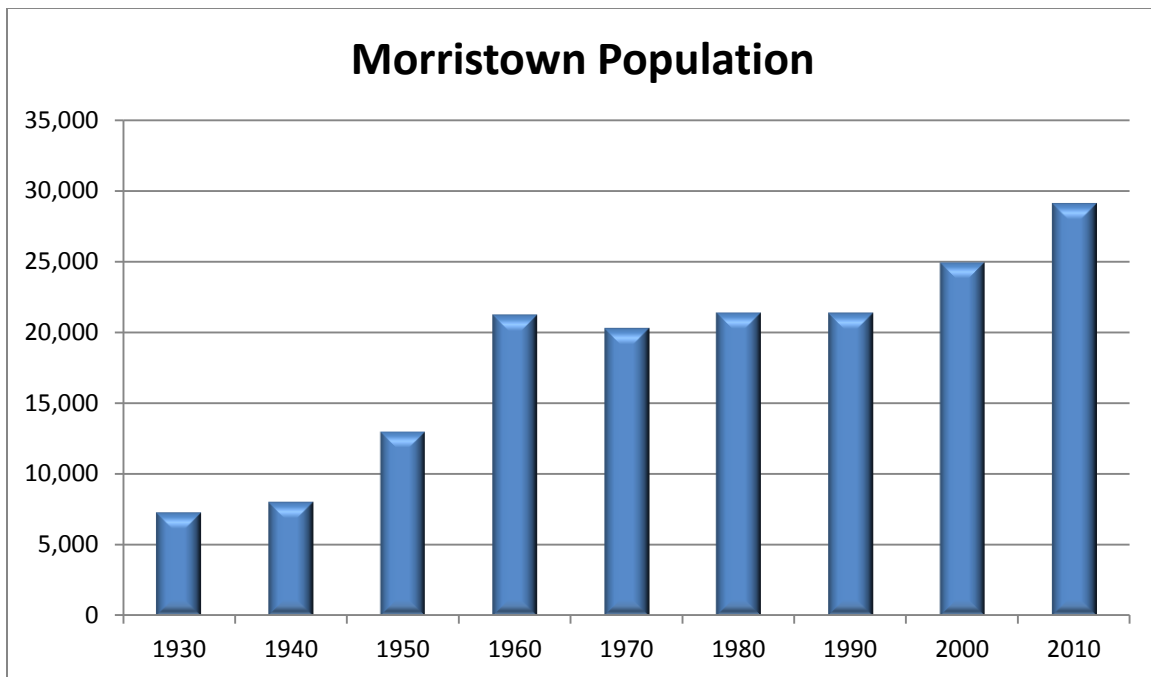
The City of Morristown is the 24th largest city within the State of Tennessee. The population has grown significantly since the 1980's and has experienced a growth in population. The breakdown of the ages within our community indicates that we are largely a family community with the majority of our residents 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 events. These organizations include theatrical groups, dance schools, and 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 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%.

Assigned Fund Balance – The portion of fund balance that is constrained by the City's intent to be used for a specific purpose, but is neither restricted nor committed.

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 Expenditures – An addition to the City's assets that may or may not be capitalized depending on its value and useful life.

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.

Committed Fund Balance – The portion of fund balance that can only be used for a specific purpose pursuant to constraints imposed by formal ordinances/resolutions of the City Council, the City's highest level of decision-making authority.

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.

ETVID – East Tennessee Valley Industrial District is the City’s first industrial park located on the eastern side 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 Morristown 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.

GFOA – Government Finance Officers Association – The Government Finance Officers Association represents public finance officials in enhancing and promoting professional management of governmental resources for the public’s benefit.

GIS – Geographic Information System - a system designed to capture, store, manipulate, analyze, manage, and present all types of spatial or geographical data.

HVAC – Heating, ventilation and air conditioning units.

ICAC – Internet Crimes Against Children, an operation of the Police Department to provide investigators and a forensic detective to combat child predators.

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, sewer, and telecommunication and power services within the municipal boundaries of the City of Morristown to approximately 15,000 customers.

Nonspendable Fund Balance – The portion of fund balance that cannot be spent because it is either (a) not in spendable form or (b) legally or contractually required to be maintained intact.

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.

Restricted Fund Balance – Restrictions on the expenditure of certain revenues that exceed appropriated expenditures accumulate in fund balance that are either (a) externally imposed by creditors, grantors, contributors, or laws and regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation.

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 Morristown, SCADA systems are used in monitoring electrical, water distribution and sewer collection systems.

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.

Unassigned Fund Balance – The portion of the City’s General Fund’s balance that has not been assigned to other funds and that has not been restricted, committed, or assigned for a specific purpose and is available for general appropriation. The City maintains a fund balance to use in times of emergency.