



# BUDGET & WORK PLAN

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## FISCAL YEAR 2025

July 1, 2024 - June 30, 2025





## About the Cover

In May of 2024, the City cut the ribbon to open the newly realigned and improved Thompson Creek Road. Formerly a narrow two-lane road with a 90-degree turn, the new design is widened, curbed-and-guttered, incorporates a center turn lane, and adds a multi-use path. This alignment connects from a new signalized intersection at East Morris Boulevard to Crockett Trace Drive.

As the Tennessee Department of Transportation began planning for a widening of US Highway 11E, slightly north of this location, it became apparent that the City's Fire Station No. 3 on Highway 11E would soon be negatively impacted. Some permanent road closures connecting East Morris and Highway 11E would impact the fire station's response time. Additionally, the existing station was outdated and insufficient for modern fire service needs. City-owned property on Thompson Creek Road was identified as an ideal site to relocate Station No. 3 - pending necessary improvements to the roadway.

Additionally, the development of several hundred new apartment units in the vicinity of Thompson Creek Road and the Crockett Trace Drive retail center warranted road improvements as well. More residential development is anticipated in the near future.

The new alignment of Thompson Creek Road provides a great access option for local traffic as an alternative to maneuvering the US 25E intersections at either East Morris or just south at Crockett Square. The connection's inclusion of a multi-use pathway is a safe recreational and transportation option for nearby residents to access the shopping center, Walters State Community College, Frank Lorino Park, or commercial and residential locations beyond.

The site for Fire Station No. 3 will also become a training campus, including multi-purpose classroom space and a live-burn training tower capable of simulating several firefighting and emergency response scenarios. In addition to the Morristown Fire Department, departments throughout the region will be able to benefit from this facility.





# FY 2025 Budget



## **MAYOR**

GARY CHESNEY

## **COUNCIL MEMBERS**

AL A'HEARN

CHRIS BIVENS

BOB GARRETT

TOMMY PEDIGO – *VICE MAYOR*

JOSEPH SENTER

KAY SENTER

*For Fiscal Year Beginning July 1, 2024  
And Ending June 30, 2025*



# Table of Contents

<b>GFOA Budget Award .....</b>	<b>7</b>
<b>FY 2025 Budget Message .....</b>	<b>8</b>
<b>Community Vision and Goals .....</b>	<b>19</b>
MISSION .....	19
STRATEGIC ACTION PLAN .....	19
Council Top Priority Goals .....	19
<b>Community Survey .....</b>	<b>21</b>
<b>Budget Ordinance.....</b>	<b>28</b>
<b>Fund Summaries .....</b>	<b>36</b>
All Funds .....	36
General Fund.....	37
Solid Waste Fund .....	38
Storm Water Fund .....	39
Narcotics Fund.....	40
LAMTPO Fund .....	41
E-Citations Fund .....	42
Morristown Landing Operations Fund .....	43
American Rescue Plan Act Grant Fund.....	44
<b>City-Wide Organization Chart .....</b>	<b>45</b>
<b>GENERAL FUND .....</b>	<b>46</b>
Revenue Analysis.....	47
Revenue Detail .....	54
Expenses by Department .....	56
<b>GENERAL GOVERNMENT .....</b>	<b>57</b>
Mayor & Council Organization Chart .....	58
Mayor & City Council.....	59
Elections .....	64
City Administrator Organization Chart .....	65
City Administrator.....	66
Finance .....	82
Purchasing.....	89
General Fund - Retiree Benefits .....	92
Information Technology .....	93
Human Resources .....	97
Risk Management .....	100
Legal Services .....	103
Court Administration.....	104
<b>COMMUNITY DEVELOPMENT .....</b>	<b>106</b>
Community Development Organization Chart .....	107
Planning .....	108
Code Enforcement .....	119
Engineering .....	124
Geographic Information System.....	128
Inspections .....	134
Natural Resource Maintenance .....	139



<b>POLICE DEPARTMENT .....</b>	<b>144</b>
Police Organization Chart .....	145
Police Administration .....	146
Police Support .....	153
Chaplains .....	160
Litter Crew .....	162
Patrol & Traffic .....	164
Investigations .....	172
Narcotics & Vice .....	176
<b>FIRE DEPARTMENT .....</b>	<b>179</b>
Fire Organization Chart .....	180
Fire Administration .....	182
Fire Prevention and Inspection .....	188
Fire Stations .....	193
Firefighting .....	196
<b>PUBLIC WORKS DEPARTMENT .....</b>	<b>203</b>
Public Works Organization Chart .....	204
Public Works Administration .....	205
Facilities Maintenance .....	210
Fleet Maintenance .....	213
Street Repairs & Maintenance .....	217
Streetlights & Signs .....	224
Brush & Bulk .....	228
Communication Shop .....	231
Sidewalks .....	234
Traffic Devices .....	237
Pavement Management Program .....	241
<b>PARKS &amp; RECREATION DEPARTMENT .....</b>	<b>244</b>
Parks & Recreation Organization Chart .....	245
Parks & Recreation Administration .....	246
Parks & Recreation Programs .....	250
Parks & Recreation Athletics .....	255
Parks Maintenance .....	259
<b>OTHER DEPARTMENTS, AGENCIES, &amp; BUDGET ACCOUNTS .....</b>	<b>265</b>
CDBG .....	266
Social Services .....	273
Airport .....	274
Other Agencies .....	278
General Fund Debt Service .....	281
Transfers to Other Funds .....	283
<b>E-CITATION FUND .....</b>	<b>284</b>
Revenue Analysis .....	285
Revenue Detail .....	285
Budget Expense Detail .....	285
<b>NARCOTICS FUND .....</b>	<b>286</b>
Revenue Analysis .....	287
Revenue Detail .....	287



Budget Expense Detail.....	288
<b>LAMTPO FUND .....</b>	<b>289</b>
Revenue Analysis.....	290
Revenue Detail .....	290
Transportation Planning Administration .....	291
<b>SOLID WASTE FUND .....</b>	<b>296</b>
Revenue Analysis.....	297
Revenue Detail .....	297
Sanitation .....	298
Recycling .....	301
Solid Waste Debt Service .....	305
<b>STORM WATER UTILITY FUND .....</b>	<b>307</b>
Revenue Analysis.....	308
Revenue Detail .....	308
Storm Water Administration .....	309
Storm Water – Drainway Management .....	312
Storm Water Debt Service/Depreciation .....	316
<b>MORRISTOWN LANDING OPERATIONS FUND .....</b>	<b>318</b>
Budget Analysis .....	319
Revenue Detail .....	319
Supplemental Budget Detail .....	319
Morristown Landing Operations Fund .....	320
<b>ARPA FUND .....</b>	<b>322</b>
Revenue Analysis.....	323
Revenue Detail .....	323
American Rescue Plan Act (ARPA) .....	324
<b>OTHER INFORMATION .....</b>	<b>326</b>
Summary of Capital Equipment .....	327
Long-Range Financial Plan for Operations .....	332
Capital Spending and Establishment of Unified Multi-Year Capital Plan .....	334
Personnel Summary .....	339
Budget & Financial Policies .....	345
Financial Structure .....	349
Budget Process Overview .....	353
FY 2025 Budget Process Calendar .....	354
General Information.....	355
The Community Profile.....	358
Glossary .....	370
Changes Proposed to Final Budget .....	376



# GFOA Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**City of Morristown  
Tennessee**

For the Fiscal Year Beginning

**July 01, 2023**

*Christopher P. Morill*

Executive Director



# FY 2025 Budget Message

May 17, 2024

Mayor and Council members:

I am pleased to present this proposed budget for Fiscal Year 2025 for the City of Morristown. Consideration has been given to input and data gathered through City's annual citizen survey, the current and future needs of each City department, and the City's fiscal condition and related financial trends. This budget is intended to achieve a high-quality level of service to the community while still well-balanced with a fiscally conservative and responsible approach taking into account long-term goals. Readers will find a thorough description of the recent achievements as well as near-term goals and objectives of each department and division within this budget document.

## Vision



"The City of Morristown's mission is to draw from our heritage, grow our community, and nurture our 'can do' attitude." This vision is to be accomplished by "providing professional and efficient services; demonstrating leadership as a regional hub; and expanding economic opportunities." This vision and mission statement was created by the City Council in 2015 and continues to be the basis on which the Administration builds budgets and work plans.

Each year, the City Council reviews these core statements and provides renewed direction in the form of tangible objectives, actions, projects and the like. Each department seeks to describe its activities, its accomplishments, and its work plan in terms of one or more of the six functional categories that tie back to the City's vision and mission.

## Transformational Change & Maintaining Momentum

The themes of the last two budget years were Transformational Change and Maintaining Momentum, respectively. These concepts centered in FY 2023 on major projects such as the construction and opening of the new Morristown Landing Recreation & Event Center, the myriad of projects funded by more than \$12 million in American Rescue Plan Act of 2021 (ARPA) grant dollars, and the award of \$23 million in RAISE grant funding for the improvement of the South Cumberland corridor. The scope and scale of those projects certainly lend themselves to transformational change.

In FY 2024, the concept of Maintaining Momentum centered on the continued execution of the aforementioned "Transformational Change" projects. The Morristown Landing had a very successful Year 1 of operations, most of the ARPA-funded projects were completed, TDOT and the City formed a partnership to move the RAISE grant forward with more resources, and the City embarked on several bond-financed projects including the construction of a new fire station and a series of major park improvements. While these projects and other planning and construction-related items are easily the most visible to the community, City departments also moved forward with organizational and operational improvements throughout.



With so many major projects completed and underway in FY 2024, the year certainly exhibited the effort to maintain the momentum brought by prior periods of long-term planning, identifying resources, and embarking on transformational change. An overview of some of the key programs and projects of the last year are provided below.



## A HEALTHY AND VIBRANT CITY

### Morristown Landing



With a soft opening in March and a full opening in June of 2023, in FY 2024, we have witnessed the first full year of operation of the Morristown Landing. This year has been an opportunity to see the community respond to the various amenities available and to compare that response with earlier estimates and programming plans. By Spring of 2024, membership far outpaced Year 1 goals with more than 5,770.

The incredible demand for meeting space – for conferences, corporate meetings, galas, job fairs, private parties, community lunch & learns, etc. – has been a key lesson learned. Due to the higher-than-expected demand

for such events, the City and the operations team at the Landing have already begun plans to expand the functionality of the catering kitchen into a full-service kitchen. The capabilities of the staff and the demand from customers of the facility justify an upgrade in order to better serve plated dinners for larger events.

### Park Improvements

The City borrowed \$10 million in FY 2024 to fund construction of the new Fire Station 3 and an ambitious list of improvements and upgrades of park facilities. In FY 2024, we began the design process and bidding based on a list of priority projects. Improvements designed for Fulton-Hill Park largely focus on the Great Lawn, which is the highest elevation of the park. Designs include a paved driveway for better access, dedicated parking, electric infrastructure upgrades and plaza area to better accommodate food trucks and a stage for events, and a new pavilion that visitors can enjoy.

Designs for Frank Lorino Park include the creation of 9 lighted pickleball courts, the conversion of two undersized football fields into one full sized multi-purpose field, paved driveways through the soccer complex, and upgraded dugouts. Financing also covered the cost of new irrigation and an updated lighting system for the baseball/softball fields.



## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

### Talley-Ward

While some improvements at the Talley-Ward Community Center began in FY 2023, 2024 saw the completion of a sewer line replacement, roof repair and capping of the walls to prevent water damage and waterproofing of the exterior brick. The basketball goals were also replaced with goals that could be raised and lowered to better serve different age groups or be raised out of the way when not in use.



### Rose Center

The City utilized a portion of its CDBG grant to replace the slate sections of roof at the historic Rose Center. Slate on the two main turrets, the bell tower, and the bell tower's four small turrets were all replaced along with new copper flashing, fascia repair, and re-created ornamental metal detailing. The work corrected a water intrusion issue.

### Transportation

A new alignment of Thompson Creek Road was completed in Spring 2024, providing a valuable connection between Walters State Community College and shopping areas along Crockett Trace, new multifamily developments on Crockett Trace, and East Morris Boulevard. The new roadway is widened, includes a multiuse pathway, and will soon be home to the new Fire Station 3 and its adjacent training facility.

The City continued its commitment to investing in maintenance of streets, paving approximately 8 miles of roadway and applying a rejuvenation technique to 10 miles. The rejuvenation process is ideally done approximately 5 years after new asphalt is applied. The process reintroduces chemicals into the asphalt with the result of adding approximately 5 additional years of life to the roadway surface. At a fraction of the cost of paving, it is well worth the effort and investment to rejuvenate roadways at the 5-year mark in order to extend their useful life in the long-run.



Several projects funded by TDOT but managed by the City of Morristown made progress in FY 2024. These are typically projects that span two or more fiscal years. Engineering & design concluded and right-of-way acquisition began on a project to resurface East Morris and to install traffic signals at two intersections. Design and environmental review continued on a project intended to add a dedicated turn lane for traffic turning from Central Church Road onto W Andrew Johnson Highway. Design continued on a multimodal project to connect several areas along east-west corridors where sidewalks currently do not exist, and Phase 5 of the greenway project entered a right-of-way acquisition phase.

TDOT is also managing several projects in the City. Construction got underway on an improvement to the US 25E and Progress Parkway intersection as well as the construction of a second turn lane from W Andrew Johnson Highway onto Merchant's Greene. Preliminary phases continued for a couple of projects that are expected to get underway in early FY 2025, including the widening of Highway 11E east on the east side of Morristown and the concrete rehabilitation on US 25E going over Cherokee Lake. Survey work got underway for the \$23 million RAISE-grant funded improvements along S Cumberland.

TDOT has additionally begun plans for a much-anticipated improvement on State Route 160 at Sulphur Springs and at Martin Luther King Jr. Boulevard. TDOT has begun the environmental review phase as they pursue federal funding for a project to create right-turn-only traffic movements onto SR-160 and construct a J-turn west of these locations. Due to the urgency of the issue, the City and TDOT have worked together to create a more immediate, but temporary, solution at the intersection of Martin Luther King Jr. Boulevard.

### Public Works

Design work was completed for the construction of a dedicated vehicle storage facility for the Police Department within its impound lot at Public Works. In conjunction with the Police structure, design was also completed for an additional outdoor storage building for Public Works to house additional vehicles and materials. Both projects are anticipated for construction in FY 2025.





## STRONG & DIVERSE ECONOMY

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### Commercial Development

Commercial, Institutional, and Industrial development in Morristown remain strong. The Planning department oversaw the approval and development of an incredible list of restaurants, hotels, storage facilities, offices and medical facilities, retail stores, a strip mall, industrial expansions, a school, and the county's justice center. Site plans reviewed in 2023 continued an upward trend and outpaced 2022.

Merchant's Greene remains a central focus of development between SR-160 and W Andrew Johnson with two new medical facilities, two strip center retail developments, and a hotel under construction. Additionally, the area has another hotel in the planning stages, which speaks to the need in the community for hotels supporting the needs of our local industrial base as well as our new recreation & event center located in the same area.

While Merchant's Greene may be a focal area, there is significant commercial development throughout the community as we are seeing more activity on US 25E near exit 8 as well as further north near Cherokee Lake. East Morris and areas more central Morristown are witnessing their fair share of commercial development as well.

The Morristown Regional Airport has executed a public-private partnership for the development of the extension of taxiways further west on the airport property. The demand for more commercial hangar space at the airport drove the decision to pursue the expansion and is a testament to the health of the commercial and industrial sectors of our economy. When built out, the expansion area will add up to 50% more corporate hangar square footage to the airfield.

### Industrial Development

The last year continued to exhibit that Morristown is a strong industrial hub, and this is certainly attributed to the workforce development efforts of community partners like the Tennessee College of Applied Technology, Walters State Community College, our local Career Technology Education programs in the Hamblen County Schools, and the Morristown Area Chamber of Commerce. In the last year, industrial development has accounted for \$197 million in building expansion and new equipment and 606 new jobs. Of these projects, 2 were new companies and 22 were expansion of existing industry.

In FY 2024, Morristown Utilities completed design and awarded bids for construction of a one-million gallon water tank and 16-inch water line extension near exit 12, which will provide domestic water and fire protection needs that will further enable redevelopment of the former Enka site. The City committed \$4 million of its allocation of ARPA funding through TDEC to support the project.



### Downtown

In January 2024, downtown experienced the tragic loss of the Parks-Belk building due to fire. The building, at the corner of Main Street and Cumberland in the heart of downtown, and most of the block had just recently been purchased by a developer with plans to revitalize the block. Thankfully the fire was contained to only the Parks-Belk building. However, the time necessary for the careful and full demolition of the remaining walls of the building required continuous closure of a block of Main Street as well as a block of South Cumberland, which is a state route and a major intersection and route through Morristown. The roads were reopened in April, but the negative impact has been noted by downtown businesses despite efforts to continuously promote downtown as "open for business" throughout the ordeal.





### Residential Development

Morristown's residential development continues to appear busy and steady. Certain metrics are beginning to show a mixed message, which is likely due to the uptick in interest rates compared to years prior. The total number of subdivision applications received in 2023 continued to rise over 2022 and years prior.



However, the number of lots created by those subdivisions fell from 2022 to 2023. Smaller phases of large subdivisions, smaller subdivisions in general, and more small lot subdivisions are likely contributors to this change – not to mention that the two years prior saw incredible increases that perhaps should not be expected year over year.

The number of permits issued for single-family residences fell slightly in 2023, but remained somewhat consistent. From 2021 to 2023, the number of new single-family permits has been 161, 159, and 143, respectively. Multi-family development of new units fell in 2023 to 44 compared to 72 in 2022.

Though some of these metrics shifted downward in 2023, we believe it is too early to determine whether there is a changing trend or not. Developers and buyers could remain cautious as interest rates are higher than they have been in recent years. Housing affordability remains a discussion with very conflicting opinions in that some view housing prices as becoming unattainable while others – perhaps those still moving to the area – clearly find that local housing prices are attainable.

While the fire at the Parks-Belk building is a setback in terms of housing inventory – as the developer intends to create some residences in that space – it is not the only downtown property slated to add residential units. Several buildings are currently undergoing renovation to include apartment units on upper floors, and it is anticipated that the more residents we have living downtown, the more it will drive demand for active commercial uses to fill available spaces and to begin expanding the footprint of downtown.

### Pathways

As noted above in an update regarding transportation projects, the city is actively pursuing improvements to sidewalk connectivity and the availability of multi-use pathways. Phase 5 of the greenway, which will extend the pathway from the Freddie Kyle trailhead to Davis Street, has entered the right-of-way phase. Another multimodal project seeks to fill in the gaps of missing sidewalk sections along major east-west corridors. And recent completion of the Thompson Creek Road realignment includes a multi-use path along the length of the project. All of these projects seek to improve the quality of life and accessibility for nearby neighborhoods – and to enable greater recreational opportunity throughout the City.





## HIGH PERFORMING ORGANIZATION

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### Human Resources

The City continued to work with its consultants throughout FY 2024 to complete a classification and compensation study. Phase one of compensation changes were fully implemented at the beginning of the fiscal year. Amendments to the employee handbook were also adopted and implemented in an effort to bring policies in line with current- and best practices.

### Charter

Following a change in state statute, the City Council found it necessary to consider an amendment to the city charter. Amendments address the manner in which elections are held while also removing outdated language and bringing the charter in line with current municipal governance. Following approval of the amended charter by the state legislature and governor the City Council will take one final action to ratify and enact the new charter.

### City Council Meetings

Staff implemented an audio-visual system in the City Council chambers to enable the recording and live streaming of City Council meetings. The system also enables the creation of timestamps within the video which allows viewers to advance the video to specific items on that meeting's agenda. An incorporated voting feature ensures that the voting record for each item on an agenda is automatically captured for the creation of the meeting minutes. The new web-based software program creates a seamless agenda management process in which agendas, the video of the meeting, the voting process, and the resulting meeting minutes are all interconnected.

### Software Improvements

Staff continues to seek out continuous improvements – particularly in ways that our existing software programs can be used more effectively or can be built upon to do more. In FY 2024, we continued to work with our software provider to program our cashiering functions in such a way that would work more efficiently across all functional areas instead of segmented by department or function. Staff also moved forward on an Employee Access program that, when implemented, will enable all employees to access their payroll and human resources information online and will reduce the amount of physical paperwork that is currently required. Finance and Public Works began working together to implement an asset management and work order system as an additional feature from our current software provider.



## SAFE & SECURE COMMUNITY

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### Fire Station 3 & Training Facility



With the coming widening of US Highway 11E and its related improvements, certain cross streets will be permanently closed, which will negatively impact response for the existing Fire Station 3. The

outdated station, and the coming highway project became the impetus for replacing the station in a new location. With more than 10 acres available on Thompson Creek Road and a road improvement on the horizon, this was identified as the new location.



In order to stay as far ahead of the Highway 11E project as possible, the construction of the new Thompson Creek Road alignment also included the site preparation work for the Fire Station and adjacent training tower facility. Construction of the new fire station was bid in early 2024, and the site work was completed in time to hand off the site to the building contractor in April. The same contractor will oversee the assembly of the training tower components on the adjacent site. The campus is expected to be a valuable asset not only for Morristown but also for other regional agencies seeking to use a live-burn training facility.

### Police Department Vehicles

In the post-COVID era, supply chain issues have continued to make vehicle purchases extremely difficult. In recent years, long-standing orders for vehicles have been canceled by manufacturers, and long lead times have made it incredibly difficult to effectively time the delivery of vehicles, the procurement of upfitting parts, and installation. When Morristown Police Department was made aware of a large vehicle purchase cancellation elsewhere in the Southeast, the City Council provided the flexibility needed through a sizeable budget amendment to enable the purchase in FY 2024 vehicles that we otherwise would have budgeted for FY 2025. Had we waited until FY 2025 to seek out those vehicles, we could very likely continue to face the challenges we have seen in recent years.

## **FY 2025 Initiatives**

### Continuous Improvement

The themes of the last two years being “Transformational Change” and “Maintaining Momentum,” respectively naturally lead to a focus in FY 2025 being “Continuous Improvement.” While we do not have major adjustments to operations in store, the notable impact of the last two years has been the introduction of millions of dollars in grant funding, a new bond issue, and several million dollars’ worth of projects either in design or just getting underway. With so many infrastructure projects introduced recently, the execution and completion of those projects becomes our focus.



## **A HEALTHY AND VIBRANT CITY**

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Still very much in its infancy, we expect that the operations and programming at Morristown Landing will continue to evolve, and in FY 2025, we anticipate that Covenant Health will begin operating its rehabilitation center as they have completed the build-out of the space. The partnership with Covenant will continue to grow the offerings at the Landing tied to health and fitness.

In response to demand for larger events, we expect to complete construction on a conversion of the catering kitchen at the Landing into a full-service kitchen. This will enable the Landing staff to better provide for large events requiring plated dinner service.

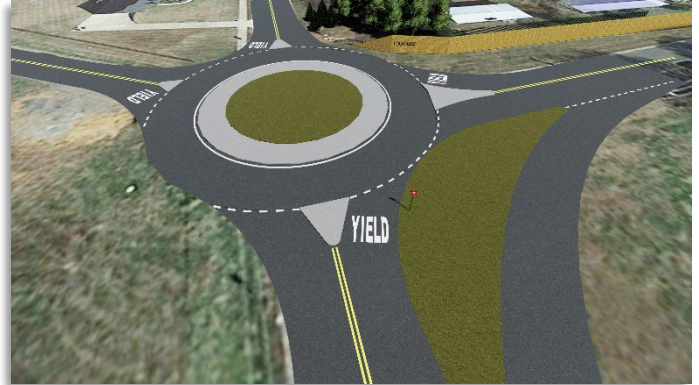
Having worked through designs in FY 2024, we plan to begin construction on the ambitious list of park improvements at Frank Lorino Park and Fulton-Hill Park. These improvements intend to bring more active users to those parks and to improve the experience of everyone once there. In the case of Fulton-Hill Park, we anticipate the improvements to provide better access to the Great Lawn will attract more visitors that have just not yet taken the opportunity to take in the view.







We continue to pursue transportation improvements throughout the city with both local funds and through partnership with TDOT. In addition to paving 8 miles of neighborhood streets and rejuvenating 4.75 miles, the City will complete design and right-of-way acquisition for an additional turn lane on Central Church Road and for Phase 5 of the City's Greenway, and construction will get underway on a project to widen East Morris Boulevard and on a project to construct various sections of sidewalk along critical east-west corridors. The City will also begin construction on a new alignment of South Bellwood Road to support further commercial development and a roundabout at the intersection of Walters and Cherokee Drives to improve safety.



Through a public-private partnership, an expansion of the taxilane at the Morristown Regional Airport should be complete in FY 2025, and we anticipate that several corporate hangars will be constructed in short order. As with ground leases for other new hangars at the airport in recent history, at the end of the ground lease term – typically 20 to 25 years – the hangars will revert to city ownership. The continued demand for hangar space is a testament to Morristown's other successes in industrial and commercial activity.

Morristown Utilities is expected to complete construction of a new water tank near Exit 12 in late FY 2025. The tank and water line extension is funded in part by the City's contribution of \$4 million of the ARPA funding provided by TDEC. When completed, the project will provide improved domestic water as well as fire protection needed in the area, which is anticipated to have a positive effect on prospects for the industrial properties in the vicinity.

In FY 2025, the City will begin to tackle a series of improvements to storm water infrastructure based on recommendations that came out of a study of the Havelly Springs Branch. The improvements will update existing drainageways to adequately accommodate storm water and alleviate challenges noted during periods of heightened rainfall.



## STRONG & DIVERSE ECONOMY

While interest rate movement and national economic climate concerns are always possible factors that may partially impact development trends in Morristown, we anticipate that the continued demand for those moving to East Tennessee in general and the diversity of our industrial base will continue to insulate Morristown in part from negative effects that may impact other areas of the country more significantly.

Commercial development continues in areas throughout Morristown, and the growth and demand along the Merchants Greene corridor is the most notable with two ongoing TIF-supported retail developments, the Morristown Landing, and several medical facilities driving the growth. The anticipated addition of two hotels to the area is an exciting prospect – supporting the hotel needs for local industrial and commercial business as well as recreational tourism now driven by the Morristown Landing.

In addition to new development of housing and commercial space, several downtown buildings are undergoing significant renovation. Projects underway include potential restaurant uses, retail, event venue



space, and the creation of new residential units. The more people that live downtown and in the immediate vicinity are likely to drive the demand for more active commercial uses downtown as well.



## THRIVING, LIVABLE NEIGHBORHOODS

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Connectivity within and among different neighborhoods and commercial areas of the city remains a priority. Public Works will continue to invest annually in sidewalk repair and maintenance and the upgrade of various intersections for ADA accessibility. Additionally, we will continue to press forward toward construction of Phase 5 of the greenway, extending it from the Freddie Kyle trailhead to Davis Street, and we will also continue moving forward on the multimodal grant project to connect sidewalk sections along



major east-west corridors through the City. Finally, City staff will continue to coordinate with TDOT toward the \$23 million RAISE grant funded improvements for South Cumberland.

Frank Lorino Park and Fulton-Hill Park, being two of the city's largest parks will certainly command a lot of attention as we look forward to pursuing several park improvements at both locations in FY 2025. Equally exciting will be improvements coming to Wildwood Park. Wildwood's location in the heart of a residential

area distinguishes it considerably from the City's largest parks. Improvements anticipated in FY 2025 include a replacement of the dated playground equipment and a mini-pitch soccer "court" as planned with the 2024 bond financing.



## HIGH PERFORMING ORGANIZATION

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In FY 2025, the City will implement the final phase of compensation adjustments based on the classification and compensation study conducted and completed in FY 2024. Initial improvements to pay were implemented at the beginning of FY 2024 but were limited in order to make the implementation affordable. This year's budget completes all changes.

Following approval of an amendment to the City's Private Act Charter by the Tennessee General Assembly and the Governor, the City Council will need to take one final action to ratify the amended version and make it effective. With the changes effective, staff will work toward presenting recommendations to ensure the City remains compliant with its new Charter and future elections.

Having identified several opportunities for improvements to the City's software programs, staff will continue to push the vendor to move the projects forward. We anticipate implementing updated cashiering & payment features, an employee access program for all staff, and an asset management and work order system. As software programs constantly evolve and update, this is an area that we expect to be a regular topic for continuous improvement.



## SAFE & SECURE COMMUNITY

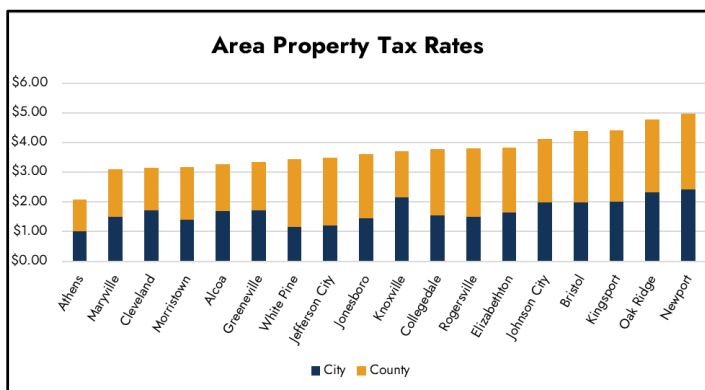
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With the new Fire Station 3 under construction in Spring 2024, we expect to have regular interaction with the contractor and design team throughout FY 2025 as construction moves ahead. Though the contract time for the project could extend into FY 2026, barring considerable supply chain or labor challenges, we believe that this project could be largely completed in FY 2025. When finished, the classroom and the adjacent live-



burn training facility will be a fantastic amenity for our own department as well as other departments in the region. The station and the training facility have the potential to positively influence the City's ISO rating.

## Funding the Plan



### Property Tax and Other Fees

A healthy economy and stable, sound, consistent financial practices enable us to present this plan for the FY 2025 operations without any changes to property taxes – and without notable impacts to programs or operational levels of service.

As seen in the graph, Morristown continues to enjoy one of the lowest combined property taxes in the region. Tennessee is generally recognized as one of the States with the lowest tax burden and

Morristown residents benefit doubly in that property taxes are among the lowest in the area. This budget plan continues that favorable position among our neighbors.

Though they are not planned for in the budget, some departments such as Planning and Parks & Recreation are beginning to assess their fees for various services, applications, programs, etc. We have identified that our fee structure in Planning, for instance, is considerably below any peer municipality and often is insufficient in covering costs. While increased fees are not specifically planned, staff intends to closely review and provide recommendations in the near future.

### Sanitation Fees

In FY 2024, the regional solid waste board took bids for the planned expansion project at the landfill. With alterations to the original plan, new designs are expected to extend the life of the landfill even longer than previously planned. While this results in additional debt requirement to finance the project, a plan between the City, the County, and the solid waste board has been proposed that could avoid any further changes to tipping fees or local sanitation fees. The plan will require a refinancing in 2028 of the existing bonds from 2022.

### Storm Water Rates

As staff has monitored the storm water utility over the course of the last year, it has become evident that it is necessary to recommend a rate increase in FY 2025. Ongoing maintenance costs, increased depreciation expenses, the need to take on a series of new capital projects, and the fact that rates have not changed since 2011 all contribute to this decision. It is recommended that the rate per equivalent residential unit be increased from \$2.50 per month to \$3.50 per month.

### Borrowing

This budget includes no new debt for the general fund but does include \$ 2,500,000 in new debt to finance the series of new capital projects within the storm water fund. Morristown Utilities has requested that the City issue \$15 million in new debt on its behalf. Expansions to the electric system requires a \$10 million investment, and the other \$5 million is slated for improvements in the sewer system. For economies of scale, it is likely that the City will work to structure a debt issue in order that we only go to market one time and cover all three of the financing needs – electric, sewer, and storm water.



### Use of Reserves

Since the recession of the late 2000's, the City has maintained a conservative management philosophy and has built reserves with which to construct capital projects and to provide for unforeseen emergencies. This budget plan continues with that approach. With a projected unassigned fund balance at the end of FY 2024 of 38% of total expenditures, this budget includes a proposed one-time drawdown of \$1.83 million from fund balance for additional road paving and the purchase of specialty vehicles. This amount can be spent while still maintaining reserves of 34% – well within the range set by Council's financial policies.

### **Conclusion**

As with years past, an incredible effort has been made by representatives of every one of the City's departments to create this comprehensive budget plan. Department heads are charged with gathering documentation on programming needs and costs several months in advance, which is a challenge in itself but is much appreciated. Working with leadership from each department, it is evident that throughout the organization, we have a team of true professionals who are passionate about their fields and serving the citizens of Morristown. A special thanks to Larry Clark, Michelle Woods, and Rachel Westra for their expertise, countless hours in this process, and commitment to creating the highest quality final product.

I am pleased to present the proposed budget for Fiscal Year 2025. Plans implemented over the last couple of years have given us several large-scale projects to continue to see through to completion in the year ahead, and we have several new projects to usher through the drawing board phase. Our team is appreciative of the clear direction and support from the City Council to ensure that we are pulling in the right direction in service to the City of Morristown. Critical to this effort will be the Strategic Planning session for the City Council this year as I anticipate that it will provide a great opportunity for renewed vision and plans for the years ahead.

Respectfully,

Andrew Ellard,  
City Administrator



# Community Vision and Goals

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.

## MISSION

## STRATEGIC ACTION PLAN

To facilitate a plan of action to achieve this mission, the community utilizes a multi-faceted approach. Two key tools are used to develop a strategic plan to achieve our mission. These are the Council's priority goals and an annual Citizen survey.

## Council Top Priority Goals

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:

- Develop a community center large enough to handle our capacity.
- 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:

- Involve ourselves in industrial recruitment / development of our employment base.
- Improve the appearance of downtown.
- Complete transportation routes connecting major thoroughfares.
- Form a public private partnership to develop a performing arts center.

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.



# Composite Plan

The annual budget and workplan for the coming year includes a variety of information to help the reader assess the performance of City departments. Departments report workload data in a table with up to five years of history. Results from the Citizen Survey are reflected in graphic format, showing historical comparisons. Each department also reports major accomplishments in the current year and goals for the coming year. These goals are intended to advance the strategic plan. To help the reader relate department goals to the strategic plan, goals are categorized in the following groups:



## HIGH PERFORMING ORGANIZATION

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These goals seek to provide professional management encouraging a culture of innovation, collaboration, and transparency to deliver quality services through an exceptional workforce. Goals in this group typically emphasize efficiency, improved workflow and community engagement.



## THRIVING, LIVABLE NEIGHBORHOODS

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Goals in this group seek to strengthen the foundation, enhance the value, and improve the quality and sustainability of neighborhoods. These efforts focus on neighborhood livability and community appearance, a top priority for the City Council. They also focus on another of Council's key priorities - to develop & maintain our "community infrastructure", including trails, greenways, and parks. In addition, these objectives seek to strengthen efforts to preserve and enhance our natural environment.



## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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Thoughtful planning and operations promote the long-term viability of the City's infrastructure and facilities. Transportation corridors will provide accessibility to destinations throughout the city by complementing the built environment and offering well-connected, safe, and attractive transportation networks.



## SAFE & SECURE COMMUNITY

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Certain departmental goals seek to provide safe and secure neighborhoods which are fundamental to the quality of life and economic vitality of Morristown residents.



## STRONG & DIVERSE ECONOMY

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Maintain and grow a strong and diverse economy through a variety of businesses, industries, and employment opportunities to benefit all residents and businesses.



## A HEALTHY AND VIBRANT CITY

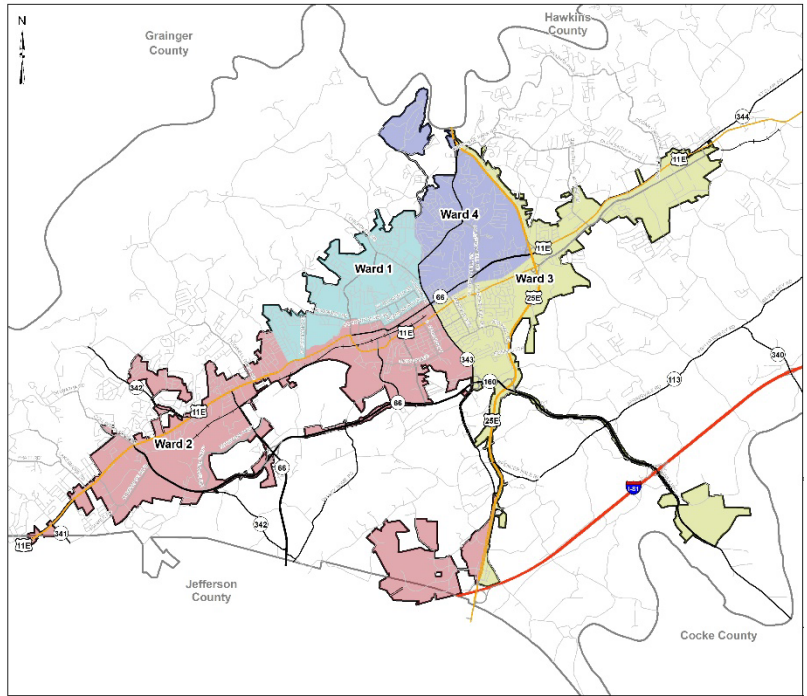
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As the cultural and healthcare hub of the Lakeway area, residents and visitors will benefit from Morristown's rich arts and entertainment opportunities, inspiring parks and civic spaces, excellent health services, diverse educational opportunities, and healthy local food options.



# Community Survey

2023 marks the 13<sup>th</sup> consecutive year that Morristown has participated in the National Community Survey (NCS), providing statistically valid insight into resident opinions about communities and their services. In addition to this snapshot of resident opinion, the NCS offers two important comparisons which help interpret results. Scores are tracked over time, helping to identify trends and highlighting improvements or declining conditions. In addition to seeing trends within Morristown, survey results are compared to more than 600 localities across the nation. These localities, whose residents evaluated the same kinds of topics, are used as a national benchmark to further add context to responses. The City of Morristown uses these resident opinions to guide operations and to help in setting priorities for funding; survey results are an integral part of this budget plan.

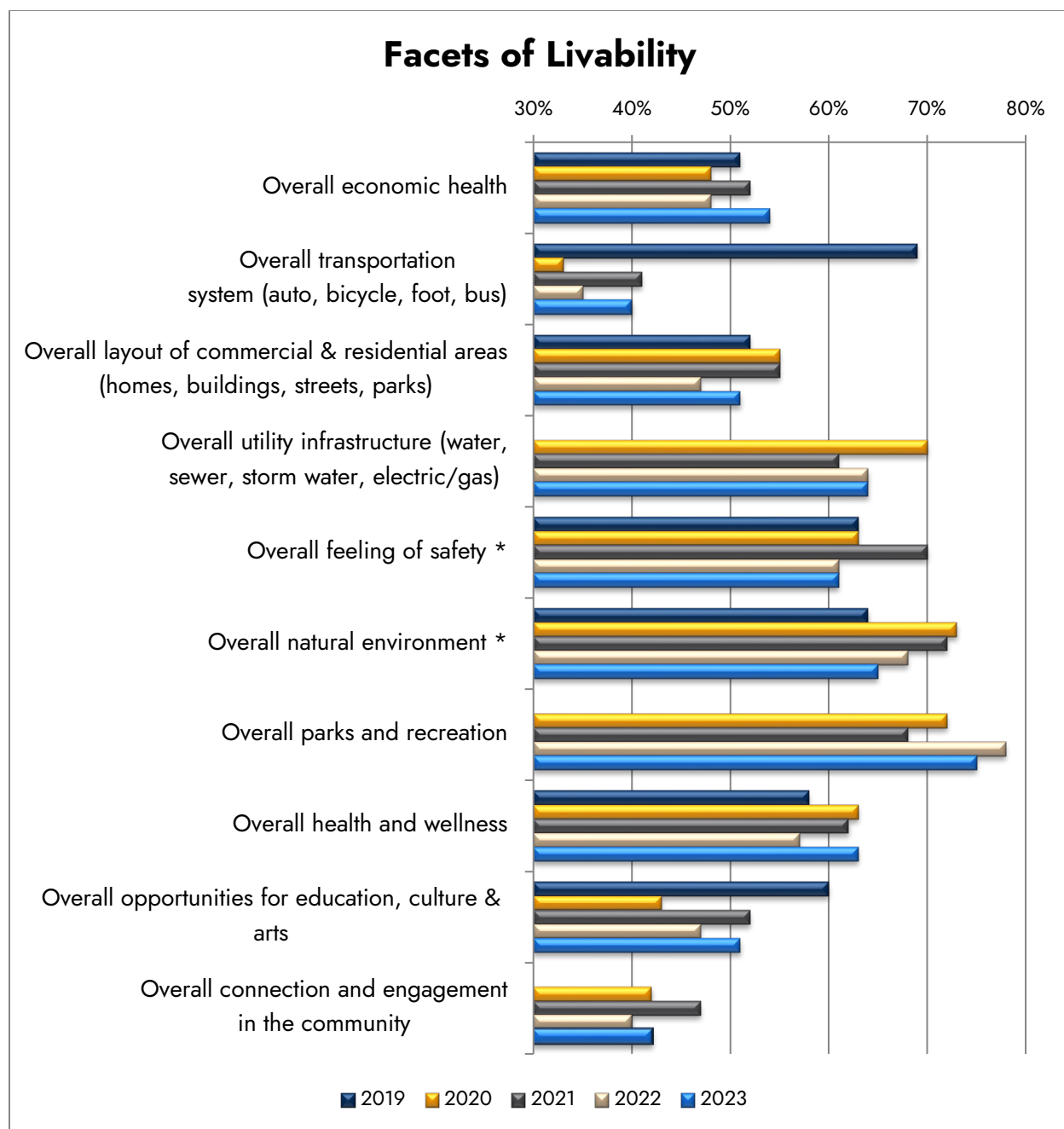


## Facets of livability

The NCS measures resident opinions considering ten central facets of a community:

- Economy
- Mobility
- Community Design
- Utilities
- Safety
- Natural Environment
- Parks and Recreation
- Health and Wellness
- Education, Arts, and Culture
- Inclusivity and Engagement





Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”  
 \*- reflects an area rated below the national benchmark

In looking at these ten key facets, one may first note that Morristown falls below other communities across the country (the national benchmark) in two areas (Safety & Environment). Last year’s report showed us below our peers in five areas. We have improved to match others in economic health, transportation, and engagement. In general, we see improvement over the 2022 ratings.

Adjustments to the structure of the survey are also likely to have influenced some of the responses in a few areas. Favorable ratings for the overall transportation system were half of historic evaluations. In 2020 the question began to explicitly mention cycle, bus and walking where the previous question asked about “overall mobility.” It appears that in previous years, responses were more focused on auto travel, which has been much stronger than our ratings for paths, buses, etc. Another area where a lower favorable rating may be due to the way the question is stated relates to the overall opportunities for education, culture and



arts. Prior to 2020, the question was about the opportunities for educational enrichment. Prior year responses likely were favorable due to the overall education system, particularly the offerings available at Walters State Community College and the Tennessee College of Applied Technology. More explicit reference to culture and arts highlighted areas where we have been lacking but are showing improvements.

We should take care in making significant changes in policy based on these responses and continue to monitor them in future surveys. Environmental conditions may change based on national trends making these results stand as a temporary aberration. We should be aware of areas where we are repeatedly below national benchmarks or where there is a sustained decline in a facet of livability.

## **Balancing performance and importance**

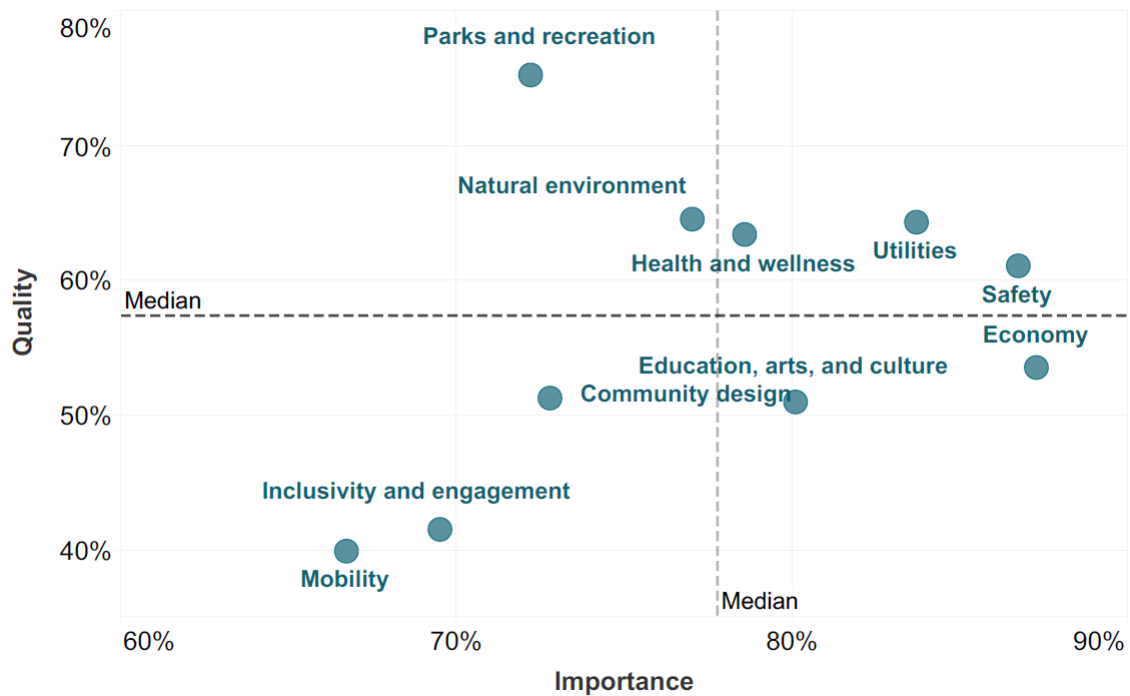
Every jurisdiction must balance limited resources while meeting resident needs and striving to optimize community livability. To this end, it is helpful to know what aspects of the community are most important to residents and which they perceive as being of higher or lower quality. It is especially helpful to know when a facet of livability is considered of high importance but rated as lower quality, as this should be a top priority to address.

To help guide decisions on future resource allocation, resident ratings of the importance of services were compared to their ratings of the quality of these services. To identify the services perceived by residents to have relatively lower quality at the same time as relatively higher importance, all services were ranked from highest perceived quality to lowest perceived quality and from highest perceived importance to lowest perceived importance. Some services were in the top half of both lists (higher quality and higher importance); some were in the top half of one list but the bottom half of the other (higher quality and lower importance or lower quality and higher importance); and some services were in the bottom half of both lists.

Services receiving quality ratings of excellent or good by 57% or more of respondents were considered of “higher quality” and those with ratings lower than 57% were considered to be of “lower quality.” Services were classified as “more important” if they were rated as essential or very important by 78% or more of respondents. Services were rated as “less important” if they received a rating of less than 78%. This classification uses the median ratings for quality and importance to divide the services in half.

The quadrants in the following figure show which community facets were given higher or lower importance ratings (right-left) and which had higher or lower quality ratings (up-down). Facets of livability falling closer to an imaginary diagonal line from the lower left to the upper right are those where performance ratings are more commensurate with resident priorities. Facets scoring closest to the lower right-hand corner of the matrix (higher in importance and lower in quality) are those that may warrant further investigation to see if changes to their delivery are necessary to improve their performance. This is the key part of this chart on which to focus. Facets falling in the top left-hand corner of the chart (lower in importance but higher in quality) are areas where performance may outscore resident priorities and may be a consideration for lower resource allocation.





This matrix serves to highlight both opportunities and challenges for Morristown’s leadership. We have long emphasized economic development as a priority and managing a strong local economic environment should remain a primary goal for the near future. One of our primary responsibilities in serving our citizens is public safety. This has always been a top priority for residents and while the quality of service is above the median, we will continue to make this a major focus for the coming years.

Improvements in education, arts and culture is more problematic, but should be a high priority. Continued partnerships with organizations like the Rose Center, Chamber of Commerce and Hamblen County will allow us to continue enhancing special events, arts & crafts, and performances. Our Parks & Recreation and Morristown Landing staff are growing their offerings in these areas as well. We will sustain our support of the Hamblen County Schools, Walters State Community College and TCAT (Tennessee College of Applied Technology) to address the needs of the community’s education.

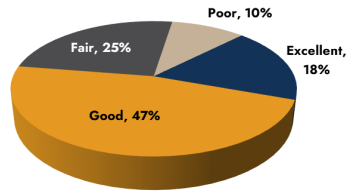
We should continue to build on strengths in safety, health, natural environment, and utilities. These areas are opportunities to further strengthen areas which are of high importance to our residents. The perception of safety is a particular area of opportunity where we see 2023 matches the reduced rating we received in 2022 after a very favorable rating in 2021. We should emphasize improvements to bolster the overall perception of safety to help solidify this important function.

It is interesting that mobility ranks the lowest in importance to our citizens and is also our area where performance lags. Several road projects in the planning stages for both the City and State should show some improvement in mobility, but improvements in this area take time and will not happen overnight. Also falling below the median for both importance and quality of service are community design and community engagement. The pressures associated with a growing community can present challenges on both of these fronts. Improvements in engagement and education may help in educating residents about the path and impact of a growing community on our quality of life in Morristown.

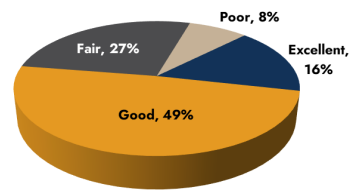


# Survey Dashboard

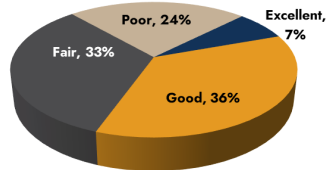
**Quality of Life**



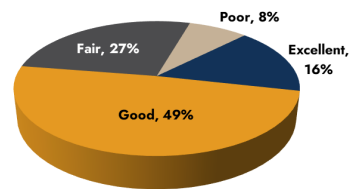
**Natural Environment**



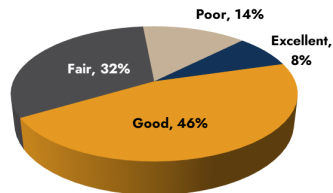
**Governance**



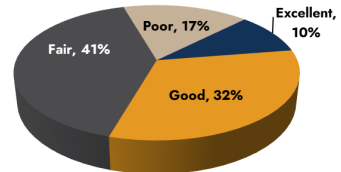
**Natural Environment**



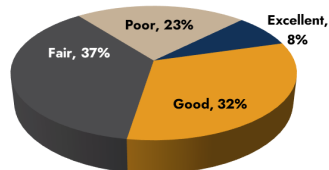
**Economy**



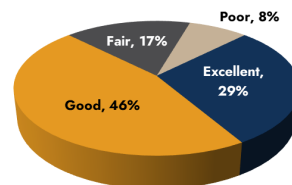
**Community Engagement**



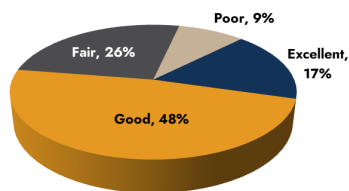
**Mobility**



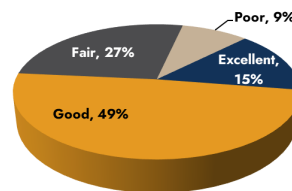
**Recreation**



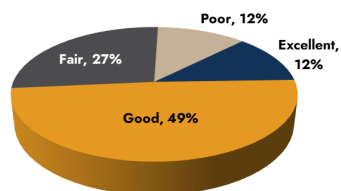
**Utilities**



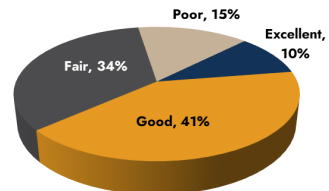
**Health & Wellness**



**Safety**



**Education Arts & Culture**





## Highlights

### Safety is a priority for Morristown residents.

Residents offered high ratings of importance (87% essential or very important) and moderate ratings of quality (61% excellent or good) to the overall feeling of safety in Morristown, suggesting that safety remains a priority and a potential area of focus for the community. Nearly 9 in 10 residents said they felt very or somewhat safe in their neighborhoods during the day, staying on par with results from 2022. A similar proportion felt safe in Morristown's downtown/commercial areas during the day, increasing 6% from 2022. In addition, 8 in 10 reported feeling safe from fire, flood, or other natural disaster, while 7 in 10 felt safe from property crime, both of which were in line with national averages and previous survey results. Two-thirds felt safe from violent crime, a slight decrease from 2022.

The City's safety-related services received varied marks from respondents. Approximately 9 in 10 gave positive reviews to fire services, while 8 in 10 gave positive scores to ambulance or emergency medical services. Approximately 7 in 10 residents praised police services and fire prevention and education, with police services increasing by 8% since 2022. Emergency preparedness and crime prevention received stable evaluations, with 6 in 10 residents offering positive evaluations of these services. Only half of residents positively scored animal control, falling below benchmark comparisons but remaining on par with results from 2022.

In addition to the standard survey questions related to safety, residents were asked to evaluate some specific Morristown Fire Department services. Nearly 9 in 10 residents positively rated public information and emergency medical response. About 8 in 10 gave positive evaluations to fire suppression, while three-quarters ranked response to inquiries as excellent or good. Residents shared feedback on community outreach (72% excellent or good) and public education programs (67% excellent or good) as well.

### Morristown's economy is on the rise.

Many results relating to the economy in Morristown showed positive growth from the City's prior survey iteration. About half of residents assessed the overall economic health of the city as excellent or good, up 6% from 2022. About 7 in 10 Morristown residents favorably rated the overall quality of business and service establishments, increasing 10% from 2022. The variety of business and service establishments experiences a similarly significant improvement, earning high marks from 63% of residents. Morristown as a place to work received positive evaluations from roughly 6 in 10 residents, on par with previous results. Close to half were pleased with the vibrancy of Morristown's downtown/commercial area, shopping opportunities, and cost of living, all showing growth of at least 6% from previous results. However, about half of residents positively reviewed employment opportunities in Morristown, down 8% since 2022 and a potential area of focus for the City.

### Residents emphasize the importance of the vital health and wellness services offered by the City.

Close to 80% of residents indicated that focusing on health and wellness in Morristown in the coming two years was essential or very important. Overall health and wellness opportunities in Morristown received excellent or good ratings from 64% of respondents, up 7% from 2022 results. A similar percentage gave positive reviews to Morristown's health services (59%), on par with 2022 ratings and national benchmark comparisons. About half of residents favorably evaluated the availability of affordable quality food and preventive health services, while just under half positively rated the availability of affordable quality health care. Close to 4 in 10 residents gave excellent or good ratings to the availability of affordable quality mental



health care, on par with 2022 scores. While the above results were all in line with national benchmarks, residents' ratings of their own health fell below benchmark comparisons, with 45% evaluating their overall health as excellent or very good. This was a 10% drop from 2022 evaluations, which may merit additional attention.

Morristown's educational and cultural opportunities are a valued aspect of community livability.

About 8 in 10 survey respondents identified the overall opportunities for education, culture, and the arts as an essential or very important area of focus for the community in the next two years, placing it among residents' top priorities for Morristown. Morristown's public library services were rated excellent or good by 80% of residents. K-12 education received positive reviews from close to 6 in 10 residents. About half of residents gave high marks to the overall opportunities for education, culture, and the arts in Morristown, opportunities to attend special events and festivals, and adult educational opportunities. While all ratings in this facet were on par with national benchmarks and 2022 survey results, a few stood out as potential areas of focus for the City. Only 4 in 10 residents positively reviewed community support for the arts and opportunities to attend cultural/arts/music activities. Additionally, only 35% of residents positively evaluated the availability of affordable quality childcare/preschool.

**Response details**

In addition to these high-level survey results, this document reflects a wide range of detail relating to functional areas. Survey responses are reviewed in each department along with other performance data. The reader can also find the complete 2023 survey report on the City's website at [bit.ly/NCSReport2023](https://bit.ly/NCSReport2023).



# Budget Ordinance

## ORDINANCE No. 4778

### AN ORDINANCE OF THE CITY OF MORRISTOWN, TENNESSEE ADOPTING THE ANNUAL BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2024 AND ENDING JUNE 30, 2025

WHEREAS, Tennessee Code Annotated § 9-1-116 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 Mayor and City Council have 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 Council will consider final passage of the budget.

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

SECTION 1: That the governing body projects anticipated revenues from all sources and appropriates planned expenditures for each department, board, office or other agency of the municipality, herein presented together with the actual annual receipts and expenditures of the last preceding fiscal year and the estimated annual expenditures for the current fiscal year, and from those revenues and unexpended and unencumbered funds as follows for fiscal year 2025, and including the projected ending balances for the budget year, the actual ending balances for the most recent ended fiscal year and the estimated ending balances for the current fiscal years:



GENERAL FUND	Estimated		
	Actual FY 2023	Actual FY 2024	Budget FY 2025
<b>Revenues</b>			
Local Taxes	\$ 39,115,240	\$ 40,917,667	\$ 39,956,220
Licenses And Permits	1,930,642	1,821,100	1,501,600
Intergovernmental	6,745,807	7,369,136	10,021,463
Charges For Services	159,002	211,077	203,000
Fines And Forfeitures	2,020,190	2,681,515	1,451,179
<b>Other Financing Sources</b>			
Issuance of Debt / Debt Proceeds	4,617,491	9,999,206	-
SBITAs	702,848	-	-
Transfers In - from ARPA Fund	-	-	2,000,000
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 55,291,220</b>	<b>\$ 62,999,701</b>	<b>\$ 55,133,462</b>
<b>Appropriations</b>			
<b>Expenditures</b>			
Mayor & Council	\$ 204,303	\$ 252,950	\$ 390,840
Council Elections	25,484	-	-
City Administrator	922,245	958,862	963,660
Finance	1,043,780	1,201,235	1,336,733
Purchasing	65,537	71,960	88,259
Computer Operations	313,214	445,734	378,831
Human Resources	146,750	150,015	174,522
Risk Management	193,245	210,363	207,542
Legal Services	201,546	90,000	110,000
Court Administration	100,767	32,238	34,904
Community & Economic Affairs	440,247	473,924	505,633
Codes Enforcement	199,685	180,719	235,594
Community Development Administration	598,827	578,097	981,444
Engineering	353,857	218,616	269,821
GIS	238,370	270,491	293,053
Inspections	450,453	485,039	562,520
Police Department	9,529,348	12,839,832	11,390,906
Fire Department	9,165,578	9,653,413	10,887,700
Public Works	7,507,333	8,559,260	12,629,407
Parks & Recreation	2,485,375	2,668,253	3,346,809
Natural Resource Maintenance	412,715	317,921	390,821
Other Agencies	1,632,049	1,557,112	1,749,849
Social Services	250,000	250,000	239,275
Airport	451,467	337,648	1,013,200
Retiree Health Insurance	447,154	385,704	475,000
Debt Service Principal & Interest	5,214,745	6,161,430	5,704,168
Capital Outlay - Issuance of SBITAs	702,848	-	-
Bond Expenditures	115,687	185,706	-
<b>Other Financing Uses</b>			
Transfers Out - to other funds	6,761,725	750,000	2,600,000
<b>Total Appropriations</b>	<b>\$ 50,174,334</b>	<b>\$ 49,286,522</b>	<b>\$ 56,960,491</b>
<b>Change in Fund Balance (Revenues - Appropriations)</b>	<b>5,116,886</b>	<b>13,713,179</b>	<b>(1,827,029)</b>
<b>Beginning Fund Balance July 1</b>	<b>39,067,958</b>	<b>44,184,844</b>	<b>57,898,023</b>
<b>Ending Fund Balance June 30</b>	<b>\$ 44,184,844</b>	<b>\$ 57,898,023</b>	<b>\$ 56,070,994</b>
<b>Ending Fund Balance as a % of Total Appropriations</b>	<b>88.1%</b>	<b>117.5%</b>	<b>98.4%</b>



### Debt Service paid from General Fund

#### Debt Management

49100-711	Note Principal Paid	\$ 309,375	\$ 309,375	\$ -
49100-731	Note Interest Paid	9,560	3,240	-
49100-711	Bond Principal Paid	2,606,642	3,335,059	3,378,477
49100-731	Bond Interest Paid	2,163,831	2,511,256	2,320,691
49100-798	Paying Agent Fees	1,500	2,500	5,000
49100-292	Issuance of SBITAs	826,685	-	-
<b>Total Annual Debt Service Payments</b>		<b>\$ 5,917,593</b>	<b>\$ 6,161,430</b>	<b>\$ 5,704,168</b>

SOLID WASTE FUND		Actual FY 2023	Estimated Actual FY 2024	Budget FY 2025
<b>Revenues</b>				
	Solid Waste Disposal Fees	\$ 2,244,241	\$ 2,857,739	\$ 2,840,000
	Sale of City Property	23,895	19,599	1,000
	Miscellaneous Other Revenue	-	446	-
<b>Total Revenues and Other Financing Sources</b>		<b>\$ 2,268,136</b>	<b>\$ 2,877,784</b>	<b>\$ 2,841,000</b>
<b>Appropriations</b>				
	Sanitation	\$ 1,298,309	\$ 1,876,420	\$ 2,090,685
	Recycling	\$ 256,160	\$ 272,132	\$ 313,816
	Debt Service	30,392	29,981	9,161
<b>Total Appropriations</b>		<b>\$ 1,584,861</b>	<b>\$ 2,178,533</b>	<b>\$ 2,413,662</b>
<b>Change in Fund Balance (Revenues - Appropriations)</b>		<b>683,275</b>	<b>699,251</b>	<b>427,338</b>
<b>Beginning Fund Balance July 1</b>		<b>1,743,468</b>	<b>2,426,743</b>	<b>3,125,994</b>
<b>Ending Fund Balance June 30</b>		<b>\$ 2,426,743</b>	<b>\$ 3,125,994</b>	<b>\$ 3,553,332</b>
<b>Ending Fund Balance as a % of Total Appropriations</b>		<b>153.1%</b>	<b>143.5%</b>	<b>147.2%</b>

DRUG FUND		Actual FY 2023	Estimated Actual FY 2024	Budget FY 2025
<b>Revenues</b>				
	Fines And Forfeitures	\$ 122,967	\$ 52,163	\$ 46,000
	Other	-	10,822	-
<b>Total Revenues and Other Financing Sources</b>		<b>\$ 122,967</b>	<b>\$ 62,985</b>	<b>\$ 46,000</b>
<b>Appropriations</b>				
	Drug Enforcement	\$ 211,569	\$ 80,930	\$ 105,300
<b>Total Appropriations</b>		<b>\$ 211,569</b>	<b>\$ 80,930</b>	<b>\$ 105,300</b>
<b>Change in Fund Balance (Revenues - Appropriations)</b>		<b>(88,602)</b>	<b>(17,945)</b>	<b>(59,300)</b>
<b>Beginning Fund Balance July 1</b>		<b>223,908</b>	<b>135,306</b>	<b>117,361</b>
<b>Ending Fund Balance June 30</b>		<b>\$ 135,306</b>	<b>\$ 117,361</b>	<b>\$ 58,061</b>
<b>Ending Fund Balance as a % of Appropriations</b>		<b>64.0%</b>	<b>145.0%</b>	<b>55.1%</b>



LAMTPO FUND	Actual FY 2023	Estimated Actual FY 2024	Budget FY 2025
<b>Revenues</b>			
City Revenues	\$ 23,888	\$ 34,770	\$ 20,798
Other County Revenue	\$ 14,000	\$ -	\$ -
Transportation Planning Reimbursement	219,350	235,136	121,821
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 257,238</b>	<b>\$ 269,906</b>	<b>\$ 142,619</b>
<b>Appropriations</b>			
Transportation Planning Administration	\$ 286,453	\$ 269,906	\$ 142,619
<b>Total Appropriations</b>	<b>\$ 286,453</b>	<b>\$ 269,906</b>	<b>\$ 142,619</b>
<b>Change in Fund Balance (Revenues - Appropriations)</b>	<b>(29,215)</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance July 1</b>	<b>272,410</b>	<b>243,195</b>	<b>243,195</b>
<b>Ending Fund Balance June 30</b>	<b>\$ 243,195</b>	<b>\$ 243,195</b>	<b>\$ 243,195</b>
<b>Ending Fund Balance as a % of Appropriations</b>	<b>84.9%</b>	<b>90.1%</b>	<b>170.5%</b>

E-Citations Fund	Actual FY 2023	Estimated Actual FY 2024	Budget FY 2025
<b>Revenues</b>			
E-Citation Fees	\$ 5,492	\$ 328	\$ -
<b>Other Financing Sources</b>			
Transfers In - from other funds	247,500	-	-
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 252,992</b>	<b>\$ 328</b>	<b>\$ -</b>
<b>Appropriations</b>			
Other Public Safety	\$ 179,267	\$ 25,500	\$ 1,500
<b>Other Financing Uses</b>			
Transfers Out - to other funds	-	69,901	-
<b>Total Appropriations</b>	<b>\$ 179,267</b>	<b>\$ 95,401</b>	<b>\$ 1,500</b>
<b>Change in Fund Balance (Revenues - Appropriations)</b>	<b>73,725</b>	<b>(95,073)</b>	<b>(1,500)</b>
<b>Beginning Fund Balance July 1</b>	<b>23,232</b>	<b>96,957</b>	<b>1,884</b>
<b>Ending Fund Balance June 30</b>	<b>\$ 96,957</b>	<b>\$ 1,884</b>	<b>\$ 384</b>
<b>Ending Fund Balance as a % of Total Appropriations</b>	<b>54.1%</b>	<b>2.0%</b>	<b>25.6%</b>



<b>Morristown Landing Operations Fund</b>	<b>Actual FY 2023</b>	<b>Estimated Actual FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues</b>			
Lease/Rentals	\$ -	\$ 65,680	\$ 65,680
<b>Other Financing Sources</b>			
Transfers In - from other funds	769,000	825,000	600,000
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 769,000</b>	<b>\$ 890,680</b>	<b>\$ 665,680</b>
<b>Appropriations</b>			
Other Social, Cultural & Recreational	\$ 1,004,765	\$ 1,024,054	\$ 600,000
<b>Total Appropriations</b>	<b>\$ 1,004,765</b>	<b>\$ 1,024,054</b>	<b>\$ 600,000</b>
<b>Change in Fund Balance (Revenues - Appropriations)</b>	<b>(235,765)</b>	<b>(133,374)</b>	<b>65,680</b>
<b>Beginning Fund Balance July 1</b>	<b>548,760</b>	<b>312,995</b>	<b>179,621</b>
<b>Ending Fund Balance June 30</b>	<b>\$ 312,995</b>	<b>\$ 179,621</b>	<b>\$ 245,301</b>
<b>Ending Fund Balance as a % of Appropriations</b>	<b>31.2%</b>	<b>17.5%</b>	<b>40.9%</b>

<b>ARPA Fund</b>	<b>Actual FY 2023</b>	<b>Estimated Actual FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues</b>			
ARPA Grant	\$ 2,830,750	\$ 2,202,619	\$ -
ARPA Grant - TDEC	-	-	4,000,000
Interest Income	\$ 58,773	\$ 34,909	\$ 10,000
Other Local Revenue	377,549	-	-
<b>Other Financing Sources</b>			
Transfers In - from other funds	-	69,793	2,000,000
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 3,267,072</b>	<b>\$ 2,307,321</b>	<b>\$ 6,010,000</b>
<b>Appropriations</b>			
Highway & Street Projects	\$ 1,588,404	\$ 286,162	\$ -
Public Utility Projects	38,985	-	4,000,000
Social, Cultural & Recreation Projects	168,099	262,032	-
Other General Government Projects	1,235,205	302,404	-
<b>Other Financing Uses</b>			
Transfers Out - to other funds	177,605	1,521,446	2,010,000
<b>Total Appropriations</b>	<b>\$ 3,208,298</b>	<b>\$ 2,372,044</b>	<b>\$ 6,010,000</b>
<b>Change in Fund Balance (Revenues - Appropriations)</b>	<b>58,774</b>	<b>(64,723)</b>	<b>-</b>
<b>Beginning Fund Balance July 1</b>	<b>5,949</b>	<b>64,723</b>	<b>-</b>
<b>Ending Fund Balance June 30</b>	<b>\$ 64,723</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Fund Balance as a % of Appropriations</b>	<b>2.0%</b>	<b>0.0%</b>	<b>0.0%</b>



Stormwater Fund	Actual FY 2023	Estimated Actual FY 2024	Budget FY 2025
<b>Operating Revenues</b>			
Stormwater Utility Fees	\$ 1,473,193	\$ 1,416,952	\$ 1,974,000
Other	330	-	-
<b>Non-Operating Revenues, Grants, Contributions, &amp; Transfers In</b>			
Investment Income	4,569	6,757	1,500
Bond Proceeds	-	-	2,500,000
Transfers In - from other funds	-	1,867,424	-
<b>Total Revenues</b>	<b>\$ 1,478,092</b>	<b>\$ 3,291,133</b>	<b>\$ 4,475,500</b>
<b>Appropriations</b>			
<b>Operating Expenses</b>			
Stormwater Administration	\$ 374,503	\$ 422,817	\$ 395,916
Drainway Management	682,127	2,657,599	3,336,151
Depreciation	366,180	379,574	437,500
<b>Non-Operating Expenses and Transfers Out</b>			
Debt Service	50,219	293,354	498,692
<b>Total Appropriations</b>	<b>\$ 1,473,029</b>	<b>\$ 3,753,344</b>	<b>\$ 4,668,259</b>
<b>Change in Net Position (Revenues - Appropriations)</b>	<b>5,063</b>	<b>(462,211)</b>	<b>(192,759)</b>
<b>Beginning Net Position July 1</b>	<b>4,677,522</b>	<b>4,682,585</b>	<b>4,220,374</b>
<b>Ending Net Position June 30</b>	<b>\$ 4,682,585</b>	<b>\$ 4,220,374</b>	<b>\$ 4,027,615</b>

**Debt Service to be Paid Out of Stormwater Fund**

<b>Debt Management</b>				
49190-711	Bond Principal Paid	\$ 243,195	\$ 238,293	\$ 383,390
49190-731	Bond Interest Paid	50,156	54,998	115,182
49190-796	Paying Agent Fees	63	63	120
<b>Total Annual Debt Service Payments</b>	<b>Annual Debt Service Payments</b>	<b>\$ 293,414</b>	<b>\$ 293,354</b>	<b>\$ 498,692</b>

SECTION 2: At the end of the fiscal year 2025, the governing body estimates fund balances or deficits as follows:

Fund	Estimated Fund Balance/Net Position at June 30, 2024
General Fund	\$ 57,898,023
Solid Waste Fund	3,125,994
Drug Fund	117,361
LAMTPO Fund	243,195
E-Citations Fund	1,884
Morristown Landing Operations Fund	179,621
Stormwater Fund	4,220,374

SECTION 3: That the governing body herein certifies that the condition of its sinking funds, if applicable, are compliant pursuant to its bond covenants, and recognizes that the municipality has outstanding bonded and other indebtedness as follows:



Bonded or Other Indebtedness	Debt Authorized and Unissued	Principal Outstanding at June 30, 2024	FY2025 Principal Payment	FY2025 Interest Payment
<b>Bonds -</b>				
General Obligation Bonds Series 2017	\$ -	\$ 7,575,000	\$ 320,000	\$ 249,863
General Obligation Bonds Series 2018	\$ -	\$ 12,365,000	\$ 1,390,000	\$ 499,850
General Obligation Bonds Series 2019B	\$ -	\$ 33,510,000	\$ 1,055,000	\$ 1,119,738
General Obligation Bonds Series 2021A	\$ -	\$ 2,450,000	\$ 230,000	\$ 49,000
General Obligation Bonds Series 2023	\$ -	\$ 9,350,000	\$ 495,000	\$ 410,925
<b>Loan Agreements</b>				
Tennessee Local Government Loan Program Series 2009	\$ -	\$ 1,638,416	\$ 128,648	\$ 43,862
<b>Leases</b>				
Pitney Bowes		30,385	3,800	-
Canon		2,923	1,172	-

SECTION 4: During the coming fiscal year (2025) the governing body has pending and planned capital projects with proposed funding as follows:

Pending Capital Projects	Pending Capital Projects - Total Expense	Pending Capital Projects Expense Financed by Estimated Revenues and/or Reserves	Pending Capital Projects Expense Financed by Debt Proceeds
Fire Station #3	\$ 5,700,000	\$ -	\$ 5,700,000
Various Park Improvement	\$ 3,250,000	\$ -	\$ 3,250,000
Cherokee & Walters Roundabout	\$ 850,000	\$ 850,000	
Resurface City Streets 8 miles	\$ 1,536,000	\$ 1,536,000	
Rejuvenate City Streets 4.75 miles	\$ 100,000	\$ 100,000	
Central Church Road (ROW Phase)	\$ 666,227	\$ 666,227	
East Morris Resurfacing	\$ 1,125,403	\$ 1,125,403	

Proposed Future Capital Projects	Proposed Future Capital Projects - Total Expense	Proposed Future Capital Projects Expense Financed by Estimated Revenues and/or Reserves	Proposed Future Capital Projects Expense Financed by Debt Proceeds
Stormwater Projects	\$ 2,545,000	\$ 45,000	\$ 2,500,000
Bellwood	\$ 450,000	\$ 450,000	
Lorino Lane at Snyder Road	\$ 250,000	\$ 250,000	
Collinson Ford at Wooddale	\$ 80,000	\$ 80,000	
East Main Calming Project	\$ 300,000	\$ 300,000	

SECTION 5: No appropriation listed above may be exceeded without an amendment of the budget ordinance as required by the Municipal Budget Law of 1982 (Tenn. Code Ann. § 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 Tenn. Code Ann. § 6-56-205.

SECTION 6: 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 by the Mayor and City



Council pursuant to Tennessee Code Annotated § 6-56-209. Any resulting transfers shall be reported to the governing body at its next regular meeting and entered into the minutes.

SECTION 7: 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 Tennessee Code Annotated § 6-56-206 will be attached.

SECTION 8: There is hereby levied a property tax of \$1.40 per \$100 of assessed value on all real and personal property.

There is hereby levied a property tax on all Morristown City parcels located in Jefferson County of \$0.9328 per \$100 of assessed value on all real and personal property.

SECTION 9: This annual operating and capital budget ordinance and supporting documents shall be submitted to the Comptroller of the Treasury or Comptroller's Designee for approval if the City has debt issued pursuant to Title 9, Chapter 21 of the Tennessee Code Annotated within fifteen (15) days of its adoption. This budget shall not become the official budget for the fiscal year until such budget is approved by the Comptroller of the Treasury or Comptroller's Designee in accordance with Title 9, Chapter 21 of the Tennessee Code Annotated (the "Statutes".) If the Comptroller of the Treasury or Comptroller's Designee determines that the budget does not comply with the Statutes, the Governing Body shall adjust its estimates or make additional tax levies sufficient to comply with the Statutes or as directed by the Comptroller of the Treasury or Comptroller's Designee. If the City does not have such debt outstanding, it will file this annual operating and capital budget ordinance and supporting documents with the Comptroller of the Treasury or Comptroller's Designee.

SECTION 10: All unencumbered balances of appropriations remaining at the end of the fiscal year shall lapse and revert to the respective fund balances.

SECTION 11: All ordinances or parts of ordinances in conflict with any provision of this ordinance are hereby repealed.

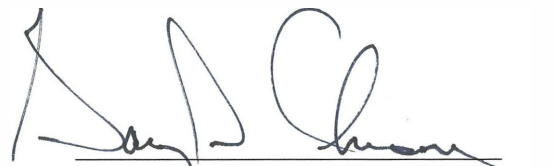
SECTION 12: This ordinance shall take effect July 1, 2024, the public welfare requiring it.

Passed 1<sup>st</sup> Reading: June 4, 2024

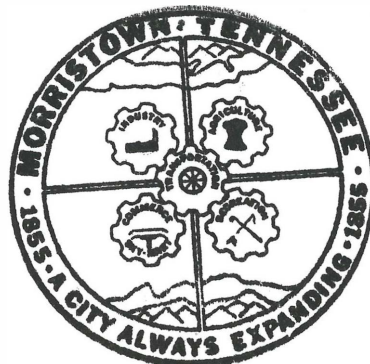
Passed 2<sup>nd</sup> Reading: June 18, 2024

ATTESTED:

  
City Administrator

  
Mayor

SEAL





# Fund Summaries

## All Funds

FY 2025										
	General	E-Citation	Morristown Landing	ARPA	LAMTPO	Narcotics	Storm Water	Solid Waste	All Funds Total	
Revenues:										
Property Tax	\$ 14,945,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	14,945,100
Local Option Sales Tax	19,180,000	-	-	-	-	-	-	-	-	19,180,000
Other Local Taxes	5,831,120	-	-	-	-	-	-	-	-	5,831,120
Licenses, Permits & Fees	1,501,600	-	-	-	-	46,000	-	-	-	1,547,600
Use of Money & Property	1,451,179	-	-	-	-	-	1,975,500	-	-	3,426,679
Service Charges & Fees	203,000	-	65,680	-	-	-	-	2,841,000	-	3,109,680
Intergovernmental	10,021,463	-	-	6,010,000	142,619	-	-	-	-	16,174,082
Transfers In	2,000,000	-	600,000	-	-	-	-	-	-	2,600,000
Bond Proceeds	-	-	-	-	-	-	2,500,000	-	-	2,500,000
Total Revenues & Other Financing Sources:	\$ 55,133,462	\$ -	\$ 665,680	\$ 6,010,000	\$ 142,619	\$ 46,000	\$ 4,475,500	\$ 2,841,000	\$ -	69,314,261
Expenditures/Expenses										
General Administration	\$ 3,685,291	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 395,916	\$ -	\$ -	4,081,207
Public Safety	22,278,606	1,500	-	-	-	105,300	-	-	-	22,385,406
Public Works, Streets and Transportation	12,629,407	-	-	-	-	-	3,336,151	2,404,501	-	18,370,059
Parks & Recreation	3,346,809	-	600,000	-	-	-	-	-	-	3,946,809
Agriculture and Natural Resources	390,821	-	-	-	-	-	-	-	-	390,821
Civic Support	1,989,124	-	-	-	-	-	-	-	-	1,989,124
Airport	1,013,200	-	-	-	-	-	-	-	-	1,013,200
Community & Economic Development	2,848,065	-	-	-	142,619	-	-	-	-	2,990,684
Debt Service	5,704,168	-	-	-	-	-	498,692	9,161	-	6,212,021
Other	475,000	-	-	4,000,000	-	-	-	-	-	4,475,000
Depreciation	-	-	-	-	-	-	437,500	-	-	437,500
Transfers Out	2,600,000	-	-	2,010,000	-	-	-	-	-	4,610,000
Total Expenditures/Expenses & Other Financing Uses:	\$ 56,960,491	\$ 1,500	\$ 600,000	\$ 6,010,000	\$ 142,619	\$ 105,300	\$ 4,668,259	\$ 2,413,662	\$ -	70,901,831



# General Fund

## CITY OF MORRISTOWN

### FY 2025 Budget

	<i><b>FY 2023 Actual</b></i>	<i><b>FY 2024 Budget</b></i>	<i><b>FY 2024 Projected</b></i>	<i><b>FY 2025 Budget</b></i>
<b>REVENUES</b>				
Taxes	39,115,240	40,184,729	40,917,667	39,956,220
Licenses, Permits and Fees	1,930,642	1,408,500	1,821,100	1,501,600
Use of Money and Property	2,020,190	518,679	2,681,515	1,451,179
Service Charges and Fees	159,002	158,500	211,077	203,000
Intergovernmental Revenues	6,745,807	12,000,713	7,369,136	10,021,463
Other Financing Sources	5,320,339	-	9,999,206	2,000,000
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$ 55,291,220</b>	<b>\$ 54,271,121</b>	<b>\$ 62,999,701</b>	<b>\$ 55,133,462</b>
<b>EXPENDITURES</b>				
General Government	5,498,310	6,185,979	5,620,243	6,533,356
Public Safety	18,694,926	21,038,360	22,493,245	22,278,606
Public Works	7,507,333	10,793,963	8,559,260	12,629,407
Parks and Recreation	2,485,375	3,506,244	2,668,253	3,346,809
Natural Resource Maintenance	412,715	411,320	317,921	390,821
Civic Support	1,882,049	1,920,620	1,807,112	1,989,124
Miscellaneous	898,621	4,352,668	723,352	1,488,200
General Fund Debt Service	5,917,593	6,270,082	6,161,430	5,704,168
Bond Expenditures	115,687	-	185,706	-
<b>Total Expenditures</b>	<b>43,412,609</b>	<b>54,479,236</b>	<b>48,536,522</b>	<b>54,360,491</b>
<b>Other Financing Uses</b>				
Transfer to Morristown Landing Fund	769,000	750,000	750,000	600,000
Transfer to Capital Projects Fund	5,992,725	-	-	-
Transfer to ARPA Fund	-	-	-	2,000,000
<b>Total Other Financing Uses</b>	<b>6,761,725</b>	<b>750,000</b>	<b>750,000</b>	<b>2,600,000</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>50,174,334</b>	<b>55,229,236</b>	<b>49,286,522</b>	<b>56,960,491</b>
<b>Net Change in Fund Balance</b>	<b>5,116,886</b>	<b>(958,115)</b>	<b>13,713,179</b>	<b>(1,827,029)</b>
<b>Beginning Fund Balance</b>	<b>39,067,958</b>	<b>43,643,685</b>	<b>44,184,844</b>	<b>57,898,023</b>
<b>Ending Fund Balance</b>	<b>\$ 44,184,844</b>	<b>\$ 42,685,570</b>	<b>\$ 57,898,023</b>	<b>\$ 56,070,994</b>



# Solid Waste Fund

## CITY OF MORRISTOWN

### FY 2025 Budget

	<i><b>FY 2023 Actual</b></i>	<i><b>FY 2024 Budget</b></i>	<i><b>FY 2024 Projected</b></i>	<i><b>FY 2025 Budget</b></i>
<b>REVENUES</b>				
Solid Waste Fees	\$ 2,244,241	\$ 2,832,000	\$ 2,857,739	\$ 2,840,000
Sale of City Property	23,895	1,000	19,599	1,000
Insurance & Customer Reimbursement	0	0	446	0
<b>Total Revenues</b>	<b>2,268,136</b>	<b>2,833,000</b>	<b>2,877,784</b>	<b>2,841,000</b>
<b>EXPENDITURES</b>				
Sanitation	1,298,309	2,021,700	1,876,420	2,090,685
Recycling	256,160	306,091	272,132	313,816
Debt Service	30,392	30,477	29,981	9,161
<b>Total Expenditures</b>	<b>1,584,861</b>	<b>2,358,268</b>	<b>2,178,533</b>	<b>2,413,662</b>
<b>Net Change in Fund Balance</b>	<b>683,275</b>	<b>474,732</b>	<b>699,251</b>	<b>427,338</b>
<b>Beginning Fund Balance</b>	<b>1,743,468</b>	<b>1,127,435</b>	<b>2,426,743</b>	<b>3,125,994</b>
<b>Ending Fund Balance</b>	<b>\$ 2,426,743</b>	<b>\$ 1,602,167</b>	<b>\$ 3,125,994</b>	<b>\$ 3,553,332</b>



# Storm Water Fund

## CITY OF MORRISTOWN

### FY 2025 Budget

	<i><b>FY 2023 Actual</b></i>	<i><b>FY 2024 Budget</b></i>	<i><b>FY 2024 Projected</b></i>	<i><b>FY 2025 Budget</b></i>
<b>OPERATING REVENUES</b>				
Storm Water Utility Fees	\$1,473,193	\$1,400,000	\$1,416,952	\$1,974,000
Miscellaneous	330	0	0	0
<b>NON-OPERATING REVENUES &amp; TRANSFERS IN</b>				
Interest Earnings	4,569	1,000	6,757	1,500
Transfer In - From ARPA Fund	0	1,367,424	1,867,424	0
Bond Proceeds	0	0	0	2,500,000
<b>Total Revenues</b>	<b>1,478,092</b>	<b>2,768,424</b>	<b>3,291,133</b>	<b>4,475,500</b>
<b>OPERATING EXPENSES</b>				
Storm Water Administration	374,503	466,146	422,817	395,916
Drain Way Management	682,127	2,658,013	2,657,599	3,336,151
Depreciation	366,180	498,000	379,574	437,500
<b>NON-OPERATING EXPENSES &amp; TRANSFERS OUT</b>				
Debt Service	50,219	293,391	293,354	498,692
<b>Total Expenses</b>	<b>1,473,029</b>	<b>3,915,550</b>	<b>3,753,344</b>	<b>4,668,259</b>
 Change in Net Assets	 5,063	 (1,147,126)	 (462,211)	 (192,759)
<b>Net Assets - Beginning</b>	<b>4,677,522</b>	<b>4,412,622</b>	<b>4,682,585</b>	<b>4,220,374</b>
<b>Net Assets - Ending</b>	<b>\$4,682,585</b>	<b>\$3,265,496</b>	<b>\$4,220,374</b>	<b>\$4,027,615</b>



# Narcotics Fund

## CITY OF MORRISTOWN

FY 2025 Budget

	<i><b>FY 2023</b></i>	<i><b>FY 2024</b></i>	<i><b>FY 2024</b></i>	<i><b>FY 2025</b></i>
	<i><b>Actual</b></i>	<i><b>Budget</b></i>	<i><b>Projected</b></i>	<i><b>Budget</b></i>
<b>REVENUES</b>				
Program Income	\$ 42,193	\$ 39,000	\$ 46,611	\$ 42,000
Sale of Equipment	-	-	10,822	-
Judgements & Resitution	80,774	2,500	5,552	4,000
<b>Total Revenues</b>	<b>122,967</b>	<b>41,500</b>	<b>62,985</b>	<b>46,000</b>
<b>EXPENDITURES</b>				
Narcotics Enforcement	211,569	145,750	80,930	105,300
<b>Total Expenditures</b>	<b>211,569</b>	<b>145,750</b>	<b>80,930</b>	<b>105,300</b>
<b>Net Change in Fund Balance</b>	<b>(88,602)</b>	<b>(104,250)</b>	<b>(17,945)</b>	<b>(59,300)</b>
<b>Beginning Fund Balance</b>	<b>223,908</b>	<b>139,058</b>	<b>135,306</b>	<b>117,361</b>
<b>Ending Fund Balance</b>	<b>\$ 135,306</b>	<b>\$ 34,808</b>	<b>\$ 117,361</b>	<b>\$ 58,061</b>



# LAMTPO Fund

## CITY OF MORRISTOWN

### FY 2025 Budget

	<i><b>FY 2023</b></i>	<i><b>FY 2024</b></i>	<i><b>FY 2024</b></i>	<i><b>FY 2025</b></i>
	<i><b>Actual</b></i>	<i><b>Budget</b></i>	<i><b>Projected</b></i>	<i><b>Budget</b></i>
<b>REVENUES</b>				
City Revenues	\$ 23,888	\$ 35,000	\$ 34,770	\$ 20,798
Transportation Planning Reimbursements	219,350	204,632	235,136	121,821
Other County Revenue	14,000	10,890	-	-
<b>Total Revenues</b>	<b>257,238</b>	<b>250,522</b>	<b>269,906</b>	<b>142,619</b>
<b>EXPENDITURES</b>				
Transportation Planning Administration	286,453	246,262	269,906	142,619
<b>Total Expenditures</b>	<b>286,453</b>	<b>246,262</b>	<b>269,906</b>	<b>142,619</b>
<b>Net Change in Fund Balance</b>	(29,215)	4,260	-	-
<b>Beginning Fund Balance</b>	272,410	273,640	243,195	243,195
<b>Ending Net Position</b>	<b>\$ 243,195</b>	<b>\$ 277,900</b>	<b>\$ 243,195</b>	<b>\$ 243,195</b>



# E-Citations Fund

## CITY OF MORRISTOWN

### FY 2025 Budget

	<i><b>FY 2023</b></i>	<i><b>FY 2024</b></i>	<i><b>FY 2024</b></i>	<i><b>FY 2025</b></i>
	<i><b>Actual</b></i>	<i><b>Budget</b></i>	<i><b>Projected</b></i>	<i><b>Budget</b></i>
<b>REVENUES</b>				
E-Citation Fees	\$ 5,492	\$ 2,000	\$ 328	\$ -
Transfers In	247,500	-	-	-
<b>Total Revenues &amp; Other Financing Sources</b>	<b>252,992</b>	<b>2,000</b>	<b>328</b>	<b>-</b>
<b>EXPENDITURES</b>				
Other Public Safety	179,267	2,000	25,500	1,500
Transfers Out	-	69,793	69,901	-
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>179,267</b>	<b>71,793</b>	<b>95,401</b>	<b>1,500</b>
<b>Net Change in Fund Balance</b>	73,725	(69,793)	(95,073)	(1,500)
<b>Beginning Fund Balance</b>	23,232	69,793	96,957	1,884
<b>Ending Fund Balance</b>	\$ 96,957	\$ -	\$ 1,884	\$ 384



# Morristown Landing Operations Fund

## CITY OF MORRISTOWN

FY 2025 Budget

	<i><b>FY 2023</b></i>	<i><b>FY 2024</b></i>	<i><b>FY 2024</b></i>	<i><b>FY 2025</b></i>
	<i><b>Actual</b></i>	<i><b>Budget</b></i>	<i><b>Projected</b></i>	<i><b>Budget</b></i>
<b>REVENUES</b>				
<b><u>Service Charges and Fees</u></b>				
Lease/Rentals	\$ -	\$ -	\$ 65,680	\$ 65,680
Transfers In	769,000	750,000	825,000	600,000
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$ 769,000</b>	<b>\$ 750,000</b>	<b>\$ 890,680</b>	<b>\$ 665,680</b>
<b>EXPENDITURES</b>				
Other Social, Cultural, and Recreational	1,004,765	750,000	1,024,054	600,000
<b>Total Expenditures</b>	<b>1,004,765</b>	<b>750,000</b>	<b>1,024,054</b>	<b>600,000</b>
<b>Net Change in Fund Balance</b>	(235,765)	-	(133,374)	65,680
<b>Beginning Fund Balance</b>	548,760	212,823	312,995	179,621
<b>Ending Fund Balance</b>	<b>\$ 312,995</b>	<b>\$ 212,823</b>	<b>\$ 179,621</b>	<b>\$ 245,301</b>



# American Rescue Plan Act Grant Fund

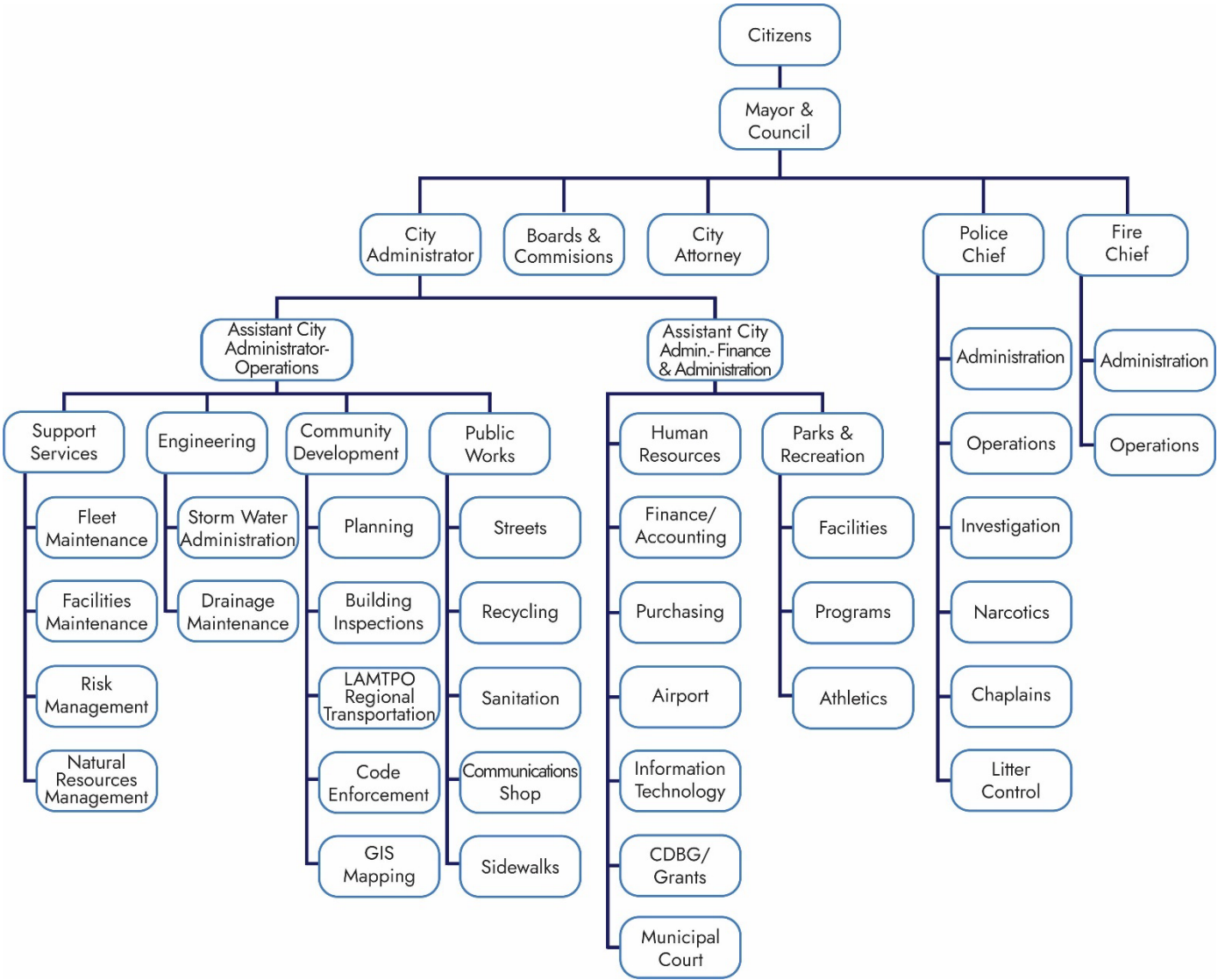
## CITY OF MORRISTOWN

FY 2025 Budget

	<i><b>FY 2023</b></i>	<i><b>FY 2024</b></i>	<i><b>FY 2024</b></i>	<i><b>FY 2025</b></i>
	<i><b>Actual</b></i>	<i><b>Budget</b></i>	<i><b>Projected</b></i>	<i><b>Budget</b></i>
<b>REVENUES</b>				
ARPA Grant	\$ 2,830,750	\$ 2,119,248	\$ 2,202,619	\$ -
ARPA Grant - TDEC	-	4,000,000	-	4,000,000
Interest	58,773	5,000	34,909	10,000
Other Local Revenue	377,549	-	-	-
Transfers In	-	69,793	69,793	2,000,000
<b>Total Revenues</b>	<b>3,267,072</b>	<b>6,194,041</b>	<b>2,307,321</b>	<b>6,010,000</b>
<b>EXPENDITURES</b>				
Highway & Street Projects	1,588,404	645,000	286,162	-
Public Utility Projects	38,985	4,000,000	-	4,000,000
Social, Cultural & Recreation Projects	168,099	-	262,032	-
Other General Government Projects	1,235,205	242,190	302,404	-
Transfers Out	177,605	1,367,424	1,521,446	2,010,000
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>3,208,298</b>	<b>6,254,614</b>	<b>2,372,044</b>	<b>6,010,000</b>
<b>Net Change in Fund Balance</b>	<b>58,774</b>	<b>(60,573)</b>	<b>(64,723)</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>5,949</b>	<b>60,573</b>	<b>64,723</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ 64,723</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# City-Wide Organization Chart







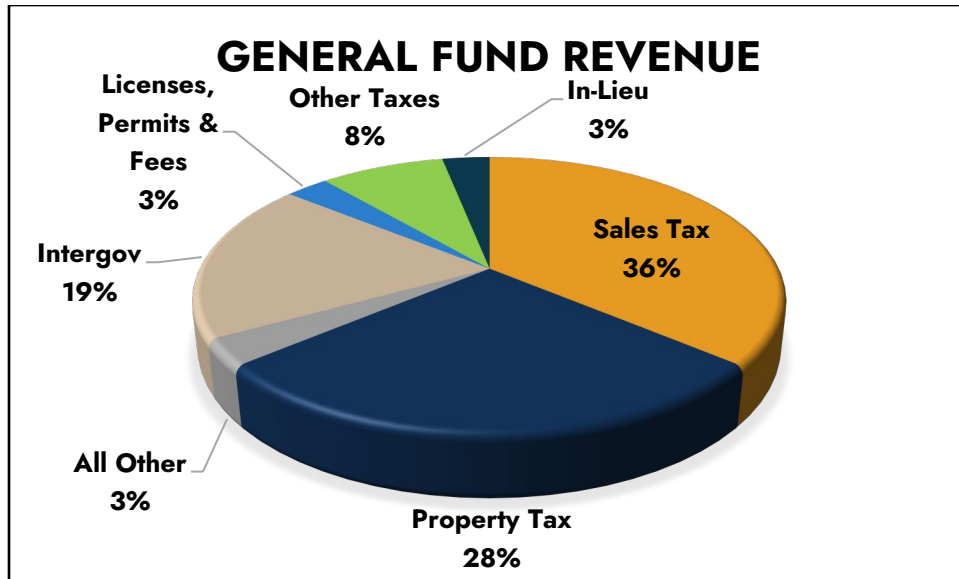
# GENERAL FUND





# Revenue Analysis

The City's operation relies heavily on both property tax and sales tax from consumer spending. Over the last several years, overall growth in recurring revenues has been highlighted by the continual increase in sales taxes, business tax, and permits, showing the overall strength of the local economy and increasing our reliance on this source of income. The graph below illustrates the impact as sales tax will be the largest source of revenue for the City followed by property tax. While property tax has seen growth over the years, much of that growth is related to tax incremental financing. This means that the growth is applied towards the developments and is unavailable for other purposes. Included in the interlocal government revenue are one-time state grants for street improvements and airport projects.

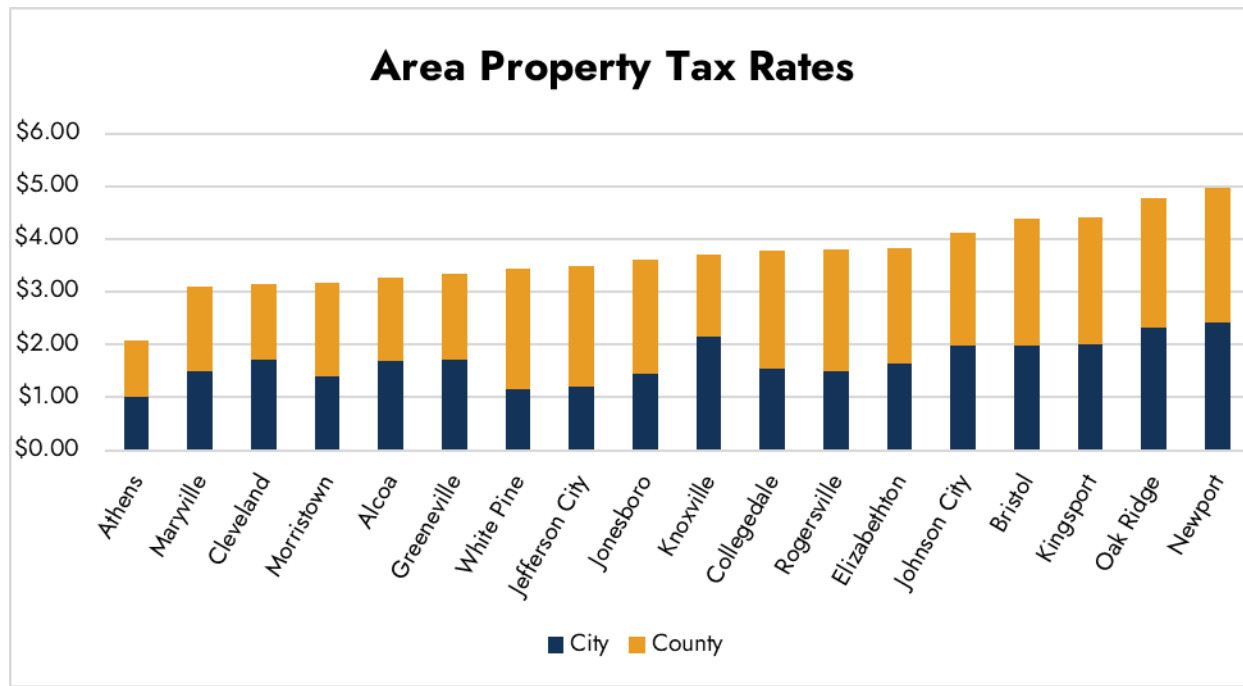


The analysis that follows throughout this section describes the various key factors impacting general fund revenue over time.



## Taxes:

### Property Taxes:



Source: Tennessee Comptroller – Division of Property Assessments

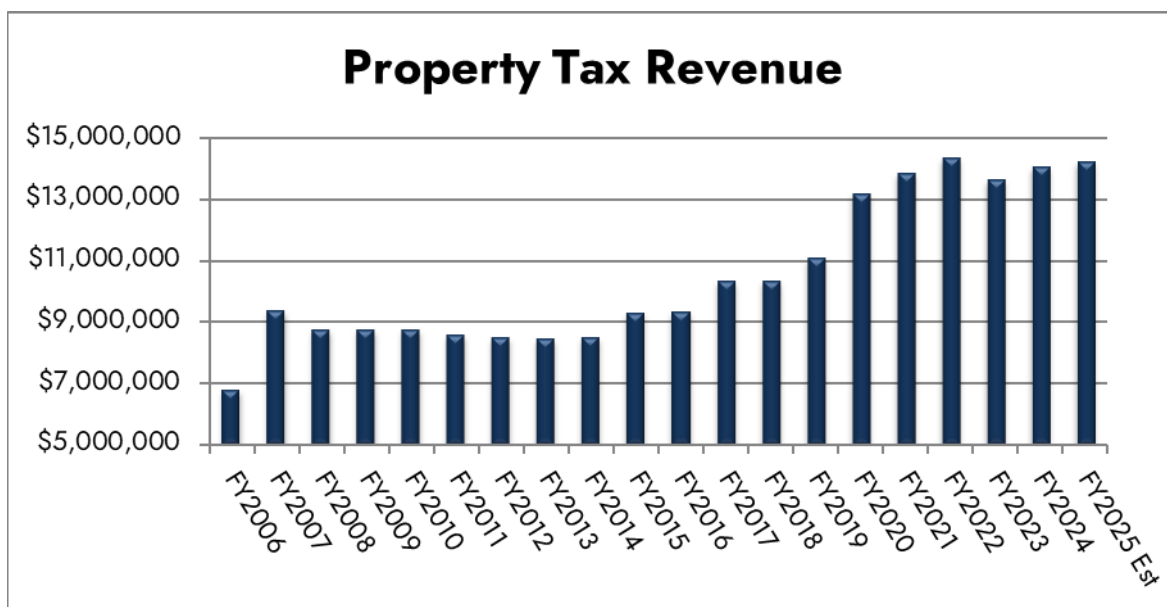
As can be seen from the chart above, property tax rates in Morristown are among the lowest in the region. For purposes of comparison, the combined City and County tax rates are shown. Some school systems are operated by Cities and others by Counties. The combined rates offer a clearer picture of the total tax levy on citizens.



Property tax rates were increased in FY 2007 and reduced in FY 2008 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

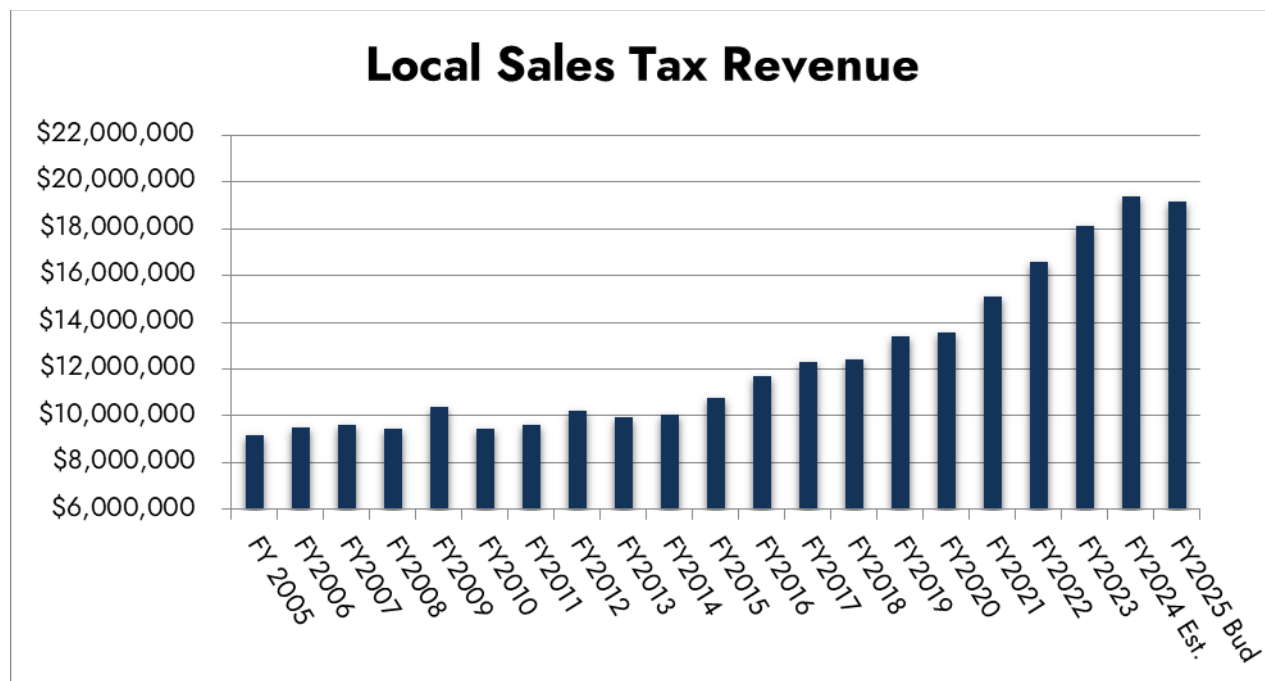


values increase, the rate is reduced. Since the reassessment reflected the impact of the recession, values decreased and our tax rate was increased in order generate the same revenue generated in the prior year. With the FY 2017 budget, the tax rate increased by 9 cents to provide for needed paving and capital projects. In FY 2019, a tax rate increase of 5 cents was approved to fund major capital projects through issuance of debt. In FY 2020, a tax rate increase of 25 cents was approved to assist with the issuance of debt for Morristown Landing. The FY 2021 budget was impacted with the county-wide reassessment and the tax rate decreased to \$1.3958. Unlike the reassessment in FY 2016, this reassessment had an increase in values, therefore the tax rate decreased to generate the same revenue generated in the prior year. The FY 2022 tax rate was rounded to two decimal places taking the tax rate to \$1.40. For the third consecutive year the budgeted tax rate remains flat at \$1.40.



Revenue collections fell from FY 2011 through FY 2013 with the recession and the closing of the Berkline furniture plant. Revenues showed modest growth in FY 2014. 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 Payment-in-Lieu-of-Tax (PILOT) programs for industrial projects partially offset this growth in revenue. The increase in the tax rate in FY 2017 resulted in new revenue of about \$750,000 above the growth of property tax revenue from development. The increase in the tax rate in FY 2019 generated approximately \$430,000 in additional revenues to fund major capital projects. The 25-cent tax increase in FY 2020 generated an additional \$2,175,000 to assist with debt as it relates to Morristown Landing. While the reassessment resulted in a decline in the tax rate, there was a slight increase in revenue collected during FY 2021. This revenue stream is projected to remain strong in FY 2024 with slight growth expected in FY 2025.





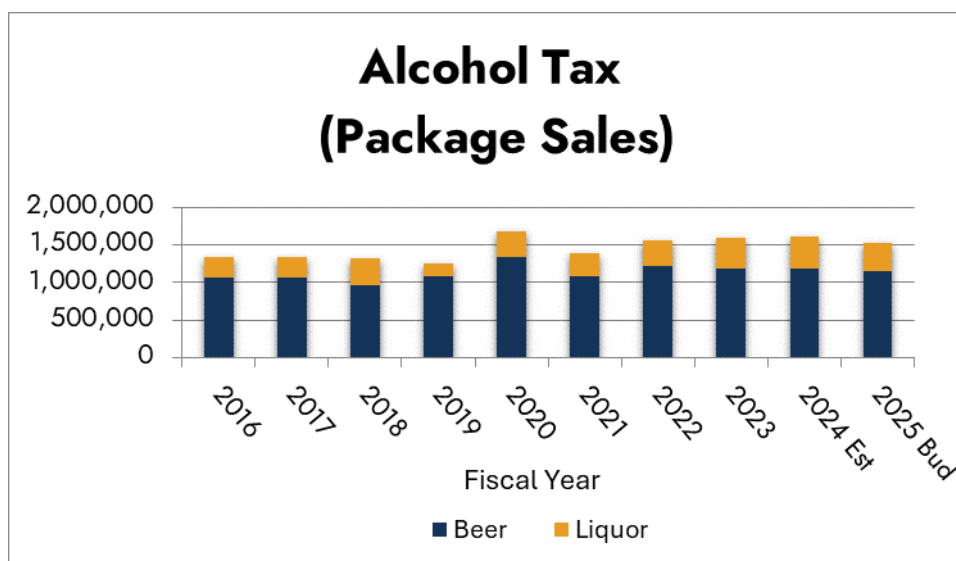
#### Local Sales Tax:

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. 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 2003-2005, but began to see slowing in 2006. These initial reductions were most likely due to regional competition. Later declines in sales reflect the impact of the recession. In FY 2011, the trend of decline turned and actual collections surpassed FY 2010 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 2012. The impact of Berkline's closing was more than offset by regional growth and revenue grew by nearly 5%. Despite a stronger local economy, collections for FY 2013 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 2014, 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. National Brands such as Aldi, Buffalo Wild Wings, Dick's Sporting Goods, Harbor Freight, Ulta Beauty, and many others have located to Morristown in recent years. The City continued to experience significant growth in retail development with more national brands and small businesses opening their doors in FY 2019. Sales tax experienced modest growth in FY 2020 around 1.2%. With the unknown effects that the COVID-19 pandemic would have financially, revenue projections were conservatively made for FY 2021. However, despite a worldwide pandemic, Morristown experienced 12% growth. Morristown continues to experience local option sales tax growth. In FY 2022 we saw growth of around 10% and continued to see additional growth of around 9% in FY2023. We are projecting another 6% growth during FY 2024 but are conservatively budgeting flat in FY 2025.



### Alcohol Taxes:



Historically, revenue from the package sale of alcohol has remained constant and we continue to conservatively project collections. Even through a pandemic, FY 2021 revenue, while showing a decrease compared to FY 2020, remained constant. We saw a slight increase in FY 2022 and are projecting this revenue stream to remain constant in FY 2023, FY 2024 and FY 2025.

### Hotel / Motel Tax:



A portion of these receipts are dedicated to promoting tourism and programs to improve the historic downtown. In December 2009, the City sought 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 2011. Since 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 2020 is attributed to the COVID-19 pandemic. Although the pandemic still lingered, we saw this revenue begin to trend back to pre-pandemic amounts,

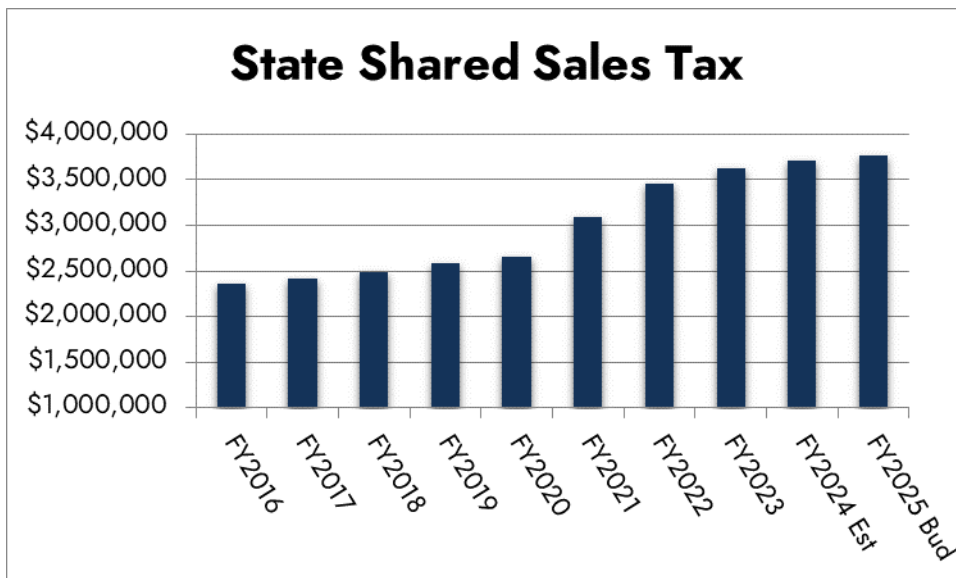


and in FY 2022 saw growth of approximately 45%. Modest growth continued in FY 2023 and is estimated to remain constant in FY 2024 with growth of less than 1%. This revenue stream continues to be monitored to see how the opening of the Morristown Landing Recreation and Events Center will affect this revenue stream.

### **Intergovernmental Revenues:**

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

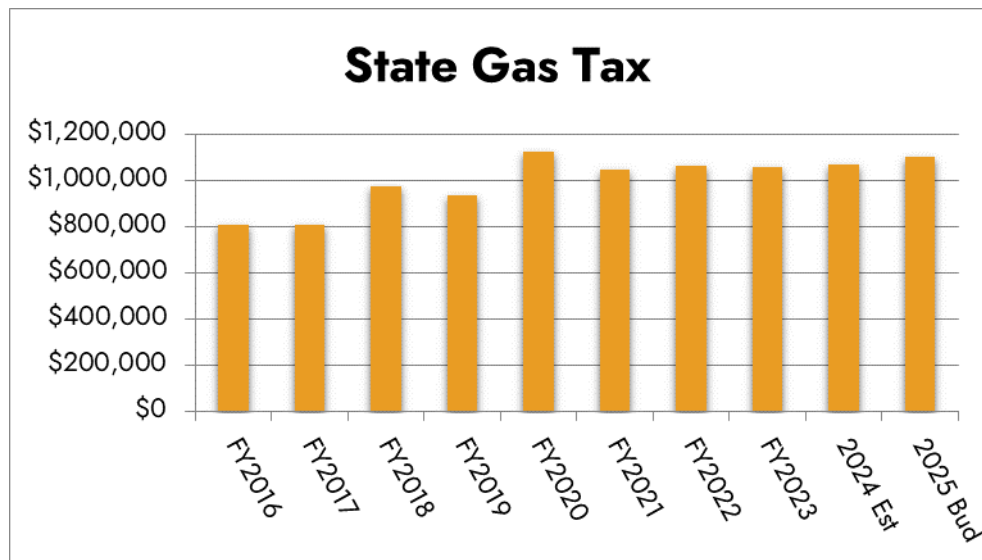
The State shares a portion of statewide sales tax receipts with localities; this revenue is allocated among jurisdictions based on population. This revenue stream began trending upward in FY 2016 and it has continued to trend upward as the State of Tennessee continues to receive the benefits of a healthy economy. Legislation known as the Improve Act reduced the tax on groceries by one percent in FY 2018. FY 2019 experienced an increase around 4%. Even with the beginning of a pandemic, growth occurred in FY 2020 at 2.7% and continued to grow in FY 2021 at approximately 14.6% and again in FY2022 around 12%. Although the rate of growth slowed, we still saw an increase of 4.6% in FY 2023. During FY 2024 although the state froze sales tax on groceries during August through October it is still estimated to see an increase around 2.5%. Although the City continues to see growth, the rate of that growth has slowed considerably since FY 2021. For this reason the FY 2025 budgeted amount is projected to see very slight increase of around 1.5%.





### 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 to cost per gallon and more efficient vehicles impact these collections. Like State Shared Sales Tax, the State Gas Tax was impacted by the Improve Act, adding an additional four cents to the price per gallon effective July 1, 2017. An additional one cent per gallon was added to gasoline and an additional three cents per gallon to diesel effective for FY 2019 and thereafter. This brings the total tax per gallon on gasoline and diesel fuel to \$0.26 and \$0.27, respectively and remains so today. While revenue increased in FY 2020, it performed as expected and decreased slightly in FY 2021. The decline is attributed to the effects of COVID-19 and more people either out of work or working from home most of the year. FY 2022 saw minimal growth of around 1% and FY 2023 saw a minimal decline of 0.5%. Although there was a slight decrease in FY2023, we estimate that FY 2024 will increase slightly and project FY 2025 to see an increase of around 3%. While the number of electric vehicles on the road is expected to impact this revenue stream, this should be offset with the electric and hybrid vehicle registration fees brought about by the Transportation and Modernization Act of 2023.





# Revenue Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
Beginning Fund Balance	39,067,958	43,643,685	44,184,844	57,898,023
31100 PROPERTY TAX - CURRENT YEAR	13,651,035	14,795,200	14,088,980	14,235,100
31200 PROPERTY TAX - PRIOR YEAR	388,841	370,000	516,227	400,000
31300 PROPERTY TAX-INTEREST & PENALTY	185,446	200,000	125,157	185,000
31400 PROPERTY TAX-DELINQUENT	126,643	225,000	60,536	125,000
31500 IN LIEU TAX- MU	2,084,938	1,576,408	2,106,472	1,536,120
31510 IN LIEU TAX- ALL OTHERS	126,076	127,621	121,212	120,000
31550 TV CABLE FRANCHISE	242,488	250,000	227,734	225,000
31560 NATURAL GAS FRANCHISE	480,650	375,000	429,079	420,000
31600 LOCAL OPTION SALES TAX	18,118,802	19,180,000	19,383,224	19,180,000
31710 WHOLESALE BEER TAX	1,183,441	1,100,000	1,188,453	1,150,000
31720 WHOLESALE LIQUOR TAX	418,576	320,000	423,878	375,000
31800 BUSINESS & GROSS RECEIPTS TAX	1,657,738	1,200,000	1,718,343	1,550,000
31920 LOCAL OPTION HOTEL & MOTEL TAX	1,173,704	1,090,500	1,185,185	1,100,000
31930 CITY LITIGATION TAX	61,118	45,000	64,407	50,000
32215 BEER PERMITS	25,318	24,000	26,404	24,000
32610 BUILDING PERMITS	486,761	300,000	445,927	350,000
32620 ELECTRIC PERMITS	83,853	52,000	66,312	55,000
32630 PLUMBING PERMITS	28,827	30,000	37,270	35,000
32640 GAS PERMITS	5,290	2,500	4,639	3,500
32650 DEVELOPMENT FEES PERMITS	10,331	5,000	10,609	5,500
32670 SIGN PERMITS	5,243	5,000	5,055	5,000
33110 COMMUNITY DEVELOPMENT BLOCK GRANT	349,773	724,233	578,097	980,615
33160 COURT CLERK DATA FEES	1,069	2,000	52	100
33320 ST_TN- TVA REPLACEMENT TAX	365,880	365,172	372,934	377,100
33510 ST_TN- SALES TAX	3,620,453	3,651,720	3,711,960	3,771,000
33515 ST_TN- TELECOMMUNICATIONS TAX	22,828	23,000	18,495	20,000
33520 ST_TN- HALL INCOME TAX	7,551	0	1,533	0
33530 ST_TN- BEER TAX	13,895	13,998	13,468	14,456
33540 ST_TN- MIXED DRINK TAX	88,789	65,000	89,914	80,000
33550 ST_TN-SPORTS BETTING (GAMING)	49,632	30,431	56,730	31,425
33551 ST_TN- GASOLINE & MOTOR FUEL TAX	1,057,156	1,086,387	1,066,968	1,099,875
33552 ST_TN- STATE PTS TAX	56,314	55,689	55,749	57,508
33580 ST_TN-TDOT-STREETS	89,955	1,457,100	81,862	2,199,884
33585 ST_TN- TDOT-AIRPORT GRANT	235,922	3,318,605	244,141	762,000
33590 ST_TN- OTHER STATE REVENUE	13,366	4,000	17,855	10,000
33593 ST_TN- EXCISE TAX	119,818	100,000	131,799	110,000
33596 ST_TN- AIRPORT MAINT GRANT	15,000	15,000	15,000	15,000
33603 PUBLIC SAFETY INSERVICE	119,200	135,200	124,000	139,200
33604 FED-DEPT OF JUSTICE GRANT	28,484	15,000	3,899	16,000
33607 ST_TN- POLICE DEPT GRANTS	11,025	384,978	388,678	15,000
33609 ST_TN- PARK & REC GRANTS	2,000	0	0	0
33616 FED-HOME GRANT	0	0	254,507	0



Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
33660 TML GRANTS	4,500	4,500	4,500	4,500
33800 COUNTY REVENUE	471,716	549,700	391,554	317,900
34311 STREET, SIDEWALK AND CURB REPAIR	8,100	0	9,900	0
34700 RECREATIONAL FEES	148,546	150,000	51,380	50,000
34710 DONATIONS PARKS & REC	3,305	0	9,476	9,000
34711 PARKS & REC ATHLETICS	0	0	147,332	140,000
34712 PARKS & REC RETAIL	0	0	2,303	2,500
34715 PARKS & REC SPECIAL EVENTS	2,000	0	1,280	1,000
34740 DONATIONS - POLICE	1,200	0	0	0
34760 LEGACY TREES	2,550	1,000	0	0
34770 DONATIONS FIRE DEPT	0	0	18,400	0
35110 CITY COURT FINES & COSTS	353,469	250,000	372,710	300,000
35111 CODES FINES	4,733	3,000	7,965	3,500
35115 REDFLEX CITATIONS	31,053	40,000	37,111	0
35120 SEX OFFENDER REG FEE	4,200	4,000	2,450	4,000
35130 POLICE REPORTS	4,400	4,000	4,577	4,000
35150 PD- MOVING TRAFFIC VIOLATIONS DUI FINES	21,435	21,000	33,521	21,000
35170 LIENS	76,704	0	39,955	0
35190 FEES AND COMMISSIONS	3,071	4,500	2,740	4,500
36110 FIRE DEPT CHARGES FOR SERVICE	985	0	1,465	1,000
36120 INTEREST- INVESTMENTS	1,220,863	100,000	1,291,478	500,000
36125 LEASE INTEREST	60,677	0	55,685	0
36210 LEASE/RENTAL CITY PROPERTY	64,500	44,000	65,000	89,000
36230 PROGRAM INCOME-AIRPORT	110,813	140,000	120,200	162,000
36300 SALE OF CITY PROPERTY	17,475	1,500	237,361	441,500
36330 SALE OF EQUIPMENT	222,037	20,000	19,211	20,000
36360 GAIN ON SALE OF PROPERTY	10,002	0	139,983	0
36361 GAIN ON INVESTMENTS	106,315	0	448,395	0
36400 JUDGEMENTS AND RESTITUTION	76,988	500	27,739	17,000
36700 OTHER MISCELLANEOUS REVENUE	70,791	100,000	113,238	100,000
36720 INSURANCE REIMBURSEMENTS/CUSTOMER REIMB.	23,116	25,000	47,670	25,000
36730 WORKERS COMPENSATIONS INSURANCE REFUND	2,921	0	0	0
37820 STORM WATER TRANSFER ADMIN & IN-LIEU	29,187	87,679	87,679	87,679
49100 OTHER FINANCING SOURCE - BONDS ISSUES	4,500,000	0	9,700,000	0
49410 OTHER FINANCING SOURCE - PREMIUM ON BONDS	117,491	0	299,206	0
49500 OTHER FINANCING SOURCE - ISSUANCE OF SBITAs	702,848	0	0	0
OTHER FINANCING SOURCE - TRANSFER FROM ARPA	0	0	0	2,000,000
Total Revenue & NON-REVENUE FUNDS	55,291,220	54,271,121	62,999,701	55,133,462



# Expenses by Department

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>General Fund (110)</i>				
41100 - Mayor & City Council	204,303	401,155	252,950	390,840
41110 - Council Elections	25,484	0	0	0
41200 - City Administrator	922,245	961,930	958,862	963,660
41530 - Finance	1,043,780	1,169,788	1,201,235	1,336,733
41610 - Purchasing	65,537	84,985	71,960	88,259
41630 - General Fund Retiree Benefits	447,154	550,000	385,704	475,000
41640 - Information Technology	313,214	463,007	445,734	378,831
41650 - Human Resources	146,750	177,044	150,015	174,522
41655 - Risk Management	193,245	221,893	210,363	207,542
41660 - Legal Services	201,546	102,000	90,000	110,000
41665 - Court Administration	100,767	36,000	32,238	34,904
41700 - Planning	440,247	496,836	473,924	505,633
41710 - Code Enforcement	199,685	232,099	180,719	235,594
41800 - Engineering	353,857	258,121	218,616	269,821
41810 - Geographic Information System	238,370	291,300	270,491	293,053
42400 - Inspections	450,453	586,813	485,039	562,520
42110 - Police Administration	770,342	905,811	1,239,754	1,007,077
42115 - Police Support	1,269,581	1,246,991	1,064,301	1,115,149
42116 - Chaplains	892	7,650	1,025	4,650
42117 - Police Litter Crew	61,550	89,840	65,119	88,603
42120 - Patrol & Traffic	5,610,088	7,153,164	8,508,702	6,948,334
42130 - Police Investigation	1,309,084	1,312,580	1,332,551	1,497,953
42171 - Narcotics and Vice	507,811	774,687	628,380	729,140
42210 - Fire Administration	808,039	782,465	771,858	804,727
42220 - Fire Prevention & Inspection	256,313	284,536	271,306	308,128
42230 - Fire Stations	284,480	257,129	228,402	232,171
42240 - Firefighting	7,816,746	8,223,507	8,381,847	9,542,674
43110 - Public Works Administration	294,207	358,301	273,158	346,340
43120 - Facilities Maintenance	676,369	742,775	712,563	736,753
43130 - Fleet Maintenance	677,044	738,588	714,504	1,064,873
43140 - Public Works Street Repairs & Maintenance	2,087,296	2,074,550	1,979,735	2,649,550
43150 - Public Works Street Lights & Signs	931,376	984,224	943,069	984,005
43160 - Public Works Brush & Bulk	1,577,148	1,602,559	1,489,680	1,594,780
43175 - Public Works Communication Shop	211,564	273,367	243,664	486,650
43180 - Public Works Sidewalks	45,425	198,200	89,426	1,004,926
43190 - Public Works Traffic Devices	315,985	308,900	272,412	333,900
43300 - Public Works Pavement Management System	690,919	3,512,499	1,841,049	3,427,630
44410 - Parks & Recreation Administration	486,719	387,800	363,830	391,502
44420 - Parks & Recreation Programs	461,818	502,842	465,652	433,607
44425 - Parks & Recreation Athletics	0	340,465	264,761	562,230
44430 - Parks & Maintenance	1,536,838	2,275,137	1,574,010	1,959,470
44600 - Social Services	250,000	250,000	250,000	239,275
45160 - Natural Resource Maintenance	412,715	411,320	317,921	390,821
46510 - Comm. Development Administration	598,827	703,008	578,097	981,444
48100 - Airport	451,467	3,802,668	337,648	1,013,200
49100 - General Fund - Debt Service	5,917,593	6,270,082	6,161,430	5,704,168
49300 - Bond Expenditures	115,687	0	185,706	0
81000 - Other Agencies	1,632,049	1,670,620	1,557,112	1,749,849
92000 - Transfers to Other Funds	6,761,725	750,000	750,000	2,600,000
Total General Fund (110)	50,174,334	55,229,236	49,286,522	56,960,491



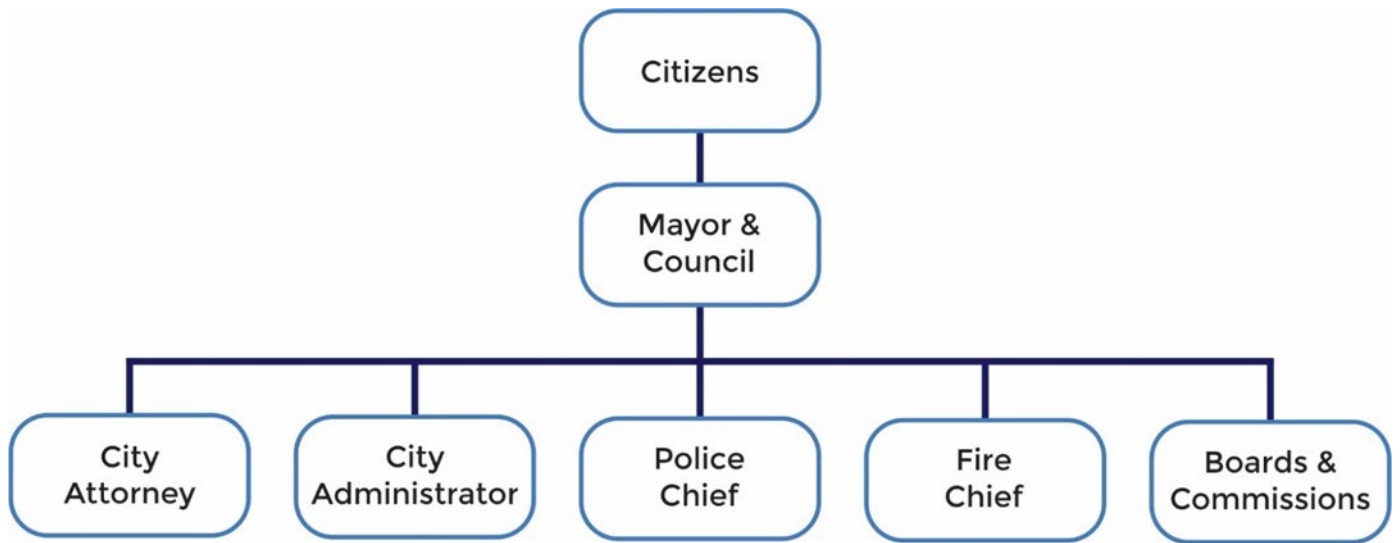


# GENERAL GOVERNMENT





# Mayor & Council Organization Chart





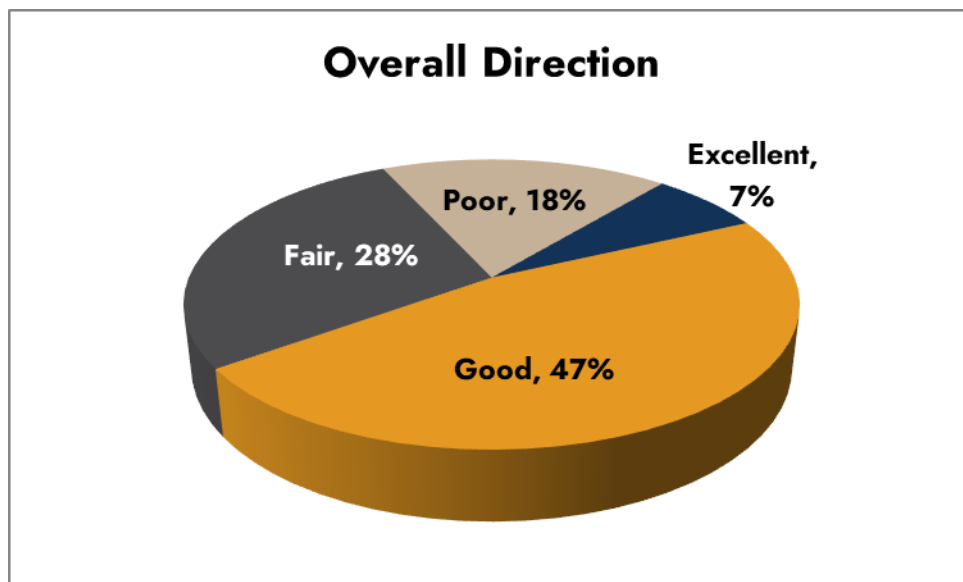
# Mayor & City Council

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. City Council positions are staggered such that three seats are up for election every other year. 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, Police Chief, Fire Chief 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.

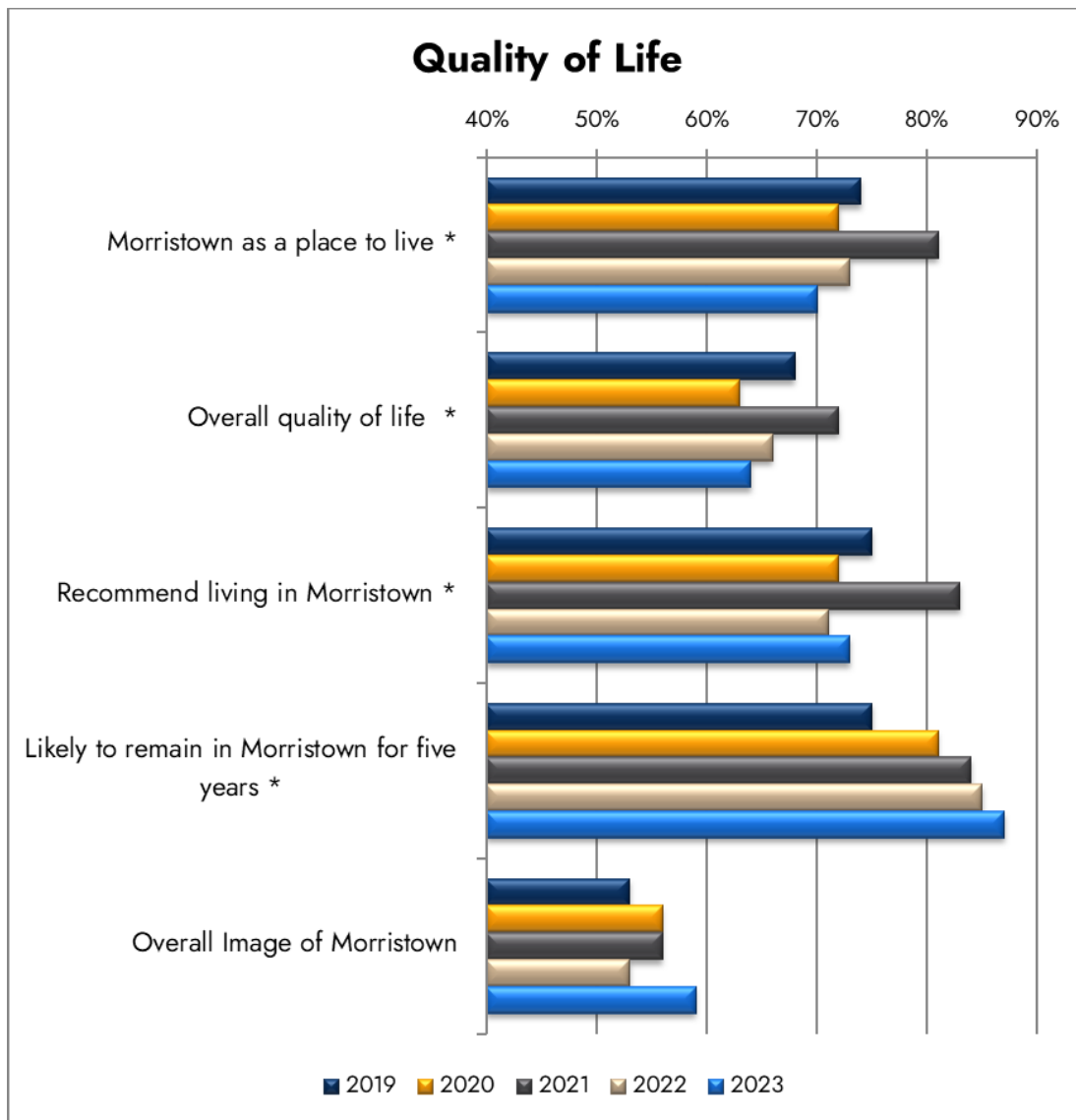
## □ Performance and Workload Measures



*Source: 2023 Citizen Survey*

A majority of Morristown residents rated the overall direction of the community favorably with 54% giving a positive assessment.





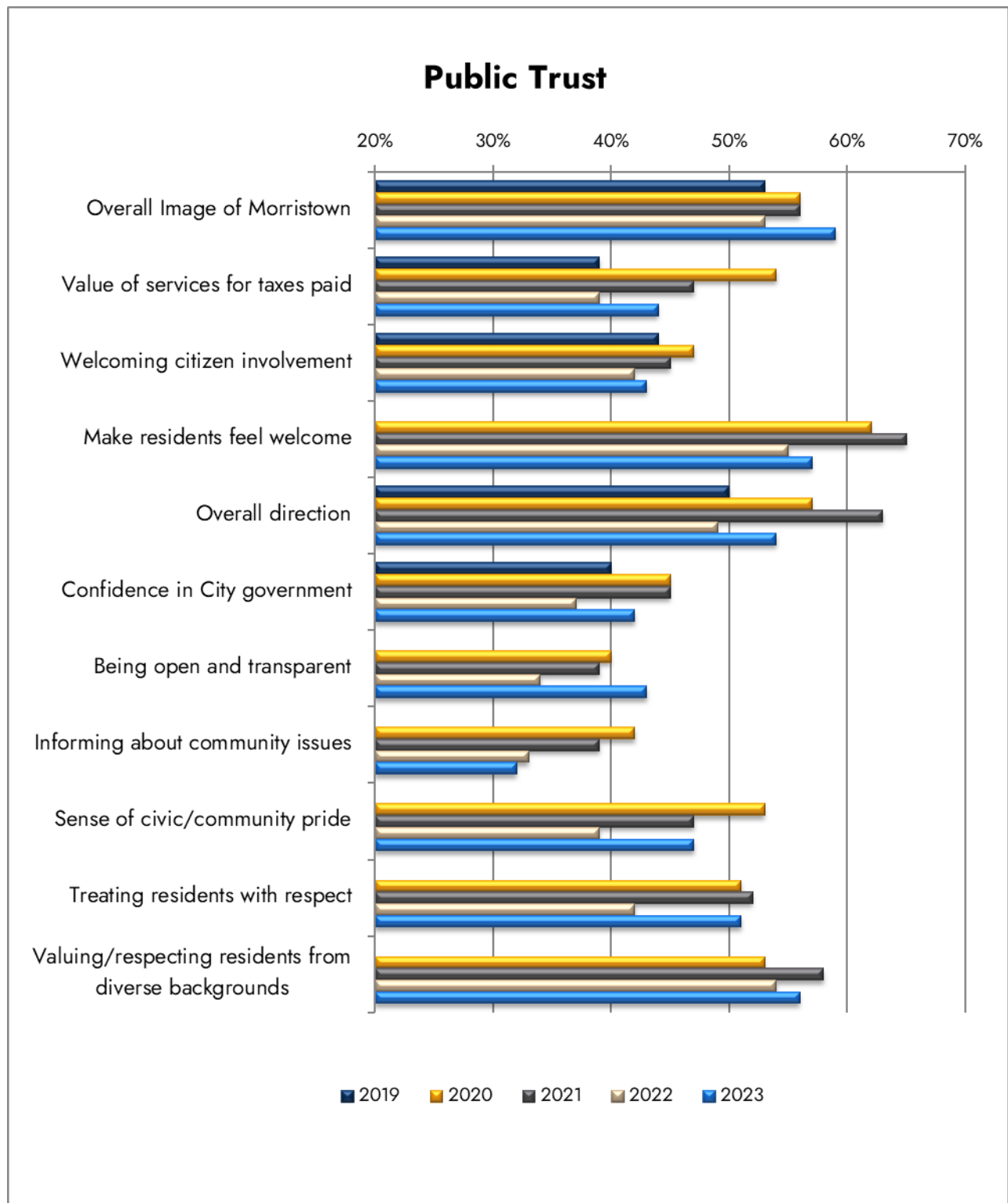
*Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”*

Citizen assessment of the overall quality of life fell to 64%, continuing the decline from the record high in 2021. This is near the average we have seen for quality-of-life ratings; at this level, we are below our peers in the national benchmark. Those living in the southeast of Morristown were the least satisfied with the quality of life. Residents over 55 were happier than their younger neighbors. It appears that the exuberance of residents coming out of COVID restrictions has dissipated and opinions are returning to more normal levels.

Ratings for Morristown as a place to live, your neighborhood as a place to live and a place to raise children all declined slightly to levels near or below the long-term average. Each of these areas is below our peers across the nation. Those living in the southeast of Morristown were the least satisfied with their neighborhood as a place to raise children.

There was a significant increase in the perception that Morristown is a good place to retire. Those over 55 were the most enthusiastic about the area’s suitability for retirees. Among these ratings for the quality of life, this is the only area where we are comparable to other communities across the country.





*Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”*

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

When looking at public trust, we see a general rebound from lower scores in 2022. The positive rating for the overall image of Morristown is as high as we’ve seen since 2016. With this improving trend, most areas are equal to the average or above what we’ve seen over the past 13 years. All areas are comparable with the national benchmark.



Those living in southeast neighborhoods were most critical of our image and the value for taxes paid. Renters were more positive that the City was acting in the best interest of the community, honest, and keeping residents informed. Across most of these areas, those over 55 were more positive than younger residents.

❑ Significant Accomplishments FY 2024



HIGH PERFORMING ORGANIZATION

- The City Council approved an amendment to the City Charter. In response to changes in state law during the 2023 legislative session, it became necessary for the City to change its charter in relation to city elections. The opportunity was taken to address outdated references and various improvements throughout the document at the same time. The Tennessee General Assembly approved an amended version during its 2024 session, which the City Council must ratify to make effective.



City Council Members

- The City Council installed audio visual equipment and began live streaming and recording its council meetings. The new system’s agenda management system enables bookmarking functionality to enable viewers of the recording to advance the video directly to the agenda items of interest.
- Administration integrated the voting functionality of the agenda management program, which takes full advantage of the system’s features to include improved meeting minutes creation.

❑ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be under budget.

❑ Significant Changes for FY 2025

- No significant changes are planned for FY 2025.

❑ Personnel Summary

MAYOR AND COUNCIL	FY21	FY22	FY23	FY24	FY25
MAYOR	1	1	1	1	1
COUNCILMEMBERS	6	6	6	6	6
TOTAL MAYOR AND COUNCIL	7	7	7	7	7



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>41100 - Mayor &amp; City Council</i>				
111 SALARIES & WAGES	37,920	48,120	48,120	48,120
134 CHRISTMAS BONUS & LONGEVITY	996	1,035	991	1,070
210 FICA	1,757	3,048	2,493	3,050
212 MEDICARE	411	713	583	714
214 EMPLOYEE HEALTH INS	91,559	107,504	78,411	107,504
217 EMPLOYEE LIFE INS	123	277	122	277
310 POSTAL SERVICE	4	500	100	500
321 PRINTING SERVICES	2,314	5,000	3,000	4,000
330 LEGAL NOTICES	6,406	5,000	5,000	5,000
341 ELECTRICITY	3,296	2,000	5,500	5,500
342 WATER & SEWER	815	1,000	2,972	3,000
343 NATURAL GAS & PROPANE	701	125	310	325
345 TELEPHONE SERVICES	3,556	2,000	3,000	3,500
355 COMPUTER/DATA SERVICE	625	4,000	3,500	0
371 SUBSCRIPTIONS & BOOKS	0	500	627	500
375 MEMBERSHIPS & DUES	19,544	19,000	19,000	19,000
378 EDUCATION - SEMINARS & TRAINING	3,101	3,500	3,500	3,500
383 TRAVEL-BUSINESS EXPENSES	9,854	25,000	17,000	25,000
399 OTHER CONTRACTED SERVICES	2,275	7,500	6,000	45,100
411 OFFICE SUPPLIES & MATERIALS	780	1,000	750	1,000
413 OFFICE EQUIPMENT	5,478	0	0	0
499 OTHER SUPPLIES & MATERIALS	6,099	6,500	6,000	6,500
510 INSURANCE - GENERAL LIABILITY	4,875	5,362	4,694	5,170
523 PROPERTY (CONTENTS) INSURANCE	899	971	915	1,010
533 EQUIPMENT- RENTAL/LEASE	915	1,500	1,081	1,500
804 COUNCIL CONTINGIECY	0	150,000	39,281	100,000
<i>41100 - Mayor &amp; City Council</i>	<i>204,303</i>	<i>401,155</i>	<i>252,950</i>	<i>390,840</i>



# Elections

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

❑ Significant Accomplishments FY 2024

- There were no municipal elections held in FY 2024.

❑ Goals for FY 2025

- Municipal elections would have normally been scheduled for May 2025, which would fall in FY 2025. However, the City adopted an amendment to the City Charter in 2024 that included changes to election timing and structure. As a part of that change, municipal elections going forward will coincide with the November state and federal election cycle in even numbered years. The next election will be in November 2026, which will be FY 2027.

❑ Personnel Summary

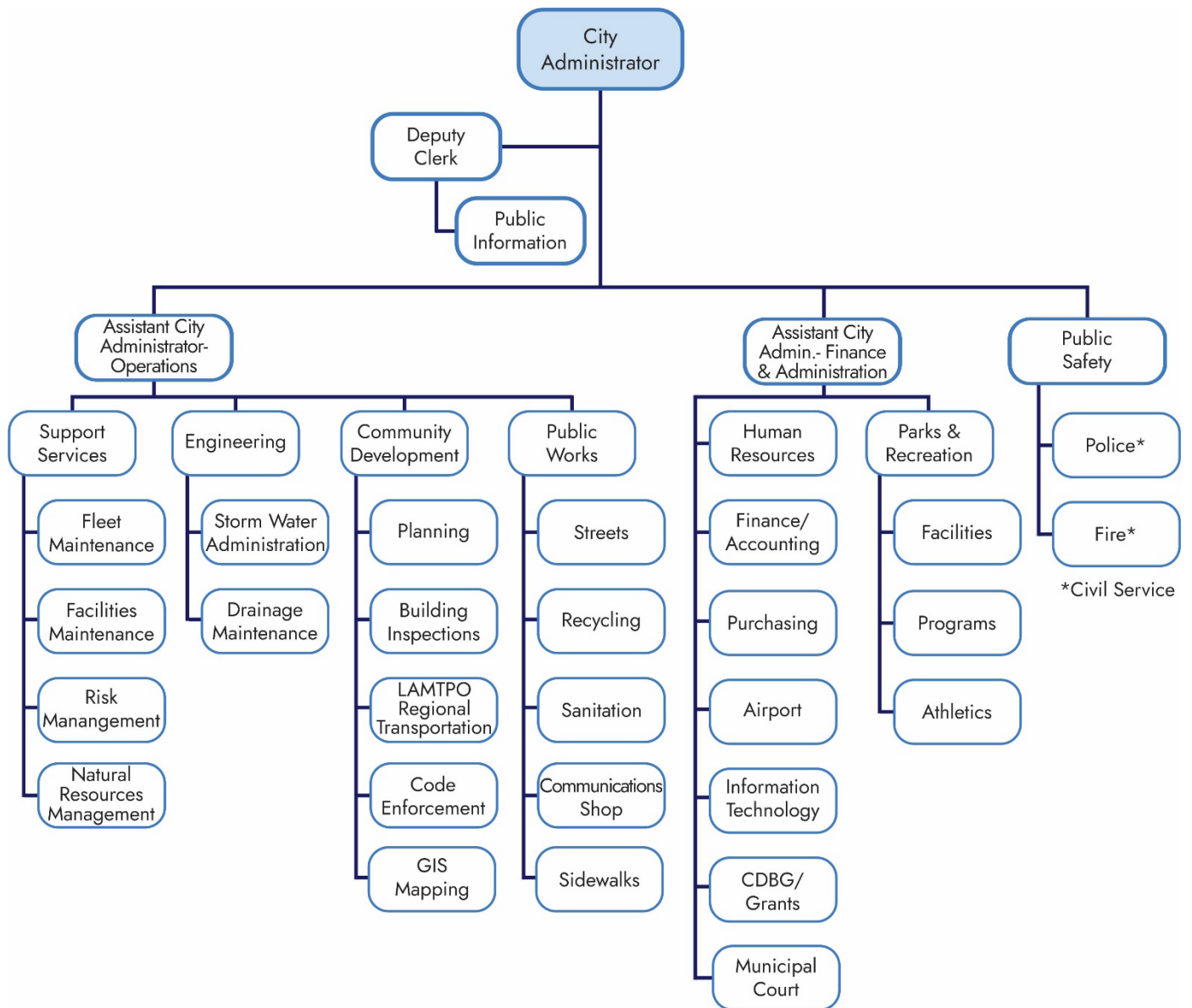
- There are no personnel assigned to this function.

❑ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
41110 - Council Elections				
399 OTHER CONTRACTED SERVICES	25,484	0	0	0
41110 - Council Elections	25,484	0	0	0



# City Administrator Organization Chart

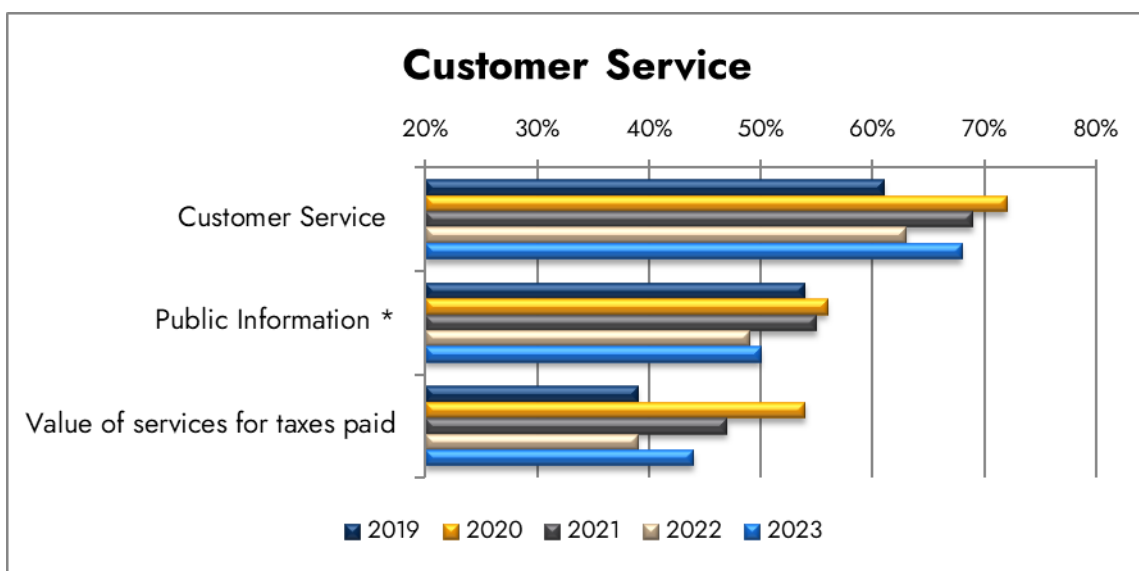
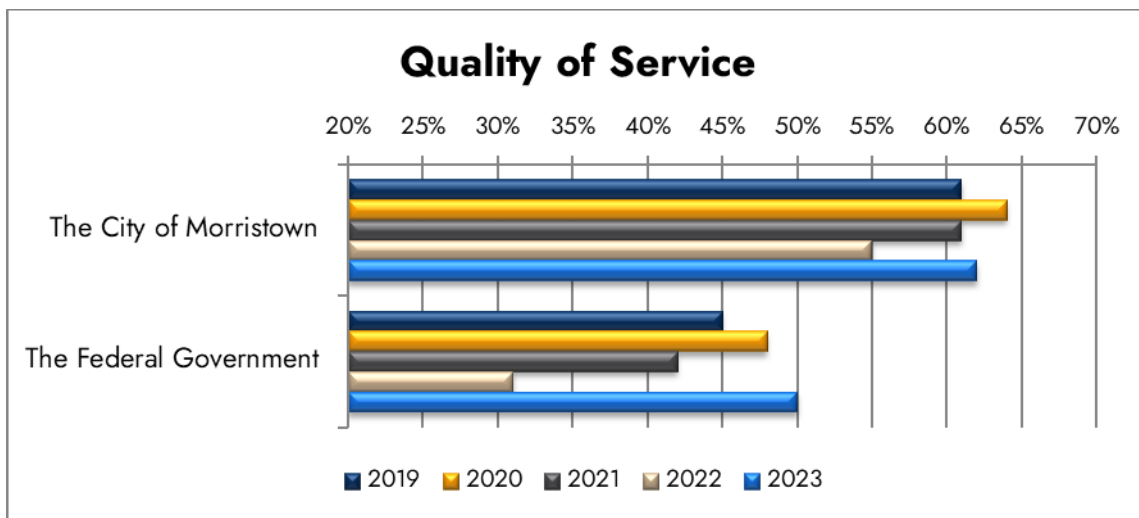




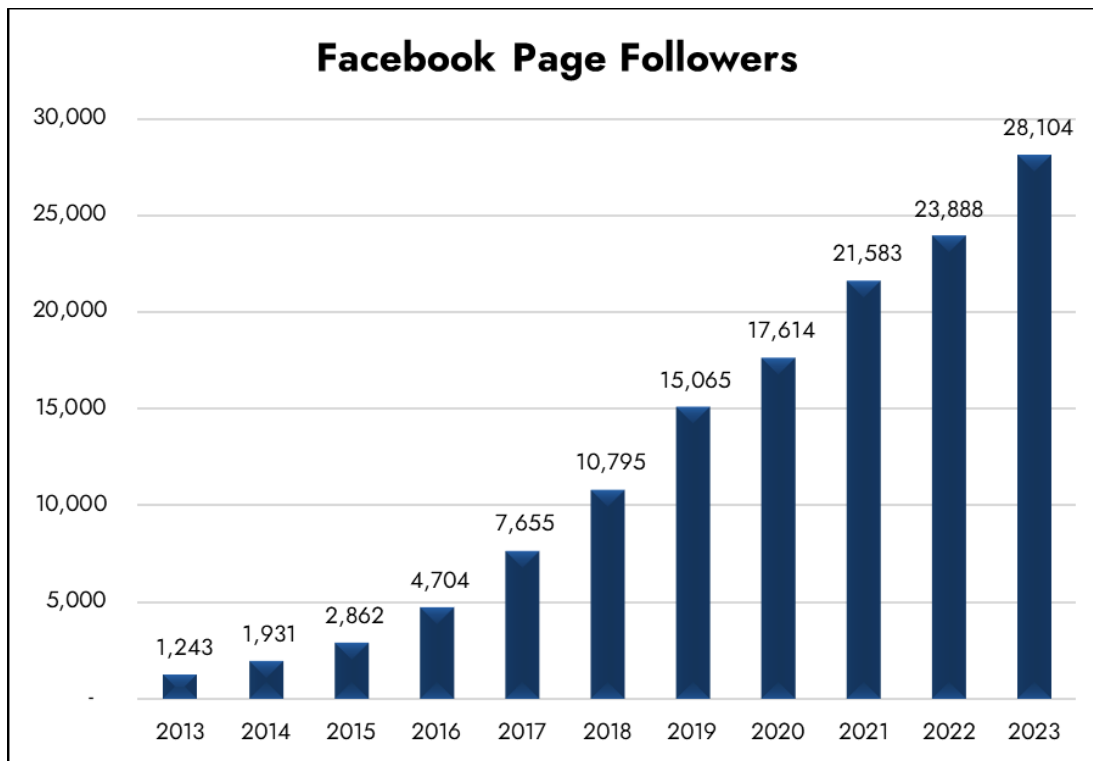
# City Administrator

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 government jurisdictions; and executes all policies set by City Council.

## □ Performance and Workload Measures:







## ❑ Significant Accomplishments FY 2024:



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Improved the City's infrastructure and developed long-term plans for its maintenance.
  - Invested in transportation improvements.
    - Implemented the annual street maintenance program.
      - Continued to dedicate local resources to improve local street paving projects, resurfacing 8 miles of neighborhood streets.
      - Rejuvenated 10 miles of City Streets as part of annual street maintenance program.
    - Utilized Surface Transportation Program (STP) funding to address arterial and collector streets.
      - Completed the design phase and right-of-way acquisition for East Morris Boulevard. This project will include signalization and intersection improvements at Thompson Creek Road, Jaybird Road, and Dover Road.
      - Began the design to improve Central Church Road, including improvement of the signalized intersection with West Andrew Johnson Highway.



- Completed construction of all phases of a new connector street from Thompson Creek Road to the Davy Crockett Shopping center, improving the capacity of Thompson Creek Rd. This project serves to provide vehicle and pedestrian access among the Walters State campus, Crockett Square Shopping Center, Universal Apartments at Thompson Creek, and Frank Lorino Park – not to mention improved accessibility for Fire Station 3, which is being relocated to Thompson Creek Road.
- Continued design phase for multimodal improvements along the major east/west corridor, improving sidewalk connectivity and disability access using a grant from TDOT.
- Continued design and environmental review process for Phase 5 of the Turkey Creek Greenway, which will extend the pathway from the existing trailhead on Buffalo Trail to Davis Street.
- Assessment and planning surrounding key transportation corridors.
  - Partnered with Hamblen County and the School system on a study of the State Route 160 corridor, which serves as a vital east-west bypass for the community. Identified solutions to improve various intersections along the corridor, which can now be incorporated in transportation planning efforts.
  - Continued to coordinate the regional cooperation managing development on the new State Route 66 corridor which connects Merchants Greene developments to exit 4 from Interstate 81.
- Invested in the stormwater management system.
  - Completed construction of two stormwater projects using Federal ARPA funds reallocated by the Tennessee Department of Environment and Conservation:
    - Phase II of the Freshour drainage rehabilitation.
    - Drainway stabilization in the Morristown Airport Industrial District.
- Continued coordination with Morristown Utilities in relation to \$4,000,000 of the ARPA and TDEC funding allocated by the City for the construction of a new water tank near Exit 12 to enhance fire flow and support development of this industrial area. The project is underway and anticipated for completion in FY 2025.
- Addressed the long-term needs for municipal buildings.
  - Began construction of Fire Station 3 and adjacent training facility on Thompson Creek Road. The relocation of this station was made necessary by planned highway improvements on Hwy 11E as well as the need to address the functionality of the aging station on East Andrew Johnson Highway.
  - A state-of-the-art Fire Training Facility is being constructed and installed adjacent to the new Fire Station 3 site. This structure includes a pre-engineered steel fire training facility that includes a training tower structure, burn room annexes, and optional accessories. The facility serves to





provide practical and realistic training for firefighting and emergency services personnel in a controlled environment which replicates actual conditions encountered on an emergency incident scene. The facility will also be a resource for other departments in the region.

- Completed a CDBG-funded replacement of slate tile roofing at the Rose Center. This included the two main turrets, the bell tower, and its four smaller turrets. Repairs were made to the fascia in those areas, including the copper flashing, and the ornamental metal details at all peaks were reconstructed and replaced. Improvements were also made to the balcony outside the second-floor windows to correct a problem with water drainage.
- Completed multiple maintenance and renovation projects at the Talley Ward recreation facility.
  - Completed warranty-related roof repairs.
  - Completed wall cap repairs at the roof to properly prevent water damage.
  - Replaced the sewer lateral and made associated plumbing repairs, including in the gym restrooms.
  - Replaced windows and addressed structural issues causing stress on window casings.
  - Performed water proofing on exterior walls.
- Continued pursuing improvements to the municipal airport, including:
  - Completed annual update of Capital Improvement Program as required by Tennessee Aeronautics Commission.
  - Continued in a multi-year process to update the Airport Layout Plan – a plan that will serve to guide and support future capital improvement efforts. Completion is slated for late in FY 2025.
  - Entered a public-private partnership for a developer-funded construction of taxiway extensions at the airport according to a recent master plan. Construction began in FY 2024. When built out, the additions could add more than 50% to the airport's corporate hangar square footage.
  - Executed a new ground lease for a hangar for the local chapter of the Experimental Aircraft Association (EAA).
  - Established a standard ground lease rate policy for use when considering additional ground leases in the future.
  - Began construction phase for the replacement of the Medium Intensity Runway Lighting system.
  - Began design phase for the rehabilitation of apron areas on the eastern end of the airfield.
  - Began design phase for updates and improvements at the airport terminal building.
- Continued utilization of data to facilitate infrastructure management
  - Continued inventory and assessment of the major infrastructure systems, focusing on assessment and inventory projects for stormwater system and sidewalks.
  - Expanded and enhanced GIS map data for infrastructure and developed tools to assist City Council in management of these systems. Improvements were made in the street, sidewalk, and stormwater inventories as well as tools for the entry of data points by other departments, such as fire department personnel.



## A HEALTHY & VIBRANT CITY

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- Worked with Sports Facilities Companies staff through the first full fiscal year of operation of the Morristown Landing. Saw the fine-tuning of operations on various fronts as the staff built upon their capacity in the different service areas such as:



- Memberships
  - Special Events
  - Corporate Meetings
  - Expositions
- Tournaments
- Reception
- Community Events
- Parks & Recreation Events
- Began to regularly use the mobile stage and mobile restrooms purchased last fiscal year in an effort to enhance the quality and capacity for outdoor events.
- Completed electric upgrades at the Farmers Market, the Downtown Green, and along West Main Street using ARPA grant funding. The purpose of this project is also to improve the quality of the experience at festivals, markets, food truck gatherings, and a variety of outdoor events.
- Increased the supply and diversity of park facilities.
  - Continued to fine-tune the management of the newly opened Jolley Park, the city's first inclusive playground park. Opened in June 2022, this project was funded by the Jolley Foundation and is adjacent to Fred Miller Park in downtown Morristown.
  - Continued utilization of the Downtown Green as an activity center adjacent to the farmer's market with successful "Live on the Lawn" concerts and other special events. Beginning in Spring 2024, Parks & Recreation partnered with the Chamber of Commerce and merged their concert series, which will see eight concerts throughout the 2024 season, including two at Fulton-Hill Park.
- Initiated and planned improvements to park facilities.
  - Replaced baseball/softball lighting at Frank Lorino Park with a software-based, remotely controllable, LED lighting system.
  - Installed an irrigation system at baseball/softball fields at Frank Lorino Park.
  - Secured an architect/engineering design firm that designed and bid out projects at Frank Lorino and Fulton-Hill Parks, including pickleball courts, football field conversion, paving projects, parking improvements, ADA accessibility improvements, pavilions, electrical upgrades, and pedestrian plazas.
- Continued in design phase with a multimodal grant for phase 5 of the greenway along Cumberland Ave and Buffalo Trail.



## STRONG & DIVERSE ECONOMY

- Facilitated industrial development with \$197 million in building expansion and new equipment and 606 new jobs. Of these projects, 2 are new companies and 22 were expansion of an existing industry.
  - New projects included:
    - HBF Foods – purchased an existing building (90,000 sq. ft.), \$20 million investment, 70 new jobs
    - MaFab LLC – leasing space in an existing building, \$3 million investment, 150 new jobs
  - Some of the more significant expansions were:
    - Clayton Supply Company invested \$3 million and added 10 new jobs



- Colgate Palmolive Company invested \$24.7 million that created 13 new jobs
- Colotech, Inc. invested \$3.7 million and added 13 new jobs
- Fabritech Mfg., LLC invested \$6.5 million
- Greenworks continued ramping up operations, investing \$5.9 million and adding another 40 new jobs
- Iatric Manufacturing Solutions invested \$23 million that created 28 new jobs
- Iconex invested \$5 million in operations
- JTEKT Automotive invested \$2 million and created 80 new jobs
- Kawasaki Tennessee, Inc. invested \$4.7 million and added 10 new jobs
- Koch Foods invested \$3.7 million and created 11 new jobs
- MAHLE Engine Components invested \$11.3 million and created 25 new jobs
- Meritor, Inc. invested \$4 million, creating 27 new jobs
- OTICS USA, Inc. invested 45 million and created 27 new jobs
- Rich Products Corporation invested \$3.5 million, creating 22 new jobs
- Team Technologies invested \$5.04 million and added 16 new jobs
- Tuff Torq Corporation invested \$6.5 million and added 2 new jobs.
- Continued to work with VanHool, a manufacturer of buses and coaches, in anticipation of constructing a North American headquarters. Linger impacts of COVID-19 on the tourism industry resulted in a bankruptcy sale of the company to a new ownership group. Morristown remains optimistic about the possibility of a project moving forward but will be closely monitoring the situation as it unfolds. As initially planned, the plant would bring 640 new jobs and an investment of \$50 million to the East Tennessee Progress Center.
- Continued marketing lot #12 in the East Tennessee Progress Center (ETPC). This pad-ready industrial site is suitable for a one million square foot building. Site grading was accomplished with the assistance of combined grants from the Tennessee Valley Authority and State Department of Economic and Community Development. The site has had 10+ visits by prospective companies.
- Continued to facilitate and manage commercial development.
  - New and expanded commercial development remained strong including the following:
    - 7 Brew Coffee (2,500 sq. ft.)
    - John's Stereo (2,400 sq. ft.)
    - Tri-Star Physical Therapy (former As-Is building)
    - Davenport Mini-Storage (124 units)
    - Economy Road Self-storage (165 units)
    - Way 2 Gas Station/Convenience Store (4,000 sq. ft.)
    - Taco Bell (2,500 sq. ft.)
    - Raimondi Mini Storage (114 units)
    - Summit Medical (17,783 sq. ft.)
    - Knoxville Orthopedic Clinic (12,550 sq. ft.)
    - Dollar General Market Place (11,200 sq. ft.)
    - Ace Hardware (15,360 sq. ft.)
    - Crossing at Harrell Farm S/D
    - The Plaza at Merchants Greene (6,000 sq. ft.)
    - Dynamic PT (5,000 sq. ft.)



- Casey's Convenience (250 sq. ft.)
- West End Walmart Expansion (approx. 2,000 sq. ft.)
- Towne Place Suites (89 rooms)
- Bellwood Farms is our newest commercial development project. Three stand-alone restaurants opened in this 48-acre development. The site is also being marketed to big box retail prospects. This project utilizes our Tax Increment Financing program for public improvements supporting the project.
- Central Business District:
  - In January 2024, an arsonist set fire to the vacant Parks-Belk building. Despite its vacancy in recent years, its history and its landmark location at the intersection of Main Street and Cumberland in downtown make the loss to downtown almost catastrophic. Thanks to the response by the Morristown Fire Department, other neighboring departments, and other first responders, the fire and loss was contained to that single building. Though the developer that had purchased the building was dealt a significant setback, they maintain their plans to revive the corner with retail and downtown residential space and are moving ahead with that plan.
  - The Morristown Chamber of Commerce operates a rejuvenated Main Street program and works with the Tennessee Main Street program to work through our three-year strategic plan for the Central Business District.
  - The City has continued to invest a part of its annual CDBG grant funding into the Façade Improvement Program, which focuses on improvement to commercial exteriors in the Central Business District and major corridors leading to downtown.
  - Last year, the Tennessee Department of Economic and Community Development's (TNECD) awarded Tennessee Historic Development Grants to five Morristown property owners, and we have begun to see those projects more forward. These building owners were awarded a total of \$1,729,340 towards the rehabilitation and revitalization of their properties, representing 20% of the grants awarded statewide in that year.
- Encouraged and facilitated residential development to meet the needs of our growing workforce. This includes a wide mixture of single and multi-family development.
- Over recent years our local sales tax has shown robust growth, averaging annual growth of nearly 8% over the last 5 years. With the economic uncertainty we have remained conservative about sales tax estimates. In FY 2024, we were slightly more aggressive, anticipating a 5.8% increase. Sales tax has remained healthy and is projected to be comparable at 6.9% over the FY 23 figure.



## THRIVING, LIVABLE NEIGHBORHOODS

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- Completed the process of expanding the City's Urban Growth Boundary to better accommodate and facilitate the City's growth. Partnership with Hamblen County and the Urban Growth Coordinating Committee was critical to this effort.
- Facilitated residential development including both single and multi-family developments.
  - New single-family developments are highlighted by:
    - Millstone Subdivision, Phase I (71 lots)
    - Southwood Subdivision, Phase III (31 lots)
    - Sublett Subdivision (5 lots)



- Major multifamily developments include:
  - Barkley Landing Apartments (12 unit)
  - Park Vista Apartments (12 units)
- Planning staff continued addressing concerns identified in the Community Appearance Action Plan developed in 2012.
  - Began meeting again with the Community Appearance Committee for recommendations
  - Pursued an amendment to the Zoning Ordinance to better address vehicle repair, vehicle service, junk yards, and automobile wrecking yards.
  - Pursued an amendment to the Zoning Ordinance to expand the Gateway Overlay District to incorporate South Cumberland.
  - Continued the façade grant program available on the Main, South Cumberland and North Cumberland/ Buffalo Trail corridors. Awarded grants for 7 structures.
- Continued addressing larger commercial structures which remain vacant and are falling into disrepair. The plan includes elements to encourage private owners to redevelop and tools to enforce health and safety standards for maintenance.
  - The former Bradley Hardware building on Cumberland Ave. was thought to be beyond salvage. After enforcement action and a ruling by the City Court, the building was scheduled to be demolished. A new developer is working on plans to save the structure and redevelopment plans are being prepared.
- Continued efforts to remove substandard residential structures by encouraging owners to repair or demolish them.
- Code enforcement worked to investigate and resolve 119 cases of illegal dumping and waste violations, 34 cases of illegal camping or homeless sites, and oversaw remediation of 77 vacant, unsecured, or neglected properties.
- Enhanced community appearance efforts utilizing the Natural Resource Maintenance department.
  - Continued improving maintenance of existing landscaping, including projects at the Public Works facility, City Center, and downtown.
  - Maintained downtown raised hardscaping, alleyways, sidewalk flower beds and 36 annual hanging baskets. Designed concepts for the redevelopment of the downtown pocket park.
  - Assisted with the location of Legacy Trees at various City facilities.
  - Continued to support enhancement and planting projects in conjunction with the Tree Board.
- Worked with LAMTPO, the regional transportation group and ETHRA, the Lakeway Transit system operator to consider potential locations for a new operations and maintenance facility that would better serve Lakeway Transit and its passengers.



## HIGH PERFORMING ORGANIZATION

- Assured operations are effective, efficient and responsive to the needs of our citizens.



- Continued the annual survey of citizens to assure feedback from a broad cross section of the community and measure success in making improvements.
- Utilized short online survey tools through Polco to supplement the data collected in the annual community survey. These supplemental surveys focused on recreational facilities and the types of outdoor activities residents would be interested in seeing.
- Redesign and relaunch the City's website to assure that it effectively conveys information to users and integrates systems enhancing opportunities for online customer service.
- Continued enhancing citizen communications through a coordinated message using social media and the City's website as well as more traditional channels. Facebook followers increased 17% over last year.
- Fully implemented a new audio/visual system for streaming and recording City Council meetings, including integration with agenda management and voting.
- Continued to convert various documents and forms into online fillable versions for better user convenience.
- Assisted in regional projects that benefit the City and the region.
  - Continued working with the Morristown Hamblen Solid Waste Authority to address long term waste disposal needs for the region. Funds set aside by the City for the purpose were used to purchase additional property for Class III waste. The City and County also coordinated the best options to borrow additional funds needed for the construction of an expansion at the landfill to extend its capacity and useful life.
  - Expanded and enhanced the Morristown Hamblen Geographic Information System and facilitated data sharing and coordination among the City, County, 911 and the Morristown Utility Commission.
  - Saw the completion of the State Route-160 Corridor Study – a regional effort through the LAMTPO in partnership with the City, Hamblen County, and Hamblen County School District. The result of the study provides recommendations for intersection improvements along the corridor to be considered in the years ahead.
- Strengthened financial management and the financial condition of the City.
  - The city was a recipient of Government Finance Officers Association's Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report.
  - Continued to review and update financial internal control, debt and financial management policies.
- Implemented human resource programs to support and develop a highly effective team.
  - Completed a classification & compensation study, including review and edits to job descriptions, updates to pay ranges, and adjustments to pay to better factor one's tenure and reduce pay compression organization-wide.
  - Processed Employee Handbook amendments that accompanied the classification & compensation study, which allowed for performance-based pay increase considerations and removed references to the former pay system.

#### **Certifications held by Administrative Staff**

- Certified Municipal Finance Officer (CMFO) – 2
- Municipal Clerk & Recorder Certification - 2



- Continued to work with staff of the employee clinic to troubleshoot, to organize and promote clinic events, and to maintain effective processes to benefit city employees.
- Coordinated an in-person open enrollment with a pandemic-inspired backup plan to include virtual options.
- Completed an assessment and review of our major software systems in an effort to close the gap between the system capabilities and how the system is currently being utilized.
  - MUNIS, the Enterprise Resource Planning (ERP) software is used to manage day-to-day business activities such as accounting, procurement, and human resources.
    - Participated in technical training for best practices related to Accounts Payable functions, to explore Grant and Project Management functions that have not yet been employed, and to get technical assistance to clean up and reorganize older data sets in order that the system functions better going forward. These are all ongoing, continuous improvement efforts based on the assessment and strategy established last year.
    - The Police Department completed the implementation of the E-Citation program – an effort to improve safety for officers on the road and improve workflow and recordkeeping.
    - Continued to work with the software vendor to configure the Tyler Cashiering and Tyler Payments programs, which will allow for more seamless flow of data among interrelated software systems based on payments made.
    - Began programming and planning for Employee Access – an employee self-service function. This function is anticipated to roll out to all employees in FY 2025.
  - Initiated plans to employ an Asset Management & Work Order program and to fully implement in FY 2025.

## □ Goals for FY 2025:



### HIGH PERFORMING ORGANIZATION

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- With the recent implementation of the new route management and response software for solid waste collection, we will continue to fine-tune its use and gather data to better quantify the resource savings that the system generates (personnel cost, vehicle demand, fuel, etc.).
- Continue implementation of enhancements identified by the recent assessment of our major software systems, closing the gap between the system capabilities and how the system is currently being utilized. This will include:
  - MUNIS, the Enterprise Resource Planning (ERP) software used to manage day-to-day business activities such as accounts payable, accounting, procurement, human resources, and project/grant management.
  - Employee Access Self Service portal to enable employees to access their pay and benefits information online and other efficiencies for the Payroll and HR processes.
  - Asset Management & Work Order system to better track various details related to assets and projects and to integrate a work order process connecting Public Works management, Public Works crews, purchasing, and finance.
- Enhance citizen communications to effectively keep residents informed about issues, projects, and other community news.



- Continue enhancing citizen communications with a coordinated message using social media, email distribution lists, video production, and the City's website as well as more traditional channels.
- Continue to review City documents and forms and convert to online, fillable versions as many as feasible.
- 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.
  - Utilize short online survey tools through Polco to supplement the data collected in the annual community survey.
- Assist in regional projects that benefit the City and the region.
  - Continue to work with Hamblen County and the regional Solid Waste Authority as needed and as they see through the ongoing expansion project.
  - Work with our Hamblen County partners to relocate the Hamblen County Emergency Communications operations to the former Health Department facility, providing needed space for current and future emergency dispatch operations.
  - 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.
  - Continue to review and update financial internal control, debt and financial management reporting and policies.
  - Seek the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award.
- Implement human resource programs to support and develop a highly effective team.
  - Implement final recommendations of the classification/compensation study; monitor annual MTAS pay survey for comparison to ensure that Morristown remains competitive.
  - Work closely with departments as needed in working through the first full year in a merit/performance-based assessment process.
  - Continue an improved employee recruitment program to assure staff is skilled, highly motivated, and representative of the diversity in our community.
- Work with our benefits consultant to identify cost savings and improve our benefit plan.



## THRIVING, LIVABLE NEIGHBORHOODS

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- Improve community appearance and work to enhance code enforcement.
  - Develop short-term objectives to continue implementation of the Community Appearance Action Plan.
  - Continue working with the Community Appearance Committee to identify areas of policy and other strategic means to improve aesthetics of the community in the short- and long-term.
  - Continue efforts to remove substandard residential structures by encouraging owners to repair or demolish them. Demolish structures that fail to come into compliance and file appropriate liens to recover the cost of removal.

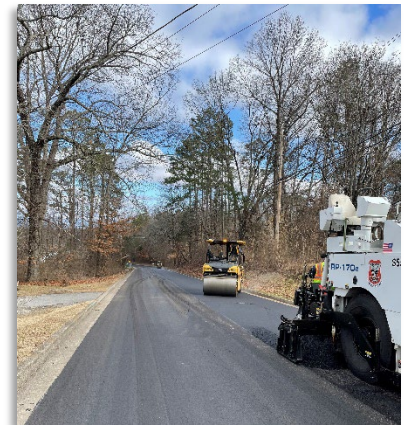


- Continue addressing larger commercial structures which remain vacant and are falling into disrepair. The plan includes elements to encourage private owners to redevelop and tools to enforce health and safety standards for maintenance.
- Enhance community appearance efforts through landscaping improvements designed and implemented by the Natural Resource Maintenance department.
  - Improve maintenance of existing landscaping, including a significant project at the pocket park downtown.
  - Continue to support enhancement of the urban forest with planting projects in conjunction with the Tree Board coupled with appropriate tree maintenance on City facilities.
- Maintain the façade grant program currently available on the Main, South Cumberland, and North Cumberland/Buffalo Trail corridors. Effectively inform eligible property owners of the size and scope of eligible projects to generate renewed interest and participation in the project, and solicit property owners that are believed to have projects that may be preferred.
- Protect neighborhoods and facilitate quality development.
  - Provide administrative support for the operation of the Property Maintenance Board and Code Enforcement Board of Appeals.
  - Continue to review and update zoning and development regulation codes.
  - Facilitate developers in constructing both single and multifamily developments to meet the growing demand for new housing.



## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Work with Federal Highway and Tennessee Department of Transportation to implement improvements on the Cumberland corridor, a major entrance to the City from Interstate 81. TDOT is administering the \$23.4 million RAISE grant awarded to the City for this Safe Streets project improving traffic signal coordination, traffic flow and pedestrian safety as well as upgraded “curb appeal.” Activities in the coming year will focus on continued preliminary planning and environmental review and begin to move into project planning and specifications.
- Continue to Improve the City's infrastructure.
  - Continue to dedicate local resources to improve local streets. Areas of focus will be East Morris Boulevard, Central Church Road, Bellwood Road, Cherokee Drive, Collinson Ford Road, and neighborhood streets.
  - Improve alignment of parking lot entrance in Frank Lorino Park with Snyder Road.
  - Pursue stormwater improvements in neighborhoods across the community.
  - Repave 8 miles of city streets and apply the rejuvenation method to 4.75 miles. Streets to be rejuvenated in FY 2025 are those that were newly repaved in FY 2021. The rejuvenation technique is intended to be applied 4-5 years after paving and adds an additional 5 years of life to the roadway.
  - Continue inventory and assessment of the major infrastructure systems including stormwater, streets and sidewalks.





- Develop long-term plans for infrastructure maintenance.
  - Expand and enhance GIS infrastructure map data and enhance tools available to various users.
  - Continue to expand preventive maintenance programs for Streets and Stormwater systems.
  - Implement a long-term plan for infrastructure maintenance including the level of financial support required for rehabilitation and replacement.
  - Fully implement Asset Management & Work Order system.
- Undertake review and assessment of key transportation corridors.
  - Work with TDOT, Hamblen County, and the School system to ensure a timely improvement of the SR-160 intersections with MLK and Sulphur Springs Road as identified in the recently completed corridor study. The improvements will be critical to facilitate safe traffic movement – especially with the anticipated opening of the new Lincoln Heights Elementary School.
  - Continue to coordinate the regional cooperative to manage land use and development on the new State Route 66 corridor connecting Merchants Greene developments to exit 4 off Interstate 81.
- Address long term needs for municipal buildings.
  - Continue to oversee construction of the new Fire Station 3 on Thompson Creek Road to replace the current station. The current station will be negatively impacted by the State’s road widening project on Hwy 11E and the station does not meet modern standards. The fire station could potentially be complete in FY 2025, but is likely to carry over into early FY 2026.
  - Construct a dedicated vehicle storage building at the Public Works campus for the purpose of storing multiple special purpose vehicles and equipment and for sufficiently separating an area to be dedicated to processing vehicles as evidence.
  - Expand the Public Works yard areas to include an additional outdoor storage building.
  - Considering the recent purchase of property in the vicinity, begin design for greenway connections and improved public parking for all of the public lots in the vicinity of 2<sup>nd</sup> and 3<sup>rd</sup> streets.
- Continue to secure State funding for the municipal airport, making improvements to its function in support of our industrial base.
  - Complete annual update of Capital Improvement Program as required by Tennessee Aeronautics Commission.
  - Continue the project to update the Airport Layout Plan utilizing a grant from the Tennessee Aeronautics Commission.
  - Pursue land acquisition according to the Airport Layout Plan and priority of the Capital Improvement Program.
  - Oversee completion (by development partner) of the construction of the western taxiway area extension to increase the availability of hangars.
  - Pursue facility concepts with TCAT such that their facility on the airfield would be a showpiece for economic development prospects much like the main TCAT facility has become.



## STRONG & DIVERSE ECONOMY

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- Continue to support and promote our vibrant downtown.
  - Facilitate private investment in upgrading downtown buildings focusing on expanded use of second stories. Continue to coordinate as needed with the five property owners who were



recipients of Tennessee Historic Development Grants from the Tennessee Department of Economic and Community Development (TNECD). Grants of \$1.7 million will go a long way in helping spur these improvements.

- Identify and remove regulatory obstacles and provide incentives for the development of new businesses and residential units in the central business district.
- Continue to promote and facilitate downtown building improvements through the façade grant program.
- Facilitate the location of new industry as well as expansion of existing industry.
  - Continue to work with the Industrial Development Board to encourage industrial development in new and existing businesses, continuing to enhance our role as a regional hub of economic activity.
  - Facilitate the design and construction of manufacturing facilities in the East Tennessee Progress Center (ETPC) industrial park, including marketing of lot #12 which is a pad ready site suitable for construction of a one-million square foot facility.
  - Design and plan for accessibility for rail-accessible sites recently acquired near the MAID park.
- Encourage continued commercial development in the community that increases our role as a regional hub.
  - 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.
  - Facilitate the construction and development of Bellwood Farms, the newest TIF-supported commercial development located on West Andrew Johnson Hwy.
- Encourage and facilitate residential development that meets the increasing demand for a larger workforce. This will include a wide mixture of single and multi-family development.



## A HEALTHY & VIBRANT CITY

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- Morristown Landing
  - Partner with the Morristown Landing management as they continue to develop and rework business plans through their second full year of operations.
  - Continue to work with the Landing operations team on the best balance of activity types – striving to promote health & wellness in the community, adding to the region’s quality of life, and attracting visitors to the city.
- Develop and maintain our “community infrastructure,” including trails, greenways, parks, etc.
  - Complete ties between phase 4 of the greenway project and existing trail systems utilizing property acquired adjacent to the City Center. The greenway trail along Turkey Creek and the old Peavine Railroad will eventually connect residential areas, downtown, and Cherokee Lake.
  - Complete design and right-of-way acquisition for phase 5 of the greenway project extending the greenway to Davis Street.
  - Provide better interconnections among segments of trail and greenway, creating a more continuous trail system.
  - Undertake multimodal improvements along the major east-west corridor, improving sidewalk connectivity and disability access. Efforts this year will focus on completing design and getting construction underway.
  - Move forward with the bold line-up of Parks & Recreation capital projects identified last year:



- Frank Lorino Park – Complete irrigation project on baseball fields
- Frank Lorino Park – Complete lighting system update on baseball fields
- Frank Lorino Park – Convert 2 undersized football fields into one regulation field
- Frank Lorino Park – Pave the driveways through the Barron Soccer Complex
- Frank Lorino Park – Upgrade dugouts
- Frank Lorino Park – Construct a lighted pickleball complex
- Wildwood Park – Construct a lighted, mini-pitch soccer “court”
- Fulton-Hill Park – Construction of road to the Great Lawn and parking at the Great Lawn
- Fulton-Hill Park – Construct a pavilion at the Great Lawn
- Fulton-Hill Park – Upgrade electrical capacity and event setup at the Great Lawn

#### □ Personnel Summary:

CITY ADMINISTRATOR	FY21	FY22	FY23	FY24	FY25
CITY ADMINISTRATOR	1	1	1	1	1
ASSISTANT CITY ADMINISTRATOR	2	2	2	2	2
CITY CLERK/EXECUTIVE SECRETARY	1	1	1	1	1
PUBLIC INFORMATION SPECIALIST/ASST DEPUTY CLERK	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
TOTAL CITY ADMINISTRATOR	6	6	6	6	6



## □ Budget Expense Detail:

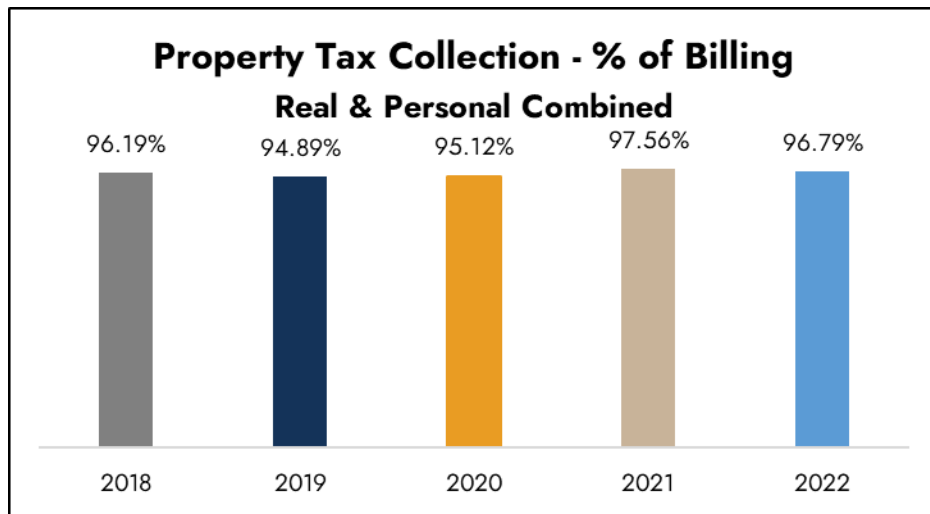
Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>41200 - City Administrator</i>				
111 SALARIES & WAGES	584,630	603,151	628,861	597,154
112 OVERTIME	0	2,000	0	2,000
134 CHRISTMAS BONUS & LONGEVITY	1,165	1,510	1,356	1,350
210 FICA	32,201	37,613	35,838	37,232
212 MEDICARE	8,308	8,797	9,018	8,708
213 TCRS CONTRIBUTION	88,743	92,031	95,604	91,097
214 EMPLOYEE HEALTH INS	93,630	94,574	89,710	94,548
217 EMPLOYEE LIFE INS	6,653	7,174	6,062	7,140
219 WORKERS COMPENSATIONS INSURANCE	6,991	6,360	7,405	8,146
310 POSTAL SERVICE	124	200	542	300
321 PRINTING SERVICES	0	200	100	200
330 LEGAL NOTICES	120	1,000	500	750
341 ELECTRICITY	6,451	5,700	8,422	8,600
342 WATER & SEWER	2,064	2,500	4,505	4,300
343 NATURAL GAS & PROPANE	1,303	400	400	400
345 TELEPHONE SERVICES	9,571	6,500	5,775	5,700
351 MEDICAL SERVICES	0	100	100	100
371 SUBSCRIPTIONS & BOOKS	144	1,000	500	750
375 MEMBERSHIPS & DUES	4,884	5,000	5,000	5,000
378 EDUCATION - SEMINARS & TRAINING	5,407	5,000	5,000	5,000
383 TRAVEL-BUSINESS EXPENSES	10,748	10,000	10,000	13,000
399 OTHER CONTRACTED SERVICES	40,420	15,000	13,225	14,620
411 OFFICE SUPPLIES & MATERIALS	1,614	3,000	2,000	2,500
429 GENERAL OPERATING SUPPLIES	552	700	700	700
431 GASOLINE & DIESEL FUEL	0	65	0	50
499 OTHER SUPPLIES & MATERIALS	1,983	250	1,600	2,500
510 INSURANCE - GENERAL LIABILITY	457	503	459	505
523 PROPERTY (CONTENTS) INSURANCE	94	102	96	110
533 EQUIPMENT- RENTAL/LEASE	915	1,500	1,084	1,200
801 GRANTS & OTHER SUBSIDIES	13,073	50,000	25,000	50,000
<i>41200 - City Administrator</i>	<i>922,245</i>	<i>961,930</i>	<i>958,862</i>	<i>963,660</i>



# Finance

The Finance Department handles all the financial transactions and various transaction-based functions for the City including the collection of property taxes, and all other revenues, maintaining records of the City, documenting property transactions, processing payroll, handling all purchasing, accounts payable disbursements, creation of financial reports, managing fund accounting, providing records and assistance for the independent auditors, and any other financial activities of the City.

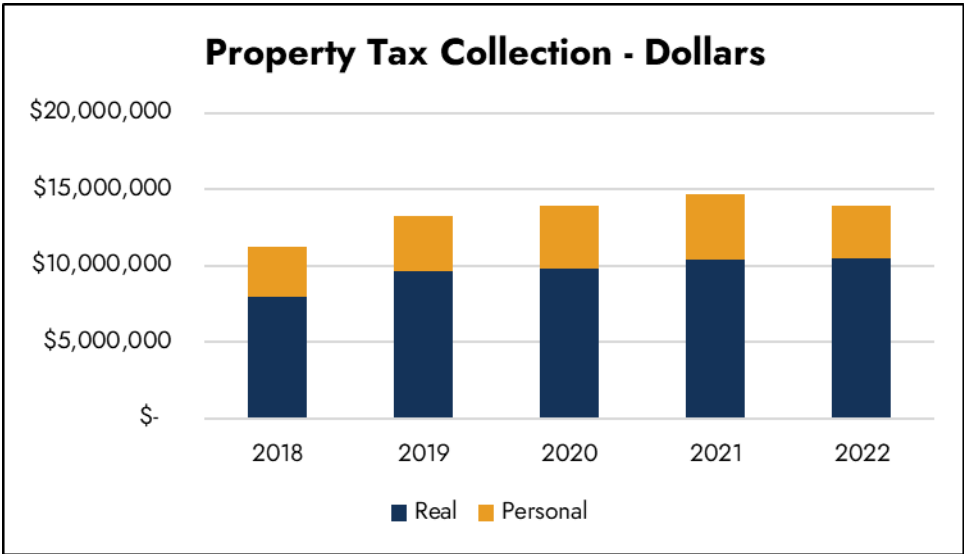
## □ Performance and Workload Measures:



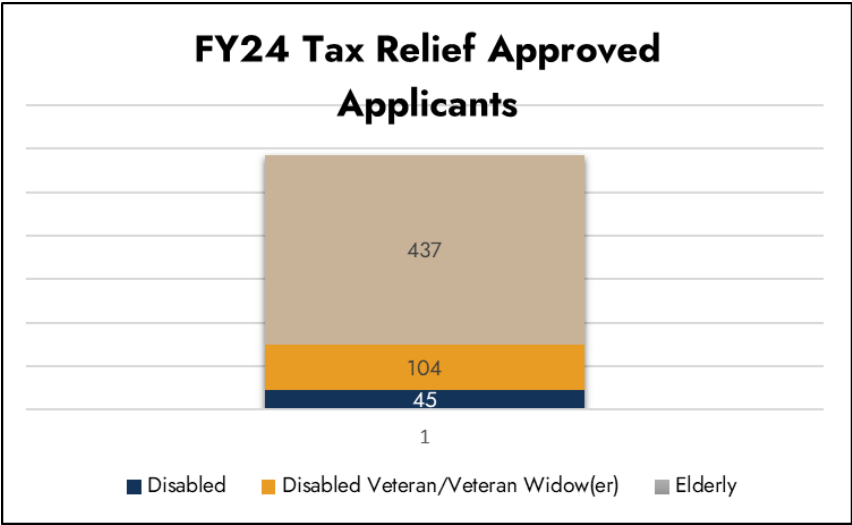
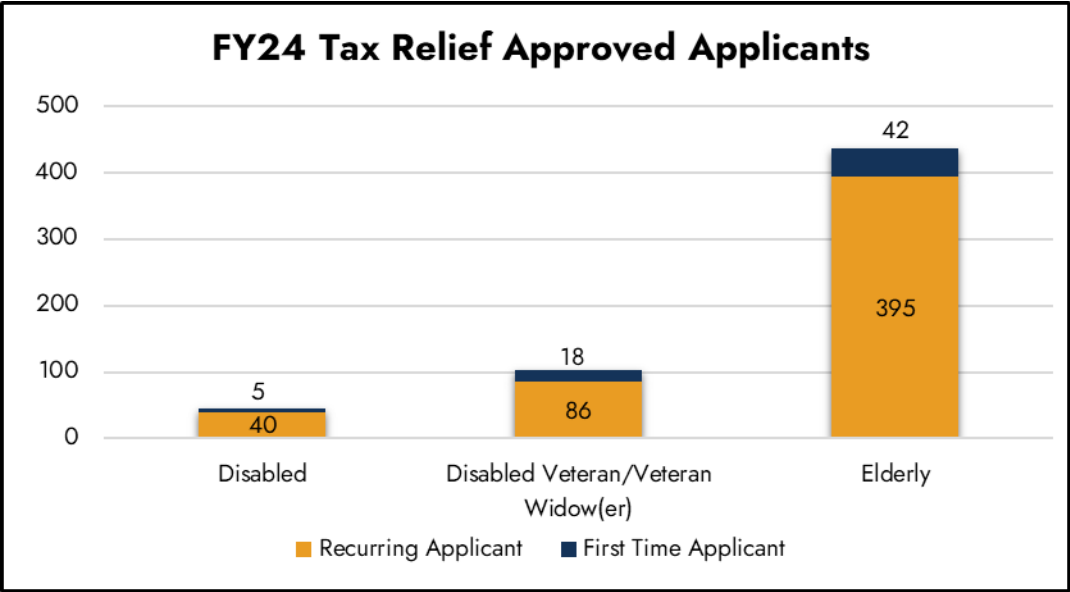
*\*Chart represents collections of taxes in tax year they were considered currently due*

Taxes are categorized as “current” if they are received between October 1 of the tax year and September 30 of the following year – despite the fact that payments after February 28 are late and incur late charges. The graphs above and below do not include 2023 because at the publication of this budget, current taxes for 2023 are still being collected. For comparison purposes, as of February 29, 2024, the collection rate for 2023 current taxes was 92.9%, and through the same period of time for 2022 taxes, the collection rate was 92.8%.



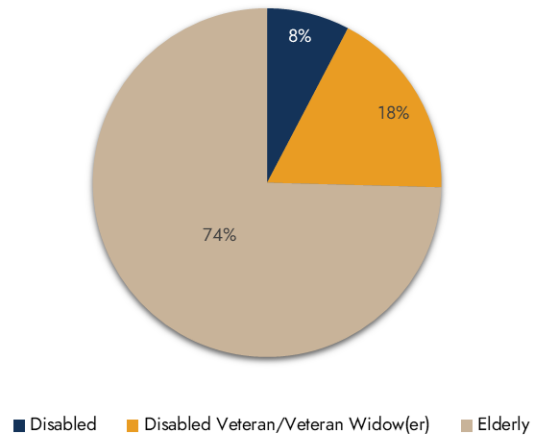


*\*Chart represents collections of taxes in tax year they were considered currently due*

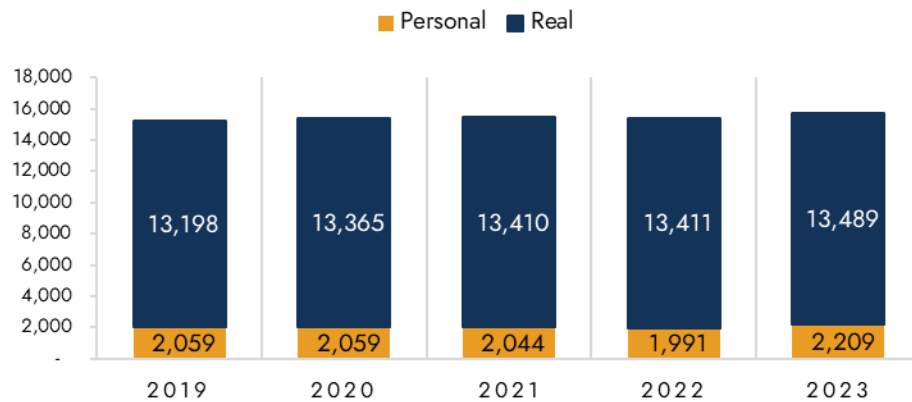




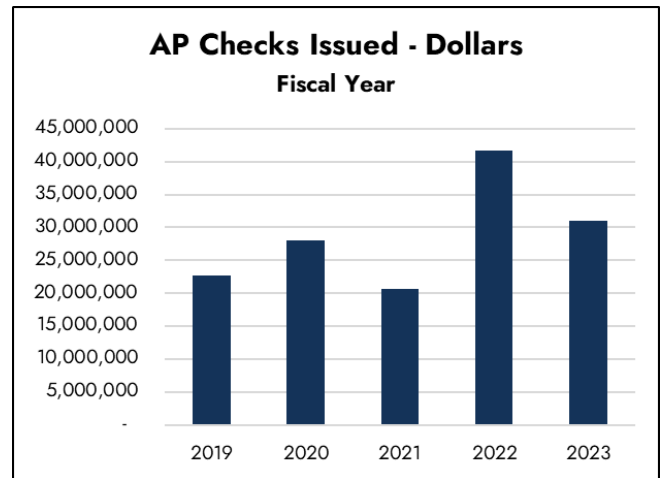
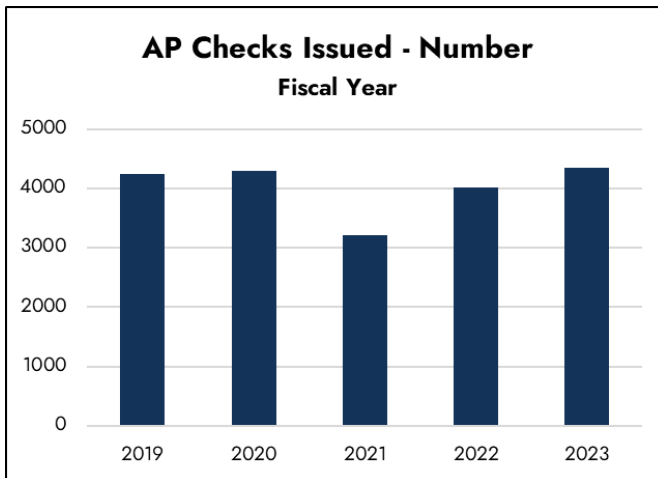
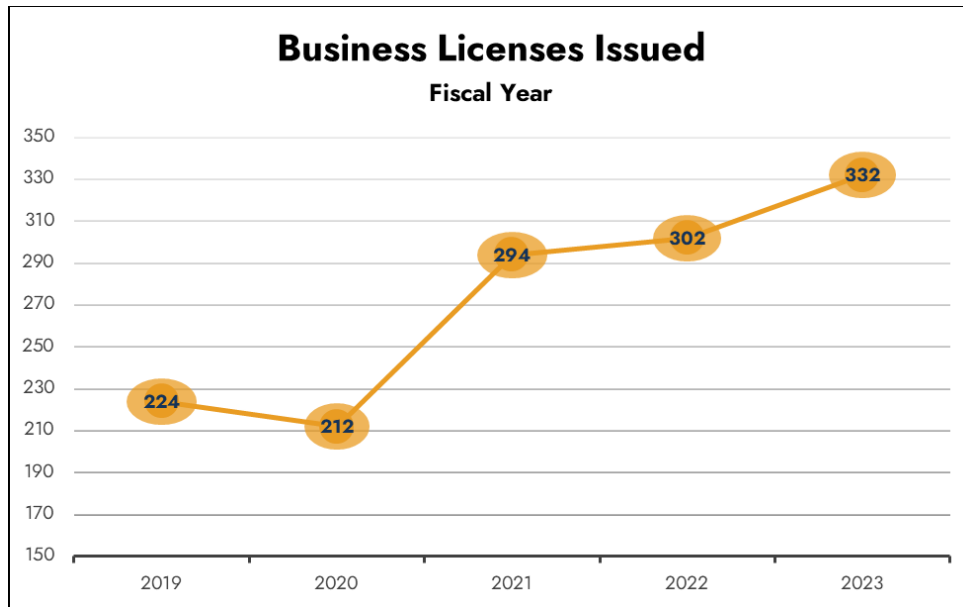
### FY24 Tax Relief Participants



### Tax Bills Generated (Based on Tax Year)







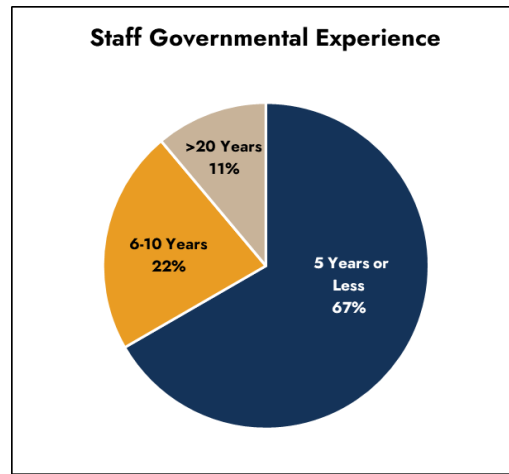
## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Obtained an unqualified opinion on the financial statements from the City's independent auditor for fiscal year ending June 30, 2023.
- Updated the annual debt report that demonstrates the strong financial management practices of the City to the citizens of Morristown, investors, and credit agencies.
- Began making changes to payroll & HR modules per Munis evaluation.
- Implemented Tyler Cashiering & Tyler Payments Software.
- Continued various evaluations of the City's enterprise resource planning software (ERP system).
- GFOA's Distinguished Budget Presentation Award for FY 2024 – the 14<sup>th</sup> consecutive year receiving the award.
- GFOA's Certificate of Achievement for Excellence in Financial Report for FY 2022 – the 10<sup>th</sup> consecutive year receiving the award. Awaiting notification for FY 2023 Award.





## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Performed a physical inventory of all fleet vehicles.
- Completed analysis of the city fleet and completed the 5+ year fleet plan.
- Continued to verify capital assets are properly recorded.

### □ Goals for FY 2025



## HIGH PERFORMING ORGANIZATION

- Continue to provide financial statement users with accurate, useful and timely information.
- Prepare the City's Annual Comprehensive Financial Report (ACFR) 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.
- Seek the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.
- Be the leader in municipal finance and reporting.
- Continue 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.
- Continue review of processes that protect public trust and demonstrate accountability and transparency.
  - Review processes that ensure that all payments are processed in a timely manner.
  - Review processes and evaluate written policies to ensure that all revenues are received in a timely manner and are coded to the correct revenue account.

### Certifications held by Finance Staff

- Certified Government Financial Manager (CGFM) - 1
- Certified Municipal Finance Officer (CMFO) - 4 in Finance, 2 in Administration
- Municipal Clerk & Recorder Certification - 1 in Finance, 3 in Administration



- Ensure proper coding of all financial transactions.
- Continue to identify processes that can be improved.
- Continue to cross-train staff across multiple areas of the department.



## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Continue to ensure that all capital assets are properly recorded.
- Continue to make improvements on the efficiency and collection effectiveness for accounts receivables.
- Review and make recommendations for any necessary edits to the Debt Management Policy.
- Implement the Fleet Plan.

### □ Comments on FY 2023 Actual and FY 2024 Projections:

- The Finance Department operations for the fiscal year ended June 30, 2023 were as expected. It is projected that actual expenditures will be within appropriated amounts for the year ending June 30, 2024.

### □ Significant Changes for FY 2025

- No significant changes are planned in FY 2025.

### □ Personnel Summary

FINANCE DEPARTMENT	FY21	FY22	FY23	FY24	FY25
FINANCE DIRECTOR	0	0	0	1	1
ACCOUNTING MANAGER	1	1	1	0	0
ACCOUNTING CLERK	2	2	2	2	2
REVENUE ACCOUNTANT	0	0	0	1	1
ACCOUNTING TECHNICIAN	2	2	2	2	1
PAYROLL COORDINATOR	0	0	0	0	1
ACCOUNTANT	1	1	1	1	1
TOTAL FINANCE DEPARTMENT	6	6	6	7	7

Note: The Revenue Accountant position was not vacant prior to FY 2024. Rather, it existed as the Head Cashier/Court Clerk position and was budgeted in the Court budget. Beginning in FY 2024, because of changes in primary duties, the title has changed and is now moved to Finance as the Revenue Accountant. Additionally, the Finance Director position was newly established, replacing the Accounting Manager position, which is shown for the first time in FY 2024.



## □ Budget Expense Detail

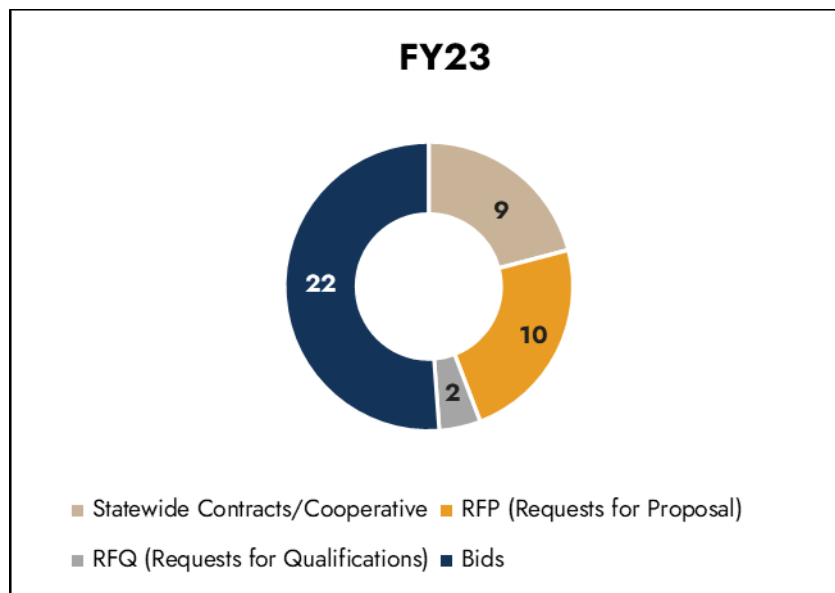
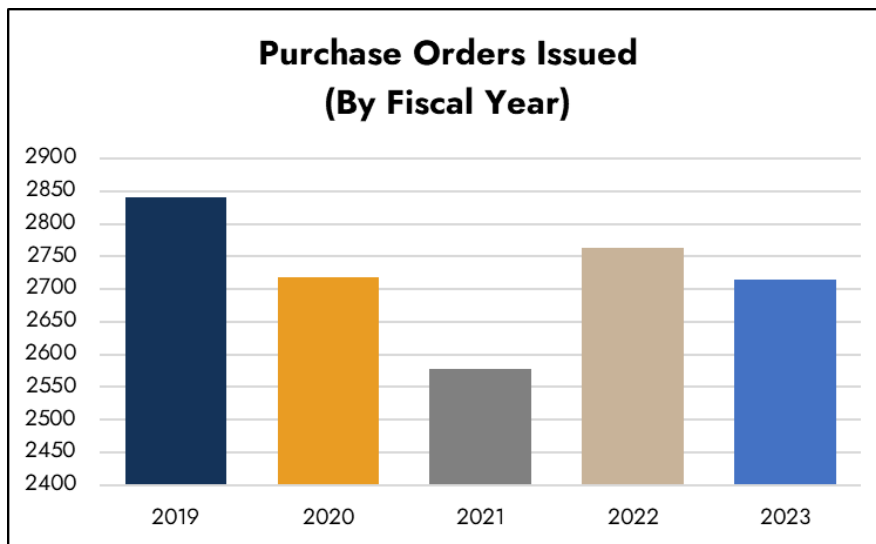
Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>41530 - Finance</i>				
111 SALARIES & WAGES	335,004	402,633	414,967	463,736
112 OVERTIME	1,689	10,500	4,524	10,500
134 CHRISTMAS BONUS & LONGEVITY	2,249	2,214	1,629	1,710
210 FICA	20,082	25,752	25,382	29,509
212 MEDICARE	4,697	6,023	5,936	6,902
213 TCRS CONTRIBUTION	49,723	63,009	62,665	72,202
214 EMPLOYEE HEALTH INS	97,346	120,530	113,230	136,123
217 EMPLOYEE LIFE INS	1,793	2,319	2,133	2,671
219 WORKERS COMPENSATIONS INSURANCE	5,868	8,215	8,639	9,505
310 POSTAL SERVICE	14,399	13,000	15,034	15,050
321 PRINTING SERVICES	2,905	2,000	2,750	2,500
330 LEGAL NOTICES	2,150	2,100	1,948	2,100
341 ELECTRICITY	10,537	12,000	11,010	12,000
342 WATER & SEWER	3,914	5,000	5,578	5,000
343 NATURAL GAS & PROPANE	2,049	750	599	750
345 TELEPHONE SERVICES	13,904	14,500	7,872	8,000
353 ACCOUNTING & AUDIT SERVICES	65,450	53,400	61,298	54,900
355 COMPUTER/DATA SERVICE	94,386	101,510	130,286	168,735
359 OTHER PROFESSIONAL SERVICES	85,639	88,500	82,500	127,500
371 SUBSCRIPTIONS & BOOKS	194	200	199	200
375 MEMBERSHIPS & DUES	1,878	2,000	2,645	3,000
378 EDUCATION - SEMINARS & TRAINING	1,680	5,000	3,900	5,000
383 TRAVEL-BUSINESS EXPENSES	1,023	4,000	2,297	4,000
399 OTHER CONTRACTED SERVICES	38,119	47,360	44,000	47,360
411 OFFICE SUPPLIES & MATERIALS	7,770	9,000	11,404	9,000
413 OFFICE EQUIPMENT	14,243	0	1,222	12,075
429 GENERAL OPERATING SUPPLIES	125	200	138	200
510 INSURANCE - GENERAL LIABILITY	1,340	1,474	1,346	1,485
514 OPEB FUNDING	100,000	100,000	100,000	100,000
515 PROPERTY TAXES	0	0	4,607	0
523 PROPERTY (CONTENTS) INSURANCE	276	299	281	310
533 EQUIPMENT- RENTAL/LEASE	9,304	11,000	8,925	9,410
553 BANK SERVICE CHARGES & WIRE FEES	52,170	53,000	59,851	15,000
689 OTHER MISCELLANEOUS EXPENSES	1,874	300	714	300
964 OFFICE EQUIPMENT	0	2,000	1,726	0
<i>41530 - Finance</i>	<i>1,043,780</i>	<i>1,169,788</i>	<i>1,201,235</i>	<i>1,336,733</i>



# Purchasing

The City of Morristown utilizes a centralized Purchasing Department to facilitate and manage all City purchases. The Purchasing Department is a function within the Finance Department which is staffed by the Purchasing Agent. The Purchasing Agent works to ensure all City purchases are made in accordance with Federal, State, and Municipal procurement laws, policies, and procedures. The Purchasing Agent's primary responsibility is to procure equipment and services necessary to provide Morristown residents and visitors with exemplary and timely service.

## ❑ Performance and Workload Measures





❑ Significant Accomplishments FY 2024



HIGH PERFORMING ORGANIZATION

- Continued to communicate to vendors the purchasing requirements of the City and ensured that all vendors require a properly approved purchase order prior to conducting business.
- Continued to pursue training for various finance department staff on purchasing and other municipal finance matters and best practices.
- Continued to facilitate the purchase of needed Landing start-up equipment and other miscellaneous items.
- Maintained sufficient cross-training through purchasing and other finance department areas to continue to effectively operate through staff vacancies and/or shortages.

❑ Goals for FY 2025



HIGH PERFORMING ORGANIZATION

- Continue training and pursuit of related municipal finance certifications and staff participation in relevant professional organizations.
- Review and consider any necessary updates to the City’s purchasing policies and procedures to ensure compliance with Federal, State, and municipal procurement laws.
- Continue efforts to educate departments on procurement laws and policies.
- Continue efforts to surplus and sell unused and/or nonfunctioning equipment no longer of operational use to the City.

❑ Comments on FY 2023 Actual and FY 2024 Projections

- The Purchasing Department operations for the fiscal year ended June 30, 2023 were as expected. It is projected that actual expenditures will be within appropriated amounts for the year ending June 30, 2024.

❑ Significant Changes for FY 2025

- There are no significant changes to this account.

❑ Personnel Summary

PURCHASING	FY21	FY22	FY23	FY24	FY25
PURCHASING AGENT	1	1	1	1	1
TOTAL PURCHASING	1	1	1	1	1



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>41610 - Purchasing</i>				
111 SALARIES & WAGES	39,278	49,868	44,240	52,248
112 OVERTIME	0	2,000	0	2,000
134 CHRISTMAS BONUS & LONGEVITY	81	87	81	95
210 FICA	2,294	3,222	2,581	3,370
212 MEDICARE	537	754	604	788
213 TCRS CONTRIBUTION	5,938	7,882	6,724	8,244
214 EMPLOYEE HEALTH INS	12,955	15,542	14,163	15,553
217 EMPLOYEE LIFE INS	211	287	199	301
219 WORKERS COMPENSATIONS INSURANCE	978	1,060	1,234	1,360
310 POSTAL SERVICE	28	150	60	150
375 MEMBERSHIPS & DUES	0	400	0	400
378 EDUCATION - SEMINARS & TRAINING	440	800	0	800
383 TRAVEL-BUSINESS EXPENSES	344	400	0	400
411 OFFICE SUPPLIES & MATERIALS	1,056	1,000	669	1,000
510 INSURANCE - GENERAL LIABILITY	1,158	1,274	1,162	1,280
523 PROPERTY (CONTENTS) INSURANCE	239	259	243	270
<i>41610 - Purchasing</i>	<i>65,537</i>	<i>84,985</i>	<i>71,960</i>	<i>88,259</i>



# General Fund - Retiree Benefits

This account is used to report the costs associated with funding the group health benefits of retirees of the City of Morristown. 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 remain enrolled in the City's insurance plans on the same terms and conditions as active, full-time employees. A retiree must have worked with the City of Morristown for at least five years to be eligible for this benefit.

## ❑ Performance and Workload Measures

	FY19	FY20	FY21	FY22	FY23
Premium Cost	536,776	499,080	524,572	474,804	447,154
Retirees/Dependents on Plan	70	72	70	65	67

## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be well under budget. The net effect of retirees/dependents aging off the plan and the number of new retirees under age 65 entering the plan was lower than anticipated.

## ❑ Significant Changes for FY 2025

- Having seen lower costs in the last two fiscal years and a reduced number of retirees and dependents represented in the group, the FY 2025 budget shows a conservative reduction in anticipated expenditure as compared to the prior FY.

## ❑ Personnel Summary

- There are no personnel assigned to this function.

## ❑ Budget Expense Detail

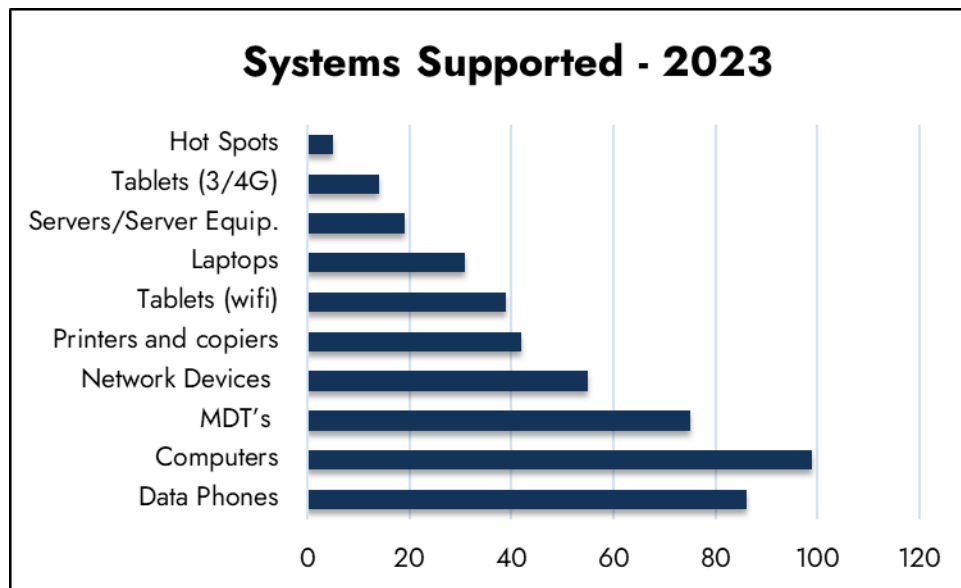
Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
41630 - General Fund-Retiree Benefits				
262 HEALTH INS/RETIREE	447,154	550,000	385,704	475,000
41630 - General Fund Retiree Benefits	447,154	550,000	385,704	475,000



# Information Technology

The Information Technology 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; the evaluation and acquisition of computer hardware, software, network design and maintenance and other related components; and cyber security efforts including the selection, installation, and maintenance of various forms of protection. The Department consists of one employee and one contractor who provide these services to the entire city. The City's website, [www.mymorristown.com](http://www.mymorristown.com), is also maintained by the IT Department.

## ❑ Performance and Workload Measures



### 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, etc.) We are currently running Dell and HP switches with Fiber to outlying areas, Hamblen County Government, 911, Public Works, Purchasing, 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 19 servers with Operating Systems ranging from Server 2012 to Server 2016. Hardware used: Dell and HP Servers.
- PC's: The IT department maintains 148 computers and laptops.
- Mobile Data Terminals (MDT): The City currently has approximately 75 MDT'S.



- The IT Department supports 86 data phones (smartphones) and 53 tablets (iPads, Android & Surface tablets). Other supported devices include 40 printers/copiers, 54 network devices, spam filter and email archive devices.

### Software

- Munis: This is the City's enterprise resource planning software used for finance and administration functions.
- Incode: This is the Police Department's record keeping software, used by Municipal Court and Officers to initiate and track citations.
- Bio-Key: Bio-Key is the software used in the mobile data terminals (MDTs) which allows officers 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 offense reports.
- Document Management/Eclipse: This document management system houses over one million pages of documents for Finance, Police and Administration.
- Energov: Planning department software used to track development projects, permitting, and codes enforcement.
- Antivirus / Spyware: Bit Defender (cloud based, real time) antivirus protection and end-point security is currently being used on all computer equipment.
- R.M.S: (Tyler Technologies) Police Records Management System, which was migrated to a cloud-based environment in FY 2023.
- Rec Desk: This system serves the Parks & Recreation Department with facility reservation, event and sports registrations, and related billing.

## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

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- Participated in, and provided support for, technical assistance sessions with Tyler and the City's Finance, HR, and Payroll staff to further explore tools available within existing software environments.
- Provided support through the implementation of Tyler Cashiering and Tyler Payments.
- Continued to provide support as needed through the early stages of implementation of E-Citation program with the Police Department.
- Successfully migrated the in-car camera system 10-8 to an on-premise wireless server where Patrol drives into the City Center garage and video uploads wirelessly.
- Fully transferred responsibility for gate card access to the airport operator for all of the airport's tenants.
- Began process to upgrade network wiring throughout the City Center facility from Cat 5 to Cat 6.
- Supported staff and vendor in the installation and implementation of video streaming and recording system for City Council Chambers.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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- Continued to maintain inventory system for all information technology systems and peripherals.



- Managed the card access system for the Public Works facility.
- Researched cybersecurity insurance policy needs with the City’s insurance provider and colleagues in peer cities.
- Managed the replacement of all City Center phones with a Voice Over Internet Protocol (VOIP) system to achieve significant savings.
- Upgraded both of the city’s network switches and accompanying firewall components to include backup switch capability.
- Installed and configured a new patch management software onto all supported desktops, laptops, and servers (approximately 200 devices).

## ❑ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

- Support the implementation of new programs requested by various departments.
- Support through the early stages of implementation of Employee Access functionality.
- Fully implement Cyber Security training for 100% of city employees by June 30, 2025.
- Continue external and internal IT penetration testing and correct deficiencies found in test results.
- Consider the need for a redundancy plan for internet service in the event of an emergency.



### RESPONSIBLE MANAGEMENT OF CITY’S PHYSICAL ASSETS

- Complete a Disaster Recovery Plan document.
- Continue to actively manage technology related assets/inventory and participate in annual review of internal control policies related to IT functions.

## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- The I.T. Department operations for FY 2023 were as expected, and it is projected that actual expenditures will be within appropriated amounts for FY 2024.
- The City upgraded the network wiring in City Center in FY 2024, which represents a cost of approximately \$25,000 that is not a typical expenditure for the IT budget.

## ❑ Significant Changes for FY 2025

- The City is budgeting an estimated figure for cybersecurity insurance coverage with the intent to pursue such a policy in FY 2025.

## ❑ Personnel Summary

INFORMATION TECHNOLOGY	FY21	FY22	FY23	FY24	FY25
SYSTEMS ADMINISTRATOR	1	1	1	1	1
TOTAL INFORMATION TECHNOLOGY	1	1	1	1	1



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>41640 - Information Technology</i>				
111 SALARIES & WAGES	77,715	81,628	79,064	80,871
112 OVERTIME	0	0	0	0
134 CHRISTMAS BONUS & LONGEVITY	650	656	656	668
210 FICA	4,686	5,102	4,766	5,056
212 MEDICARE	1,096	1,194	1,114	1,183
213 TCRS CONTRIBUTION	11,888	12,483	12,093	12,370
214 EMPLOYEE HEALTH INS	15,656	15,679	15,662	15,677
217 EMPLOYEE LIFE INS	423	470	413	466
219 WORKERS COMPENSATIONS INSURANCE	978	1,060	1,234	1,360
330 LEGAL NOTICES	269	500	300	400
341 ELECTRICITY	1,407	1,400	1,400	1,500
342 WATER & SEWER	522	750	750	750
343 NATURAL GAS & PROPANE	274	400	100	200
345 TELEPHONE SERVICES	3,414	3,000	1,644	2,000
355 COMPUTER/DATA SERVICE	84,236	138,090	135,000	99,140
363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT	0	500	500	0
375 MEMBERSHIPS & DUES	0	250	0	250
378 SEMINARS & TRAINING	42	750	100	750
383 TRAVEL-BUSINESS EXPENSES	0	750	100	750
399 OTHER CONTRACTED SERVICES	41,402	61,200	55,000	61,200
411 OFFICE SUPPLIES & MATERIALS	115	250	100	250
413 OFFICE EQUIPMENT	0	0	0	0
417 ADP PARTS & COMPONENTS	7,248	8,500	8,000	8,500
429 GENERAL OPERATING SUPPLIES	27	350	250	300
510 INSURANCE - GENERAL LIABILITY	5,118	5,630	5,139	5,655
523 PROPERTY (CONTENTS) INSURANCE	1,055	1,140	1,074	1,185
533 EQUIPMENT - RENTAL/LEASE	0	0	0	0
964 OFFICE EQUIPMENT	54,993	84,275	84,275	76,700
999 OTHER CAPITAL OUTLAY	0	37,000	37,000	1,650
<i>41640 - Information Technology</i>	<i>313,214</i>	<i>463,007</i>	<i>445,734</i>	<i>378,831</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

	2020	2021	2022	2023
Jobs Posted	16	23	25	27
Applications Reviewed	242	203	282	242
Interviews	88	81	126	135

## □ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- In 2023, the City was certified as a “Tennessee Drug Free Workplace.”
- Held annual required training for Harassment and Title VI.
- Continued to provide an employee health clinic in cooperation with Hamblen County to improve employee wellness and control costs of health needs.
- Continued implementation of personnel related policy changes in response to the Classification and Compensation Study. The second and final phase of pay adjustments related to this study are recommended for incorporation into the FY 2025 budget.
- Wide ranging updates were made to the employee handbook to bring the document up to date, to make various clarifications and improvements, and to ensure the policy complements the Classification and Compensation Study and the intended mechanisms for ongoing use.
- Established and implemented a merit/performance-based evaluation system to be used citywide, which informs the budget process beginning in FY 2025.
- COVID-19 / Pandemic related efforts were tracked closely through early March of 2024.
  - Continued implementation of post-pandemic policies & CDC guidelines. Barring a resurgence, reporting on this topic is likely to cease in FY 2025.
  - There have been 577 COVID-19 related situations that involved follow-up phone calls, validation of consistent adherence to City Pandemic policies and continuous interaction with the Premise Health clinic to ensure employees could receive desired medical treatment and testing.
  - Through March 5, 2024, there were 232 employees test positive for COVID-19.
  - Remained current on the periodic changes to protocol as presented by the TN Department of Health, applying them appropriately.
  - Continued tracking and maintenance of COVID-19 related FMLA.
- Provided ongoing liaison support between city staff and employee clinic personnel to troubleshoot administrative issues as needed.
- Provided support to Civil Service.



- Scheduled testing for 57 responding applicants
- Scheduled, conducted, and graded 47 written tests
- Scheduled 37 interviews with Civil Service and Chiefs of Fire & Police
- Conducted three (3) testing cycles (physical & written) for Police and one (1) testing cycle for Fire
- Coordinated an in-person open enrollment with a pandemic-inspired backup plan to include virtual options.
- Worked alongside Payroll, Finance, and IT to begin configuring an Employee Access program with the city's software provider. The program allows employees to electronically access pay advices, W-2s, and benefit information and enables electronic submission of timesheets and time off requests. Ultimately, the system saves considerable processing time and printing costs.
- Received technical assistance and in-house support from the city's software provider to improve configuration of human resources related data for improved functionality.

The City has successfully worked with Mark III to manage employee benefits over the last few years. In 2022, the City solicited brokers for a new contract and chose to continue working with Mark III, entering into a new multi-year contract.



## A HEALTHY & VIBRANT CITY

- Mark III, the City's insurance broker, continued to provide employees with health and wellness information and recommendations through its newsletter series.
- Continued to promote membership at the Morristown Landing Recreation & Event Center to new hires and existing employees as an employee benefit. Discounted memberships are also available as a benefit to employee families.

## □ Goals for FY 2025



## HIGH PERFORMING ORGANIZATION

- Continue to ensure staff are trained in EEOC and employee law changes.
- Simplify the online application process for Police and Fire applicants.
- Remain a Certified Tennessee Drug Free Workplace Program.
- Promote diversity.
- Work with Mark III, City insurance broker, to understand trends impacting healthcare and insurance and to identify cost savings for our benefit plan.
- Continue to work through the recommendations from prior year Investment Assessments, identifying training and software solutions to improve efficiencies in HR and Payroll functions.
- Consider further software solutions related to HR and Payroll that may modernize timekeeping and payroll processing.
- Work with Premise employee clinic on opportunities for continued improvement and collaboration with the Morristown Landing.

## □ Comments on FY 2023 Actual and FY 2024 Projections

- The Human Resource Department operations for FY 2023 were as expected and are anticipated to be well within budget for FY 2024.



## ❑ Significant Changes for FY 2025

- There are no significant changes to this account.

## ❑ Personnel Summary

HUMAN RESOURCES	FY21	FY22	FY23	FY24	FY25
HUMAN RESOURCES COORDINATOR	1	1	1	1	1
TOTAL HUMAN RESOURCES	1	1	1	1	1

## ❑ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>41650 - Human Resources</i>				
111 SALARIES & WAGES	68,335	70,740	71,368	73,591
112 OVERTIME	2,254	5,000	2,898	5,000
118 OTHER SALARIES CIVIL SERVICE	7,200	7,200	6,600	7,200
134 CHRISTMAS BONUS & LONGEVITY	103	109	267	281
210 FICA	4,630	4,703	4,613	5,337
212 MEDICARE	1,083	1,100	1,079	1,249
213 TCRS CONTRIBUTION	10,724	11,507	11,041	11,965
214 EMPLOYEE HEALTH INS	15,631	15,633	15,636	15,645
217 EMPLOYEE LIFE INS	384	407	391	424
219 WORKERS COMPENSATIONS INSURANCE	978	1,060	1,234	1,360
221 UNEMPLOYMENT INSURANCE	0	1,000	0	1,000
310 POSTAL SERVICE	143	350	250	300
321 PRINTING SERVICES	0	1,000	250	1,000
330 LEGAL NOTICES	5,511	7,500	7,500	7,500
341 ELECTRICITY	2,442	4,000	1,400	2,500
342 WATER & SEWER	1,139	1,800	700	1,500
343 NATURAL GAS & PROPANE	440	700	75	300
345 TELEPHONE SERVICES	4,447	500	720	750
371 SUBSCRIPTIONS & BOOKS	0	350	0	350
375 MEMBERSHIPS & DUES	175	500	200	500
378 EDUCATION - SEMINARS & TRAINING	150	4,000	500	3,000
383 TRAVEL-BUSINESS EXPENSES	0	1,500	0	1,500
399 OTHER CONTRACTED SERVICES	11,246	28,250	15,000	24,050
411 OFFICE SUPPLIES & MATERIALS	750	1,000	1,500	1,400
413 OFFICE EQUIPMENT	3,536	0	0	0
429 GENERAL OPERATING SUPPLIES	0	350	350	300
499 OTHER SUPPLIES & MATERIALS	430	800	800	500
510 INSURANCE - GENERAL LIABILITY	2,256	2,482	2,266	2,495
523 PROPERTY (CONTENTS) INSURANCE	465	503	474	525
533 EQUIPMENT - RENTAL/LEASE	2,298	3,000	2,903	3,000
<i>41650 - Human Resources</i>	<i>146,750</i>	<i>177,044</i>	<i>150,015</i>	<i>174,522</i>

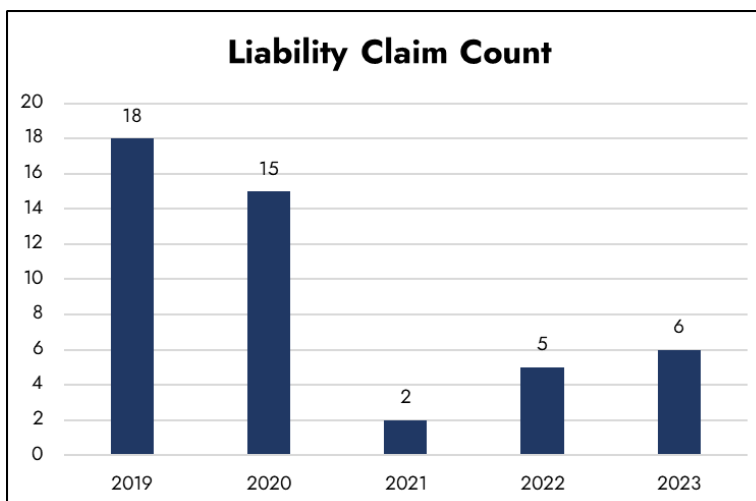
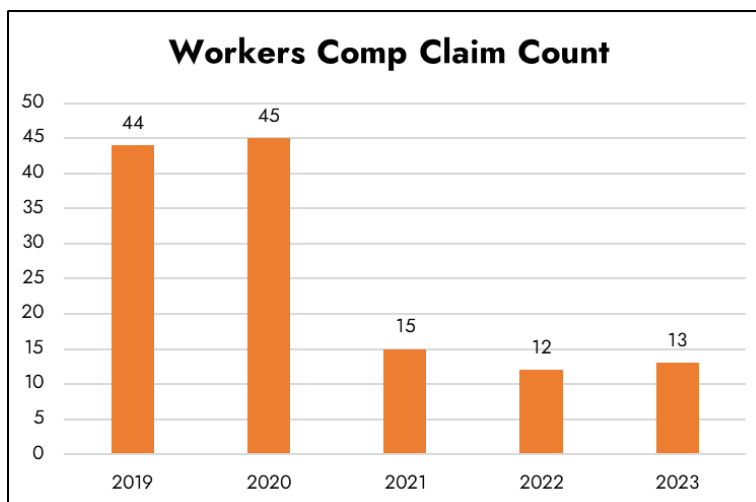


# Risk Management

Risk Management is responsible for liability and safety-related concerns for the City. These include Workers Compensation, accidents, and workplace safety. This department also works closely with the City's liability carrier (Public Entity Partners) to be proactive in identifying possible problem areas and solutions.

The Safety Officer and Administrative Coordinator report out of this department. These individuals are responsible for ensuring safety policies are followed, reporting of workplace accidents and providing the necessary safety training for employees of Public Works, Parks and Recreation, Community Development, and Administration. Police and Fire safety matters are handled by those departments.

## ❑ Performance and Workload Measures





❑ Significant Accomplishments FY 2024



HIGH PERFORMING ORGANIZATION

- Safety Officer provided training for staff for Work Zones, Confined Space, Blood Borne Pathogens, Trench Safety, Storm Water (addresses SWPPP) and other areas of need.
- Performed spot checks on Pre-Trip inspections for vehicles.
- Provided obstruction mediation for roadway signs.
- Updated and created an electronic file for all Safety Data Sheets at Public Works.
- Created an electronic chemical inventory sheet.
- Updated and maintained an Exposure Control Plan.
- Completed Workers Compensation training for administration of program.
- Received certification for application for Category 6 and 8 type pesticides.
- Safety Coordinator received certification as Playground Inspector.

❑ Goals for FY 2025



HIGH PERFORMING ORGANIZATION

Training

- Continue to provide training of staff.
- Adopt new training for areas that have not been targeted before.
- Become more integrated with all City Departments.

Evaluations

- Continue to evaluate the process of playground equipment inspections and working with Parks and Recreation to verify operational efficiency and safety.
- Evaluate current processes and procedures for Departments.
- Continue to evaluate processes and equipment for the new Public Works facility.
- Inspect City buildings for Loss Control items annually.

❑ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures remain within budget and as expected.

❑ Significant Changes for FY 2025

- No significant changes are planned.

❑ Personnel Summary

RISK MANAGEMENT	FY21	FY22	FY23	FY24	FY25
ADMINISTRATIVE COORDINATOR	1	1	1	1	1
SAFETY & TRAINING COORDINATOR	1	1	1	1	1
TOTAL RISK MANAGEMENT	2	2	2	2	2



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>41655 - Risk Management</i>				
111 SALARIES & WAGES	122,345	128,248	127,184	129,803
112 OVERTIME	0	500	0	500
134 CHRISTMAS BONUS & LONGEVITY	1,114	1,126	1,125	1,126
210 FICA	7,391	8,053	7,674	8,149
212 MEDICARE	1,729	1,884	1,795	1,906
213 TCRS CONTRIBUTION	18,729	19,702	19,469	19,938
214 EMPLOYEE HEALTH INS	31,107	31,210	31,120	31,216
217 EMPLOYEE LIFE INS	690	739	709	748
219 WORKERS COMPENSATIONS INSURANCE	1,956	2,120	2,468	2,715
226 CLOTHING/UNIFORM/SHOES	609	500	533	500
321 PRINTING SERVICES	0	100	50	100
345 TELEPHONE SERVICES	500	800	500	500
351 MEDICAL SERVICES	0	56	56	56
375 MEMBERSHIPS & DUES	40	250	40	250
378 EDUCATION - SEMINARS & TRAINING	402	1,750	1,000	1,750
383 TRAVEL-BUSINESS EXPENSES	1,888	2,000	2,000	2,000
399 OTHER CONTRACTED SERVICES	180	900	180	300
411 OFFICE SUPPLIES & MATERIALS	1,153	1,000	1,000	1,000
431 GASOLINE & DIESEL FUEL	643	1,275	1,000	1,275
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	51	700	400	700
510 INSURANCE - GENERAL LIABILITY	2,254	2,478	2,262	2,490
523 PROPERTY (CONTENTS) INSURANCE	464	502	473	520
999 OTHER CAPITAL OUTLAY	0	16,000	9,325	0
<i>41655 - Risk Management</i>	<i>193,245</i>	<i>221,893</i>	<i>210,363</i>	<i>207,542</i>



# Legal Services

The Legal Services department is comprised of the City Attorney. The City Attorney is appointed by City Council and 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 are provided through the City's risk management insurance. These services are conducted as a joint effort with the City Attorney.

## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- FY 2023 Expenditures were over the original budget as a result of payment for a long-awaited judgement, which was addressed by a mid-year budget modification with funds assigned in the fund balance specifically for this purpose in an earlier fiscal year. FY 2024 Expenditures are projected to be within budget.

## ❑ Significant Changes for FY 2025

- The budget has been increased this year in anticipation of a new rate for legal services.

## ❑ Personnel Summary

- No personnel are assigned to this department.

## ❑ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
41660 - Legal Services				
352 LEGAL SERVICES	104,976	102,000	90,000	110,000
532 JUDGEMENT, FEES & COURT COSTS	96,570	0	0	0
41660 - Legal Services	201,546	102,000	90,000	110,000



# Court Administration

Court Administration accounts for the activities of City Court. City Court is presided over by the Municipal Judge who is appointed to a four (4) year term by City Council. City 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 FY 2024



### HIGH PERFORMING ORGANIZATION

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- In cooperation with the City Judge, continued the process of evaluating court operations and the review of procedures. Drafted new court procedure document with an intention to better assist those interacting with the court to understand the process, what to expect, how to prepare, and answers to common, frequently asked questions.
- Continued training and cross-training staff in order to expand the ability to serve taxpayers in an efficient manner.

## ❑ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

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- Monitor implementation of the Tyler Technologies Court Bundle to ensure product is used effectively by staff. Consider opportunities to take advantage of the tool's functions for communicating with customers of the court.
- In cooperation with the City Judge, publish new court procedures and continue to evaluate court operations and determine any other beneficial procedure changes that may improve overall efficiencies.

## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- The Court Administration operations for the fiscal year ended June 30, 2023 were as expected. FY 2024 expenditures are estimated to remain under budget, which is significantly lower than FY 2023 due to an organizational change that moved one staff person out of this budget division and into the Finance Department.

## ❑ Significant Changes for FY 2025

- There are no significant changes to the budget for FY 2025.



## □ Personnel Summary

COURT ADMINISTRATION	FY21	FY22	FY23	FY24	FY25
CITY JUDGE	1	1	1	1	1
RECORDS CLERK	1	1	1	0	0
TOTAL COURT ADMINISTRATION	2	2	2	1	1

Note: Beginning in FY 2024, due to changes in duties, the Records Clerk position will no longer be budgeted in Court. Instead, the position has been reclassified as a Revenue Accountant and is housed in the Finance budget, though the court administration tasks are still a part of the position's role.

## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>41665 - Court Administration</i>				
111 SALARIES & WAGES	53,860	13,120	11,800	13,645
112 OVERTIME	87	0	0	0
134 CHRISTMAS BONUS & LONGEVITY	721	0	0	0
210 FICA	3,039	814	637	846
212 MEDICARE	711	191	149	198
213 TCRS CONTRIBUTION	6,806	1,991	0	0
214 EMPLOYEE HEALTH INS	31,018	15,383	15,460	15,386
217 EMPLOYEE LIFE INS	267	76	38	79
219 WORKERS COMPENSATIONS INSURANCE	1,956	1,060	1,234	1,360
378 EDUCATION - SEMINARS & TRAINING	0	500	250	500
383 TRAVEL-BUSINESS EXPENSES	0	250	250	250
411 OFFICE SUPPLIES & MATERIALS	146	250	250	250
510 INSURANCE - GENERAL LIABILITY	1,787	1,966	1,795	1,975
523 PROPERTY (CONTENTS) INSURANCE	369	399	375	415
<i>41665 - Court Administration</i>	<i>100,767</i>	<i>36,000</i>	<i>32,238</i>	<i>34,904</i>





# COMMUNITY DEVELOPMENT

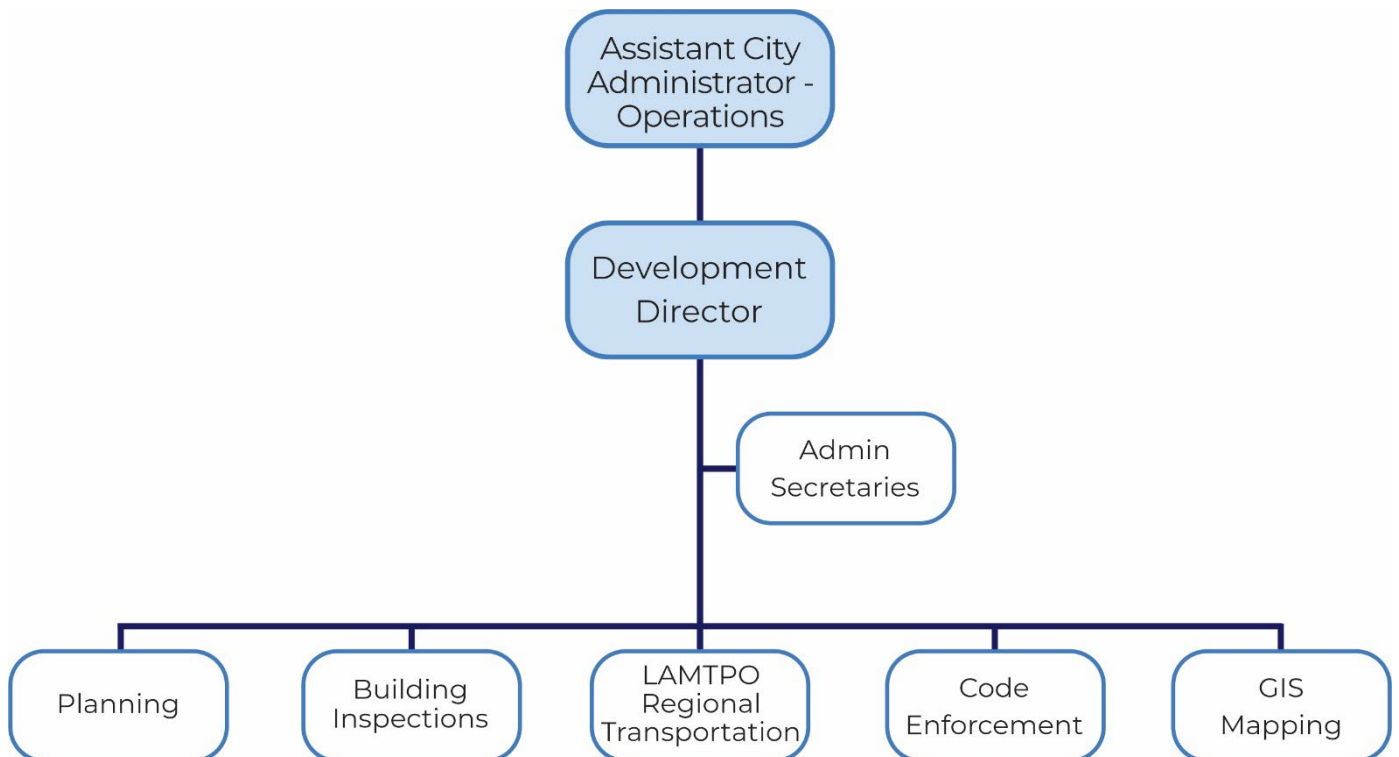




## MISSION STATEMENT

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.

## Community Development Organization Chart





# Planning

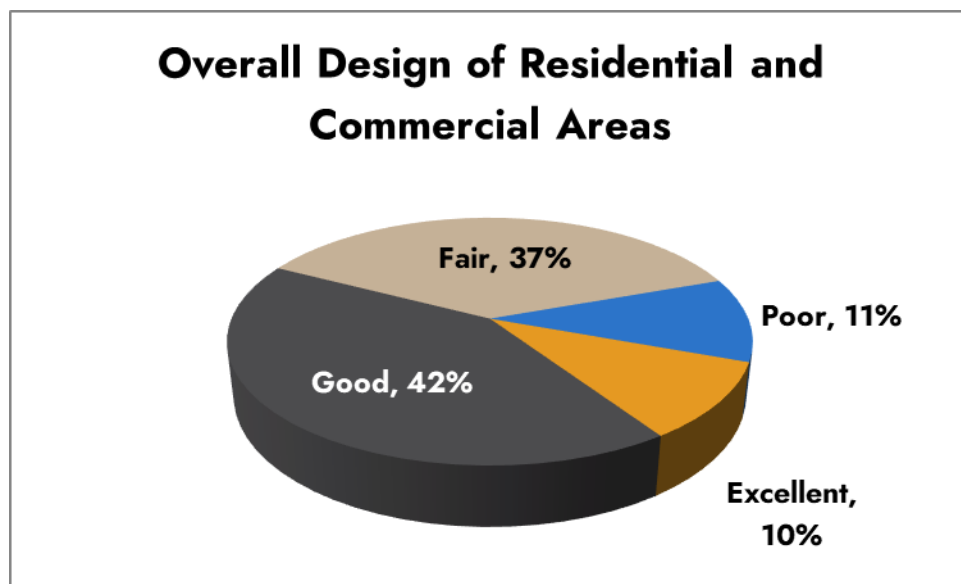
The Planning Department establishes and directs short-term and long-range programs to direct new development, preserve important features, and enhance the quality of life and physical environment within the Morristown community. The department serves as a front-line advocate to elected and appointed 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 Planning Commission and City Council.

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 regards to annexation, subdivision development, zoning issues, and other related planning functions. In addition, the Department provides planning services to the Morristown Industrial Development Board and Hamblen County.

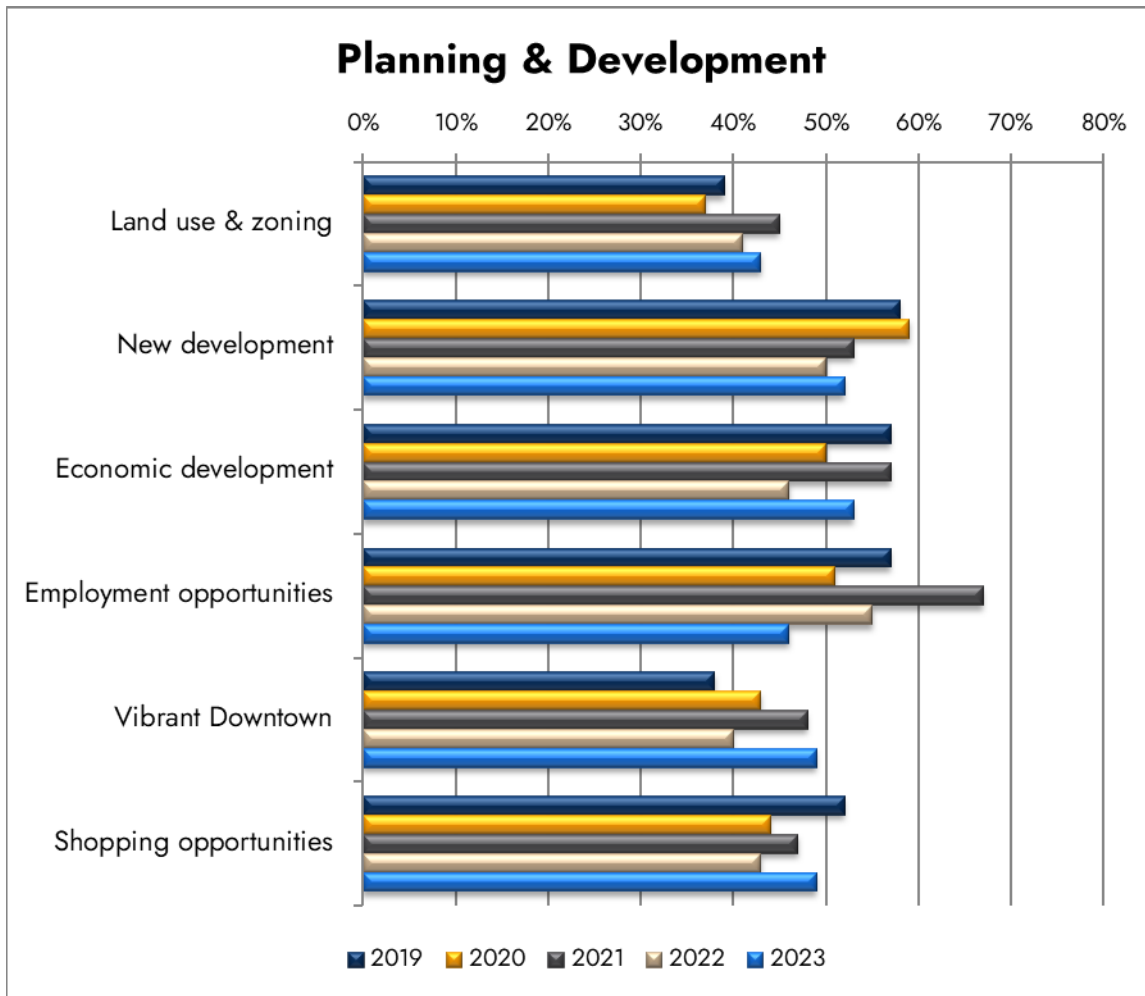
## □ Performance and Workload Measures



*Source: 2023 Citizen Survey*

Just over a majority of citizens gave Morristown a positive rating for the overall design or layout of the community's residential and commercial areas.





*Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”*

Ratings for land use and zoning have remained consistent over time. At 43% positive we are near the average we’ve seen over the past 13 years and much better than the low of 33% we saw in the first year of the survey in 2011. The positive rating is similar to those seen across the country as they have been for every year we have been in the survey program. Those living in the northwest of the city were more positive about land use management than other areas of Morristown. Younger residents under 35 were more critical than their older neighbors and homeowners were less satisfied than renters. Residents moving to the community in the last 5 years are much more satisfied than those living in Morristown 11 years or more. This likely reflects the rate of growth and change taking place in the community with longer-term residents being more uncomfortable with change and those moving into the area appreciating what the community offers.

New development was seen as positive by 52% of our residents which is near the average rating over the years and below the record high of 65% we set in 2018. Morristown has been on par with other communities for the past 11 years. Those living in the northeast were more positive than those in the northwest. Those who have lived in Morristown between 6 and 10 years are more positive about development than newcomers or longer-term residents. Those earning more than \$150,000 were by far the most critical with only 8% giving a favorable rating. These mixed feelings among residents reflect the recent residential building boom by larger national and regional developers. We have also seen new commercial development from regional and national chains, but not some of the establishments which are looking for



areas with larger populations and higher median income. As Morristown grows, we expect to see continued diverse opinions among residents.

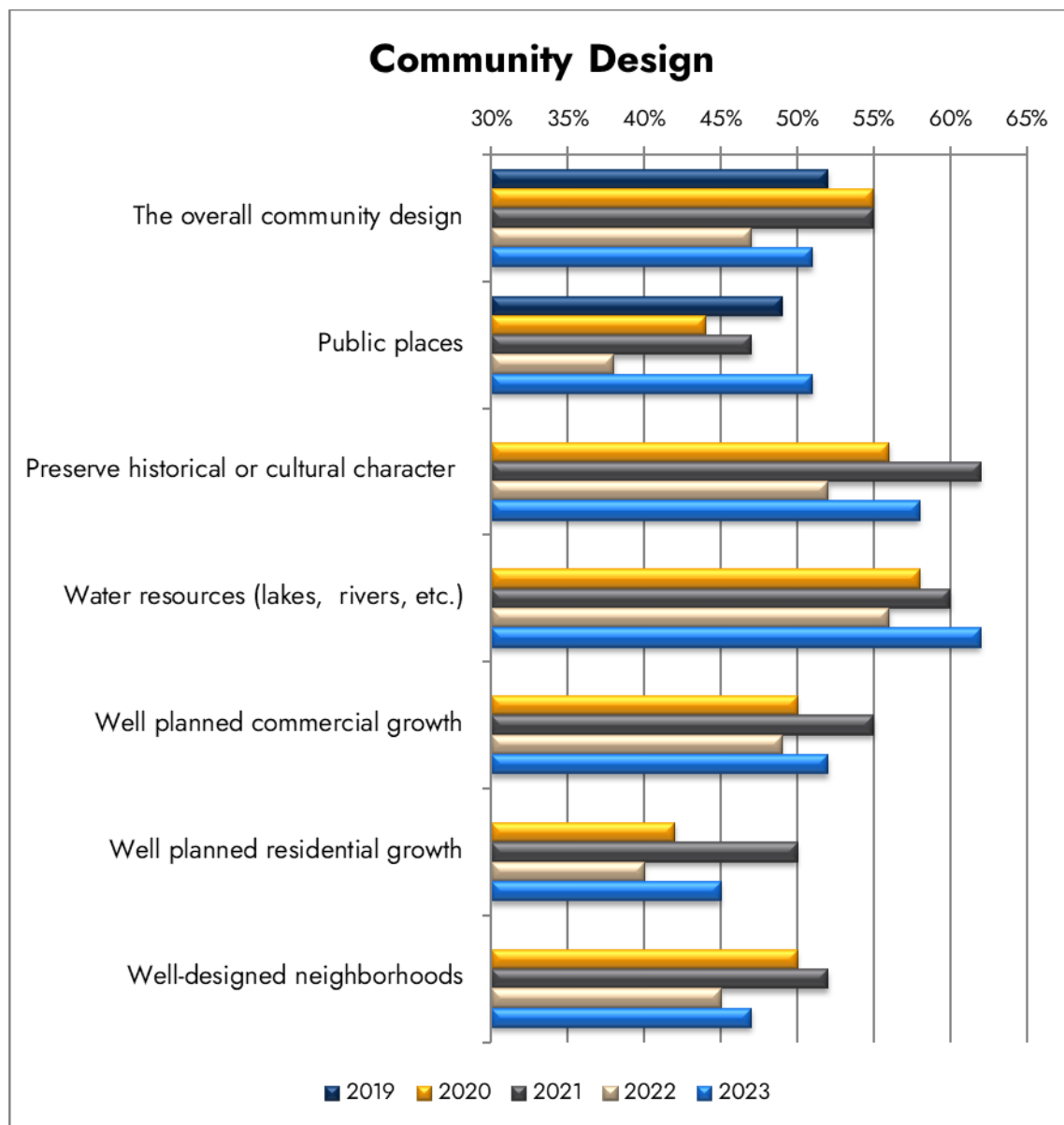
When assessing economic development, respondent scores improved from 2022. Economic strength remains much better than what we saw in the early years of the survey; in 2011 only one third of residents gave a positive rating to development activity. The 53% favorable rating is above the 48% average we have seen over the history of the survey. Ratings for economic development are like other communities across the nation as we have been for the last 11 years. Geographically, there were no differences in opinions about the quality of development. The ratings from people over 55 continue to be much more favorable than younger residents under 35. Homeowners are generally more satisfied than renters.

Resident feelings about employment opportunities fell significantly from the record high favorable score of 67% set in 2021. The 46% positive rating is still above the average seen over the history of the survey. During the recovery from the Great Recession in 2009, resident ratings hovered around 25%. Job availability has risen consistently since then with the temporary exception of the drop during COVID restrictions. Morristown's employment satisfaction is comparable to the national benchmark. Those living in neighborhoods in the southeast were less favorable. Younger people under 35 are less satisfied than their older neighbors. This likely reflects the struggles associated with getting established in a career earlier in life. Responses were generally consistent across other demographic groups.

About 49% see Morristown's downtown area as vibrant which is slightly better than the previous record high set in 2021. Opinions about downtown have significantly improved over the early years of the survey program; in 2013 less than a quarter of respondents were positive about the central business district. Other communities across the nation have a comparable rating, and Morristown has remained similar to these peers for the last 9 years. Those living in the 1<sup>st</sup> ward in the northwest of the city continue to be the most critical of the central business district. Those households with incomes under \$100,000 tend to be more favorable than more affluent residents. It appears that the development of more businesses in the downtown area that are active in the evening is having a positive impact. This increased activity is also attracting more investment from property owners. The activities of the restructured and revitalized Downtown Morristown organization are making a difference in the central business district.

Opportunities for shopping in our community received a 49% positive rating, which is slightly above the average for this rating. Morristown scores have been comparable to our national peers for the last 12 years. Those living in the northeast and southwest were happier about opportunities to shop in the city. Older residents over 55 were happier than younger people. Households with incomes below \$100,000 were more favorable about shopping in Morristown than those with higher incomes. Local residents are clamoring for larger, more upscale shopping with recognizable national brands, but the market for new construction of brick-and-mortar stores in the age of online shopping makes that development difficult to attract.





Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”  
 \*- reflects an area rated below the national benchmark

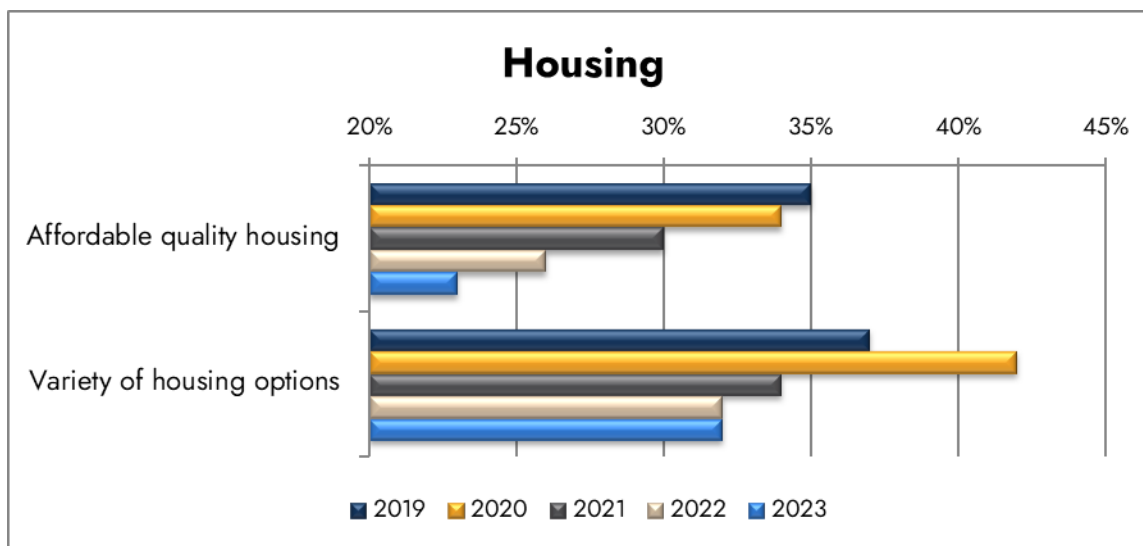
When residents evaluated the overall community design their 51% favorable rating is equal to the average over time and just below our highest score of 55%. Over time residents have been very consistent with this rating; the favorable rating has fallen below 50% only once since 2013. We are comparable to other communities across the nation for the 10<sup>th</sup> straight year. Those living in the southwest are more positive about design than those living in the northern neighborhoods. Women and residents over 55 tend to be happier. The rapid development of residential areas is expected to result in mixed feelings from longer term residents as people enter the community from outside the immediate region. While there is general satisfaction with design, this will be an area leaders will need to manage as we continue to see growth and new development.

When respondents were asked to assess Morristown’s public places as areas where people want to spend time, 51% gave a favorable rating. This significant increase equals the highest score we have received for public places which was set in 2015. With this rating we once again find ourselves similar to peers across the nation. We find more favorable ratings in the southwest of the city and homes where children are



present. Investment in public places where people want to spend time will continue to be an area of emphasis in the coming years to strengthen this aspect of our community.

In an effort to better assess resident opinions about community design, several new questions were added with the 2020 survey. Morristown was comparable to other communities in all these areas. Ratings in these areas generally improved with this survey. There seems to be little difference among neighborhoods or demographic groups. We will continue to monitor this data in the coming years as we get more distance from the impact of COVID and can determine if a consistent pattern develops.



*Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”*

Resident responses about the availability of affordable quality housing continued the decline seen in recent years, setting a new low for the 13-year survey program. Even with the lower ratings, we are similar to other communities. Residents seeking single family detached housing were more critical about affordable housing options than those in attached housing units.

With our population swelling spurred by job growth, the housing market is struggling to keep pace. Although there has been strong growth in housing construction, the supply is not keeping pace with demand. Competition has driven prices higher and longer-term residents are competing for housing with those who are moving to the region. Our housing costs are increasing but are below some of our neighboring cities. With Morristown’s historically low prices, newcomers still see housing here as a bargain. As Morristown grows, the appropriate balance between entry level housing and more costly alternatives will be a challenge. To attract retail development and improve our overall financial wellbeing as a community, we would like to see more middle and upscale housing. It is also important to provide affordable housing options for the workforce needed for local manufacturing.





Responses about the variety of housing options continued the declining trend with the improved rating in 2020 appearing to be an outlier. With only a 32% positive rating we remain at the record low set in 2022. Despite the historically lower rating, we are comparable to others across the nation. Especially low ratings were given by younger resident 18-34 who are entering the housing market. Residents in the northeast of the community are more satisfied than others, especially those in the southwest of our community. Providing housing alternatives is a concern across the country. Much like the national housing market, we are failing to meet resident expectations for housing variety. With higher interest rates and the higher costs of building materials, new housing construction remains strong in Morristown, but the cost is more of a challenge for younger people.

Task	2019	2020	2021	2022	2023
Community Development & Planning					
<b>City of Morristown</b>					
Subdivision application	30	21	27	53	67
Site Plans Reviewed	24	30	22	38	42
Annexation (parcels)	0	4	4	7	9
Annexation (acres)	0	86	30	65	66
Bonds Administered	10	9	13	14	10
Rezoning Requests	6	8	14	23	18
Variance Requests	1	2	1	0	4
Use on Review Requests	6	4	4	8	7
Zoning Ordinance Text Amendments	8	5	1	4	7
Subdivision Regulations Text Amendments	0	3	0	2	1
<b>Hamblen County</b>					
Subdivision application		36	29	45	47
Site Plans Reviewed		7	2	2	4
Rezoning Requests		5	2	3	8
Variance Requests		3	4	3	6
Administrative Interpretations		0	6	11	11
Text Amendments (Zoning & Subdivision Regs)		1	1	1	5



## ❑ Significant Accomplishments FY 2024



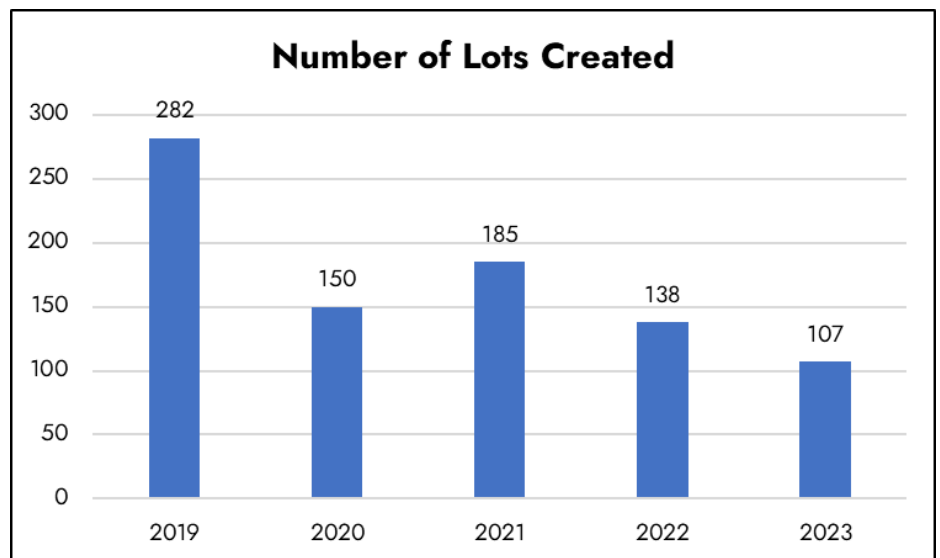
### HIGH PERFORMING ORGANIZATION

- Continued to serve the development community with prompt, professional, and courteous service in completing development-related tasks.
- Continued to update the Zoning Ordinance and Subdivision Regulations to maintain regulations that are current and relevant to modern development trends. These amendments include:
  - Text amendment to Zoning Ordinance regarding commercial campgrounds.
  - Text amendment to Zoning Ordinance regarding the building height in the Light Industrial District.
  - Text amendments to Zoning Ordinance regarding vehicle repair, vehicle service, junk yards, and automobile wrecking yards.
  - Text amendments to Zoning Ordinance to expand the Gateway Overlay District to incorporate South Cumberland.
  - Text amendment to the Subdivision Regulations regarding the requirements for final subdivision approval.
- Provided 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 to provide administrative support to the City Council, Planning Commission, Board of Zoning Appeals, and City Administrator as needed.
- Continued to provide planning/technical support to Hamblen County, reviewing site plans, subdivisions, rezoning requests, and text amendments to the County's Zoning Ordinance.

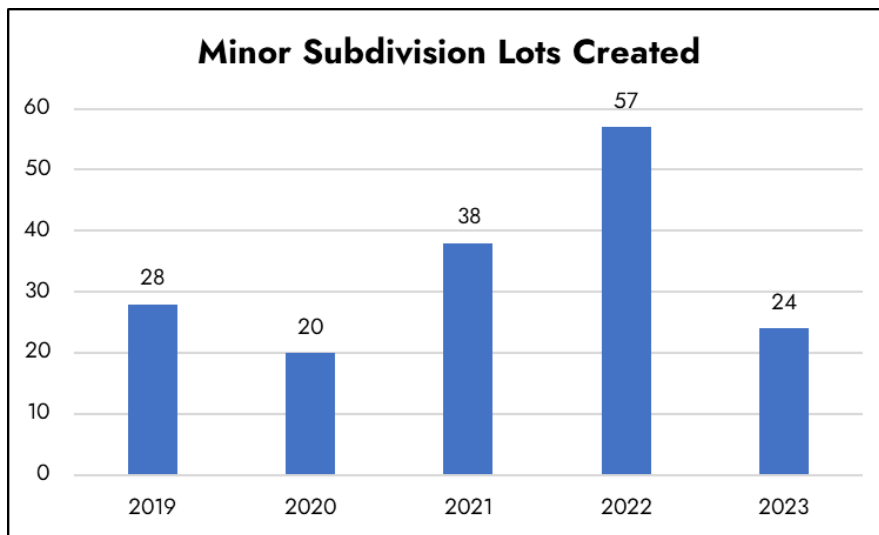


### THRIVING, LIVABLE NEIGHBORHOODS

- Oversaw approval/development of the following residential developments:
  - Millstone Subdivision, Phase I (71 lots)
  - Southwood Subdivision, Phase III (31 lots)
  - Sublett Subdivision (5 lots)

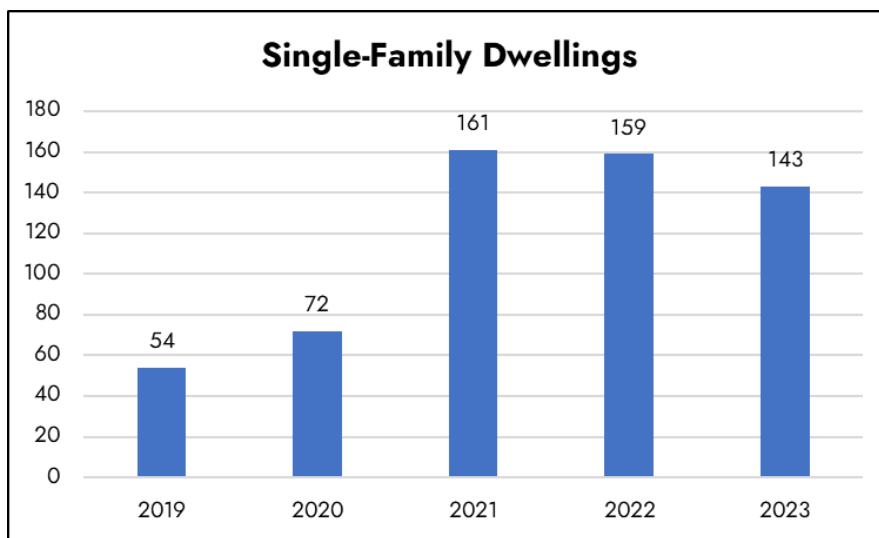






### Residential Subdivisions

The number of new residential lots was down from 2022 (138 to 107). The two major subdivisions are Millstone Subdivision, Phase I (71 lots) and Southwood, Phase III (31 lots). The number of lots approved by Minor Subdivisions has dropped by more than half from 57 to 24 new lots. Minor Subdivisions are those actions that divide property, creating no more than two new lots.



### Single-Family Residential Development

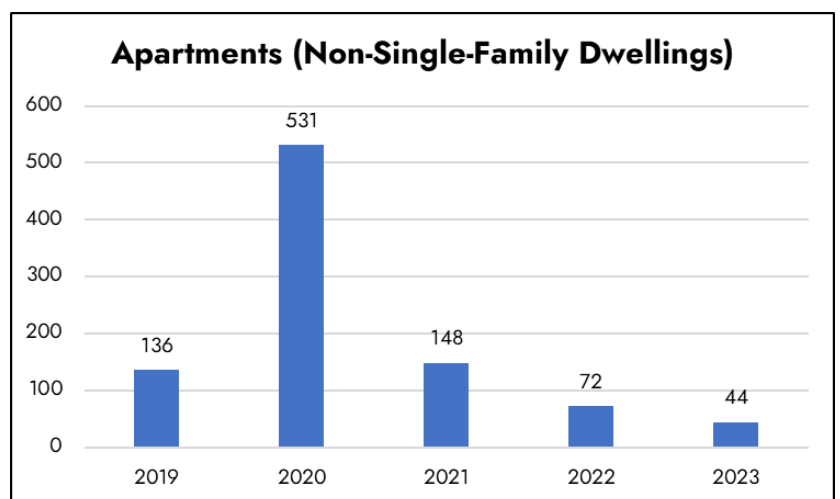
Generally, the creation of new residential lots translates into new single-family home construction. The number of permits for new single-family dwellings has decreased slightly over last year (159 to 143) but is still an indication of a strong demand for single-family homes. The number of single-family building permits issued was approximately the same as the

number of new lots created when you include both Major and Minor Subdivisions.

### Multi-Family Residential Development

The number of approved new multi-family residential units has dropped sharply with “Barkley Landing” a 12-unit apartment complex, the only new multi-family development approved in 2023. Phase I of “The Reserves (99 units) approved in 2022 has begun construction in late 2023 with 40 units under construction. Barkley Landing has also begun construction with four units permitted in 2023. The following developments were approved in FY 2024.

- Barkley Landing Apartments (12 unit)
- Park Vista Apartments (12 units)







## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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- Oversight approval/development of the following institutional developments:
  - New Lincoln Elementary School (87,900 sq. ft.)
  - Hamblen County Justice Center (199,450 sq. ft.)



## STRONG & DIVERSE ECONOMY

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- Oversight approval/development of:

### Commercial Developments:

- 7 Brew Coffee (2,500 sq. ft.)
- John's Stereo (2,400 sq. ft.)
- Tri-Star Physical Therapy (former As-Is building)
- Davenport Mini-Storage (124 units)
- Economy Road Self-storage (165 units)
- Taco Bell (2,500 sq. ft.)
- Raimondi Mini Storage (114 units)
- Summit Medical (17,783 sq. ft.)
- Knoxville Orthopedic Clinic (12,550 sq. ft.)
- Dollar General Market Place (11,200 sq. ft.)
- Ace Hardware (15,360 sq. ft.)
- Crossing at Harrell Farm S/D
- The Plaza at Merchants Greene (6,000 sq. ft.)
- Dynamic PT (5,000 sq. ft.)
- Way 2 Gas Station/ Convenience Store (4,000 sq. ft.)
- Casey's Convenience (250 sq. ft.)
- West End Walmart Expansion (approx. 2,000 sq. ft.)
- Towne Place Suites (89 rooms)



New Tristar Physical  
Therapy facility

### Industrial Developments:

- Rock Solid Concrete Plant Sugar Hollow
- PFG Expansion (50,000 sq. ft.)
- Rich Food #1 Expansion (800 sq. ft.)
- Rich Food #2 Expansion (650 sq. ft.)



## A HEALTHY & VIBRANT CITY

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- Provided Staff support to the Tree Board.
- Worked with Hamblen County and Urban Growth Coordinating Committee to expand the City's Urban Growth Boundary to better accommodate and facilitate the City's growth. Through FY 2023, both the City Council and County Commission have approved of the proposed boundary and have submitted it to the state's Local Government Planning Advisory Committee which were approved in April.



❑ Goals for FY 2025



HIGH PERFORMING ORGANIZATION

- Continue comprehensive update of the Zoning Ordinance.
- Continue to update the Subdivision Regulations.
- Continue to serve the development community with prompt, professional, and courteous service in completing development-related tasks.
- 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 the calendar year 2024.
- Continue to maintain American Institute of Certified Planners (AICP) Certification.
- Continue to provide administrative support to the Morristown Regional Planning Commission and Board of Zoning Appeals.
- Support the Downtown and the Chamber of Commerce Downtown Committee.
  - Continue to attend and provide technical support to the Chamber of Commerce Downtown Committee Executive Board, Economic Development Committee, and Music on the Green Committee.
  - Support the Chamber of Commerce Downtown Committee in recruiting businesses.
  - Support the Chamber of Commerce Downtown Committee in the development of a Downtown Strategic Plan.
  - Continue to conduct the annual Downtown Parking Study to better understand parking needs.
  - Prepare text amendments to the Mixed Used District, Self-storage units
  - Continue to support the Community Appearance Committee to improve the aesthetic appeal of the City.

❑ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be under budget.

❑ Significant Changes for FY 2025

- There are no significant changes to this account.

❑ Personnel Summary

PLANNING	FY21	FY22	FY23	FY24	FY25
DEVELOPMENT SERVICES DIRECTOR	1	1	1	1	1
PLANNER	2	2	2	2	2
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
TOTAL PLANNING	4	4	4	4	4



## □ Budget Expense Detail

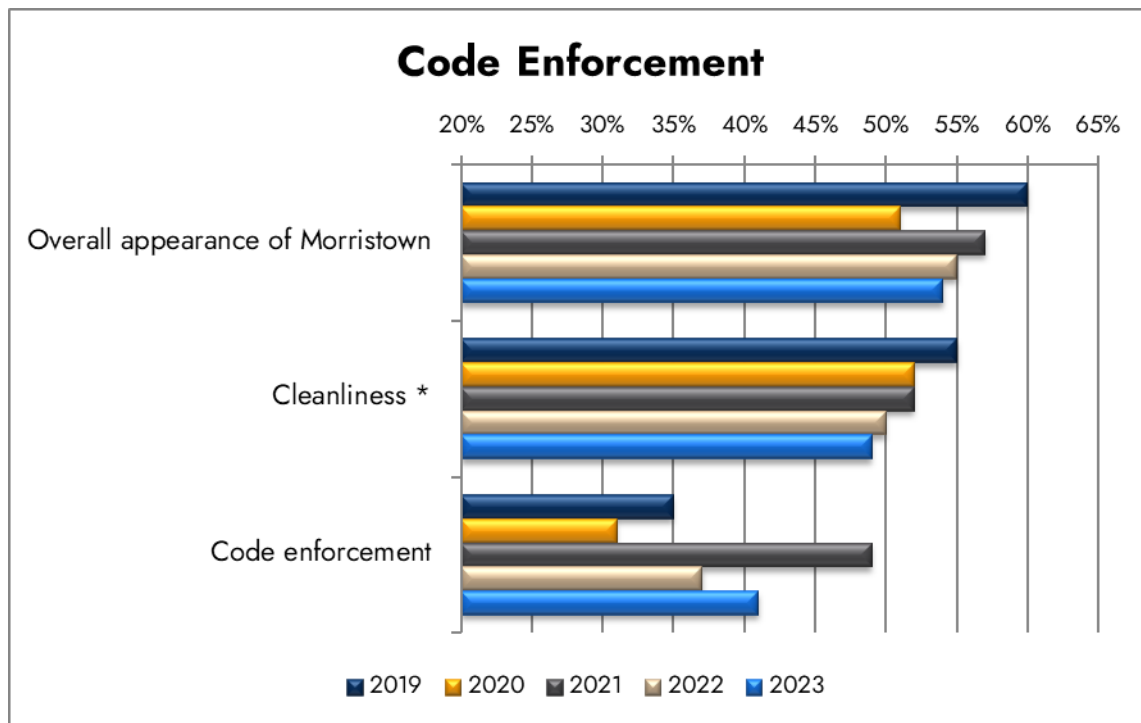
Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>41700 - Planning</i>				
111 SALARIES & WAGES	275,278	289,695	288,840	302,760
134 CHRISTMAS BONUS & LONGEVITY	905	927	926	971
210 FICA	16,961	18,019	17,795	18,832
212 MEDICARE	3,967	4,215	4,162	4,405
213 TCRS CONTRIBUTION	41,897	44,088	43,957	46,076
214 EMPLOYEE HEALTH INS	46,752	62,563	46,784	62,620
217 EMPLOYEE LIFE INS	1,529	1,669	1,602	1,744
219 WORKERS COMPENSATIONS INSURANCE	3,912	4,240	4,937	5,435
310 POSTAL SERVICE	182	600	200	600
321 PRINTING SERVICES	50	200	125	200
330 LEGAL NOTICES	619	1,000	1,000	1,000
341 ELECTRICITY	4,887	3,700	6,500	3,700
342 WATER & SEWER	1,517	2,000	3,250	2,000
343 NATURAL GAS & PROPANE	994	200	200	200
345 TELEPHONE SERVICES	6,019	2,500	3,572	3,600
351 MEDICAL SERVICES	56	100	56	100
355 COMPUTER/DATA PROCESSING	7,255	4,012	4,000	4,415
359 OTHER PROFESSIONAL SRVCS	64	200	100	200
371 SUBSCRIPTIONS & BOOKS	0	225	100	225
375 MEMBERSHIPS & DUES	926	1,200	1,000	1,200
378 EDUCATION - SEMINARS & TRAINING	665	2,500	1,750	2,500
383 TRAVEL-BUSINESS EXPENSES	1,718	2,800	2,500	2,800
399 OTHER CONTRACTED SERVICES	3,704	42,150	20,000	32,000
411 OFFICE SUPPLIES & MATERIALS	1,381	2,000	1,700	2,000
413 OFFICE EQUIPMENT	3,290	0	0	0
429 GENERAL OPERATING SUPPLIES	311	0	0	0
431 GASOLINE & DIESEL FUEL	526	650	650	650
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	101	500	250	500
499 OTHER SUPPLIES & MATERIALS	1,546	1,850	1,700	1,850
510 INSURANCE - GENERAL LIABILITY	1,158	1,274	1,163	1,280
523 PROPERTY (CONTENTS) INSURANCE	239	259	243	270
533 EQUIPMENT - RENTAL/LEASE	889	1,500	741	1,500
915 LOSS ON DISPOSAL OF PROPERTY	0	0	14,121	0
964 OFFICE EQUIPMENT	10,949	0	0	0
<i>41700 - Planning</i>	<i>440,247</i>	<i>496,836</i>	<i>473,924</i>	<i>505,633</i>



# Code Enforcement

The Code Enforcement division is responsible for enforcing municipal codes and the adopted International Building and Property Maintenance Codes to maintain safety and sanitation and improve the overall appearance of properties within the City of Morristown. The Code Enforcement Department reports to the Chief Building Official and is staffed with two full-time personnel.

## □ Performance and Workload



Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

\*- reflects an area rated below the national benchmark

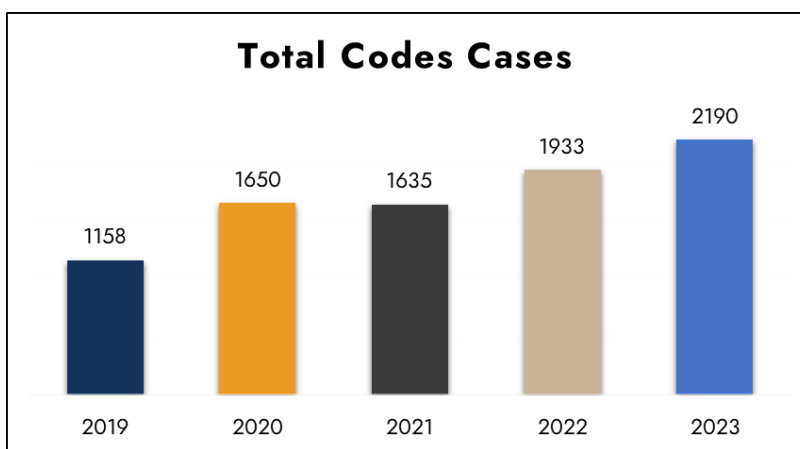
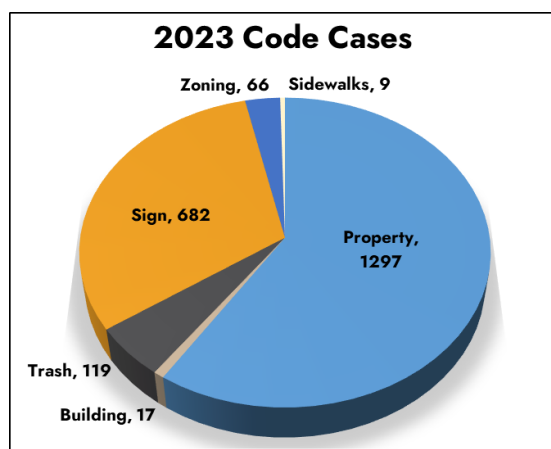
The overall appearance saw a positive rating of 54%. This is near the average we’ve seen since 2011. The community has worked to improve overall community appearance and in 2023 we are similar to our peers nationwide. We have only been comparable to other communities across the nation in 5 of the 13 surveys we have conducted and have been below peers for 6 years and much below in 2 surveys. We need to enhance and sustain efforts to improve Morristown’s appearance before we can consider this a success.

Cleanliness continues to be an opportunity for improvement. Only 49% gave a positive score, which has been in a very consistent range in each year the survey has been conducted. This is lower than the ratings in peer communities, which has been the case every year since 2011. Older residents over 55 were more favorable than younger neighbors. Residents in northeast Morristown and those in the higher income group were generally more critical.



With a 41% positive rating, code enforcement returned to a more normal range after seeing a record high of 49% for this measure in 2021. The current rating is much better than our lowest score of 25% set in 2011 with the first survey. The rating is in keeping with scores we see across the nation for code enforcement. Residents in northeast neighborhoods were more favorable than those living in the southern part of the community.

Task	2019	2020	2021	2022	2023
Property Maintenance Codes Inspections	1,119	2,287	2,790	2,949	3,981
Property Maintenance - Total Codes Cases	1,158	1,650	1,639	1,930	2,190
Property Maintenance Cases Brought into Compliance	1,017	1,051	997	1,119	1,327
Inoperable/ Unregistered Vehicle Violations	87	146	224	283	332
Trash/ Debris Violations	479	518	437	709	119
Overgrown Lot Violations	531	473	441	580	501



## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- All Code Enforcement personnel are key members of the newly formed Community Appearance Team, focusing on city-wide issues such as unattractive and non-compliant businesses along the main entry corridors, residential parking on grass/mud and other topics.
- Worked closely with the Planning Department to revise the Zoning Ordinance to clearly define uses such as major vehicle repair, minor vehicle services, towing, salvage and tire sales & service which improves consistency in enforcement and increases variety of commercial uses along entry corridors.
- The overall number of Code Enforcement cases increased by 13% from the previous year.
- Total code site inspections performed were 35% more than 2022.
- Removed 682 illegal signs, a 13% annual increase.
- The Property Maintenance Appeals Board convened twice at property owner request and upheld Codes Officers' findings in both cases.





## THRIVING, LIVABLE NEIGHBORHOODS

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- Collaborated with local non-profits to refer qualifying homeowners for potential construction and repair aid.
- Distributed informational brochures and flyers on local programs, processes, and services. Topics include housing resources, driveways, swimming pools, residential henhouses, fences, detached accessory structures, tire recycling, illegal camping and temporary signs.
- Managed the remediation of 77 vacant, unsecured or neglected properties.



## SAFE & SECURE COMMUNITY

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- Resolved 119 cases of illegal dumping and bulk waste violations.
- Public Works assisted Code Enforcement to remediate 12 sanitation and trash issues.
- Investigated and resolved 34 cases of illegal camping/homeless sites. Worked closely with MPD and property owners to identify private property and prosecute trespassers.
- Presented 236 citations to Municipal Court comprising 416 separate violations.

**Before Code Enforcement**



**After Code Enforcement**



❑ Goals for FY 2025



HIGH PERFORMING ORGANIZATION

- Work toward obtaining International Code Council (ICC) certification and attend applicable training.
- Redesign Code Enforcement web page to be more user-friendly and to provide clear guidance on frequently asked questions, educational materials, and links to appropriate resources.
- Continue to deploy the city contractor to remediate neglected properties quickly and to efficiently file the associated liens.



THRIVING, LIVABLE NEIGHBORHOODS

- Increase public awareness for rehabilitation programs such as Habitat for Humanity, HOME Grant and Tennessee Community Assistance Corporation to help with remodels and new construction for those in need.
- Continue to investigate and remedy overgrown lawns, junked yards, junk vehicles, bulk waste, loose trash, and other property violations.
- Issue residential henhouse permits.



SAFE & SECURE COMMUNITY

- Enforce new ordinances regulating vehicle related businesses city wide, but with an emphasis on South Cumberland Street in conjunction with the \$23 million RAISE grant focused on revitalizing the corridor.
- Identify and remediate vacant, unsecured and dilapidated properties.
- Reduce illegal camping and its detrimental effect on properties, neighborhoods and waterways.
- Abate illegal, non-conforming structures, such as swimming pools and storage sheds.

❑ Comments on FY 2023 Actual and FY 2024 Projections:

- Expenditures are expected to be under budget.

❑ Significant Changes for FY 2025

- No significant changes.

❑ Personnel Summary

CODE ENFORCEMENT	FY21	FY22	FY23	FY24	FY25
CODE ENFORCEMENT OFFICER	2	2	2	2	2
TOTAL CODE ENFORCEMENT	2	2	2	2	2



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>41710 - Code Enforcement</i>				
111 SALARIES & WAGES	94,112	100,167	79,702	96,107
112 OVERTIME	0	0	0	0
134 CHRISTMAS BONUS & LONGEVITY	731	842	742	186
210 FICA	5,640	6,263	4,859	5,971
212 MEDICARE	1,319	1,465	1,136	1,397
213 TCRS CONTRIBUTION	14,388	15,324	12,203	14,608
214 EMPLOYEE HEALTH INS	30,958	31,089	29,184	31,071
217 EMPLOYEE LIFE INS	531	577	502	554
219 WORKERS COMPENSATIONS INSURANCE	1,956	2,120	2,961	3,260
226 CLOTHING/UNIFORM/SHOES	899	600	600	600
310 POSTAL SERVICE	11,709	6,300	11,500	14,000
321 PRINTING SERVICES	497	500	555	500
330 LEGAL NOTICES	0	200	100	200
341 ELECTRICITY	1,029	1,595	800	1,595
342 WATER & SEWER	464	450	350	450
343 NATURAL GAS & PROPANE	188	100	40	100
345 TELEPHONE SERVICES	3,368	2,100	2,088	2,100
351 MEDICAL SERVICES	28	100	28	100
355 COMPUTER/DATA PROCESSING	3,820	4,500	4,500	4,500
361 REPAIR & MAINTENANCE-VEHICLES	80	500	150	500
371 SUBSCRIPTIONS & BOOKS	185	250	200	250
375 MEMBERSHIPS & DUES	235	200	125	200
378 EDUCATION - SEMINARS & TRAINING	944	1,100	1,000	1,100
383 TRAVEL-BUSINESS EXPENSES	1,754	1,260	700	1,260
399 OTHER CONTRACTED SERVICES	17,128	44,500	18,848	44,500
411 OFFICE SUPPLIES & MATERIALS	685	500	500	500
419 SMALL TOOLS & EQUIP	53	500	200	500
429 GENERAL OPERATING SUPPLIES	509	250	200	250
431 GASOLINE & DIESEL FUEL	3,511	6,250	4,440	6,250
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	1,311	1,240	1,000	1,240
510 INSURANCE - GENERAL LIABILITY	405	446	407	450
523 PROPERTY (CONTENTS) INSURANCE	84	91	85	95
533 EQUIPMENT - RENTAL/LEASE	1,164	720	1,014	1,200
<i>41710 - Code Enforcement</i>	<i>199,685</i>	<i>232,099</i>	<i>180,719</i>	<i>235,594</i>



# Engineering

The Engineering Department, under the supervision of the Assistant City Administrator for Operations, 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 reporting progress of active capital projects and maintenance programs, providing survey and mapping information, creating easement documents, development of technical specifications related to infrastructure, providing technical reviews for all site development plans, and performing design work on special projects when directed.

## □ Performance and Workload Measures

Task	2019	2020	2021	2022	2023
<b>Right-of-Way Management</b>					
Roadway Access Permits	51	59	122	134	135
Roadway Access Permit Inspections	102	118	224	268	270
<b>Work in Right-of-Way</b>					
Atmos Energy	6	3	3	12	7
ATT	5	3	3	10	4
Private	6	3	3	4	14
MUS	2	2	5	2	0
Inspections	19	11	14	28	25
Street Inventory & Evaluation (miles)	206	206	216	216	218

## □ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Assisted in the management of major projects in various stages of planning, design, and construction, including larger city-driven construction projects such as Fire Station #3, various locally managed projects funded by TDOT, the city's annual street maintenance program, and the city's annual sidewalk maintenance program.
- Updated condition report for all Public Sidewalks.
- Surveyed city properties and new buildings to update GIS mapping.





## THRIVING, LIVABLE NEIGHBORHOODS

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- Assisted major City construction projects including:
  - Thompson Creek Rd Phase II
  - E Morris Blvd at Thompson Creek Rd Traffic Signal Project
  - Talley Ward Sewer Rehabilitation
  - N Henry St Overhead Sidewalk Repair Project
- Monitored and oversaw projects under design or in the Right-of-Way Phase:
  - Walters Dr at Cherokee Dr Roundabout
  - Collinson Ford Rd at Wooddale Rd Project
  - Road Rehab E Morris Boulevard – Hwy 25 to E. AJ Hwy
  - Road Widening of Central Church Road
  - Freddie Kyle Greenway Phase 5
  - Multimodal Grant Sidewalk Project
- Reviewed applications for “Work in Right-of-Way” and new driveway permits.
- Assisted GIS department in mapping construction activities in the road and Right-of-Way.
- Reviewed all plats and as-built drawings on new construction projects.



## RESPONSIBLE MANAGEMENT OF CITY’S PHYSICAL ASSETS

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- Evaluated information from sidewalk assessment in GIS to prioritize and repair sidewalks and install new ADA ramps.
- Continued to update inventory and condition assessment of infrastructure including the sidewalks, streets, storm water/drainage system. Information was inserted into the GIS system to aid in the management of the infrastructure.



## STRONG & DIVERSE ECONOMY

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- Continued to support economic development through development plan review, field inspection and other activities to assure quality development.

### □ Goals for FY 2025



## HIGH PERFORMING ORGANIZATION

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- Assist in the management of major City construction projects.
- Assist the GIS department in developing map layers and management tools for infrastructure.



## THRIVING, LIVABLE NEIGHBORHOODS

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- Manage or assist in the following projects – through various phases of the planning, design, and construction process:
  - Walters Dr at Cherokee Dr Roundabout
  - Collinson Ford Rd at Wooddale Rd Project
  - Design a New Parking Area at Former Home Lumber
  - Road Rehab along E Morris Boulevard – Hwy 25 to E. AJ Hwy



- Road Widening of Central Church Road
- Freddie Kyle Greenway Phase 5
- Multimodal Grant Sidewalk Project
- Annual Street Maintenance Project



## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Continue to maintain, assess, and survey the condition of the City's major infrastructure including:
  - Sidewalks
  - Streets
  - Storm water / drainage systems
- Survey City properties and related projects.



## STRONG & DIVERSE ECONOMY

- Continue to support economic development through development plan review, field inspection and other activities to assure quality development.

### ❑ Comments on FY 2023 Actual and FY 2024 Projections:

- Estimated expenditures in FY 2024 are within budget.

### ❑ Significant Changes for FY 2025

- There are no significant changes to this account.

### ❑ Personnel Summary

ENGINEERING	FY21	FY22	FY23	FY24	FY25
ENGINEERING TECHNICIAN	2	2	2	2	2
TOTAL ENGINEERING	2	2	2	2	2



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>41800 - Engineering</i>				
111 SALARIES & WAGES	110,890	119,473	118,639	124,841
112 OVERTIME	0	5,000	0	5,000
134 CHRISTMAS BONUS & LONGEVITY	748	754	759	776
210 FICA	6,726	7,765	7,194	8,099
212 MEDICARE	1,573	1,816	1,682	1,894
213 TCRS CONTRIBUTION	16,936	18,997	18,113	19,815
214 EMPLOYEE HEALTH INS	31,014	31,172	31,042	31,195
217 EMPLOYEE LIFE INS	618	688	659	719
219 WORKERS COMPENSATIONS INSURANCE	1,956	2,120	2,468	2,715
226 CLOTHING/UNIFORM/SHOES	951	1,000	1,000	1,000
310 POSTAL SERVICE	0	100	0	100
330 LEGAL NOTICES	0	500	0	500
345 TELEPHONE SERVICES	934	2,000	864	2,000
355 COMPUTER AND DATA PROCESSING	3,820	4,011	4,012	4,412
371 SUBSCRIPTIONS & BOOKS	0	0	0	0
375 MEMBERSHIPS & DUES	552	1,000	750	1,000
378 EDUCATION - SEMINARS & TRAINING	510	1,000	1,000	1,000
383 TRAVEL-BUSINESS EXPENSES	841	1,000	850	1,000
399 OTHER CONTRACTED SERVICES	160,526	45,500	21,305	49,500
411 OFFICE SUPPLIES & MATERIALS	614	1,000	600	1,000
413 OFFICE EQUIPMENT	7,472	0	0	0
421 COMPUTER SOFTWARE	0	2,500	1,000	2,500
429 GENERAL OPERATING SUPPLIES	269	1,500	750	1,500
431 GASOLINE & DIESEL FUEL	1,624	2,500	1,700	2,500
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	2,154	1,500	1,100	1,500
499 OTHER SUPPLIES & MATERIALS	0	250	0	250
510 INSURANCE - GENERAL LIABILITY	2,248	2,473	2,258	2,485
523 PROPERTY (CONTENTS) INSURANCE	464	502	472	520
533 EQUIPMENT - RENTAL/LEASE	417	2,000	399	2,000
<i>41800 - Engineering</i>	<i>353,857</i>	<i>258,121</i>	<i>218,616</i>	<i>269,821</i>



# Geographic Information System

The Morristown-Hamblen GIS Partnership is an alliance of the City of Morristown, Hamblen County, Morristown-Hamblen 911, and Morristown Utilities, sharing resources to better support and serve each individual member. The primary goal of the Partnership is to provide needed GIS data sharing and 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. GIS can be as simple as navigating to your favorite restaurant, or as complex as a multi-criteria analysis for commercial site selection. A GIS is essentially a digital map—one in which we can associate non-spatial information to locations—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, may be combined in any number of ways to produce maps, or perform analyses that help inform decisions for all stakeholders involved.

The GIS management group provides oversight and guidance about developing GIS policies; develops, populates, and maintains a countywide GIS database; and provides analysis and support to all departments within the four organizations to better integrate GIS within their present workflows. The goal of the Partnership is to increase efficiency and communication—both inside a department and across organizations—and to help each stakeholder accomplish their goals in the most practical, cost-effective, and efficient manner possible.

## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

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- Continued to serve each stakeholder of the Partnership:
  - Assisted County staff on project planning, implementation, and technical support. Update of applications.
  - Provided software licensing, installation, data updates, and other technical support to Morristown Utilities GIS personnel.
  - Continued support to Morristown-Hamblen 911 with automated layer updates and resolving address and other mapping conflicts to assist Computer Aided Dispatch (CAD) software.
- Completed an upgrade of MHGIS and Morristown Utilities GIS servers to ArcGIS Enterprise 10.9.1 – the most recent release.
- Continued emphasis on digital automation to complete historically paper-based workflows to provide accurate reference data and the ability to update assets from the field.
- Partnership members completed a combined total of 40+ hours of training through online training courses, webinars by Environmental Systems Research Institute (ESRI) and Tennessee Geographic Information Council (TNGIC).



- Provided ongoing support for city asset assessments including city-maintained stormwater infrastructure and streets and mapping of new projects.
- Began using Power Automate (included in Microsoft Office suite) for email notifications and processes, which allowed us to eliminate a redundant software program and its related expense.
- Developed a centralized location in SharePoint for digital records of recorded ordinances for annexation, re-zoning, and ROW/Alley closures.



## THRIVING, LIVABLE NEIGHBORHOODS

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- Made improvements to the Citizen's Concern Application.
- Worked with City Parks & Recreation Department to create an address database to support implementation of the new Rec Desk software.
- Continued to update Sidewalk Inventory as new projects were completed.



## SAFE & SECURE COMMUNITY

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- Released publicly available Traffic Crashes dashboard for citizens to view and analyze traffic crash history throughout Morristown and Hamblen County.
- Provided ongoing support and improvements to Fire Inspections workflow for Morristown Fire Marshal's Office.
- Continued to provide regular road and address updates to Regional 911 to keep apprised of new road and building construction and address changes.
- Completed Pre-Incident plan training with Morristown Fire Department personnel that enabled each station to begin using Pre-Plan tools established using GIS software.



## STRONG & DIVERSE ECONOMY

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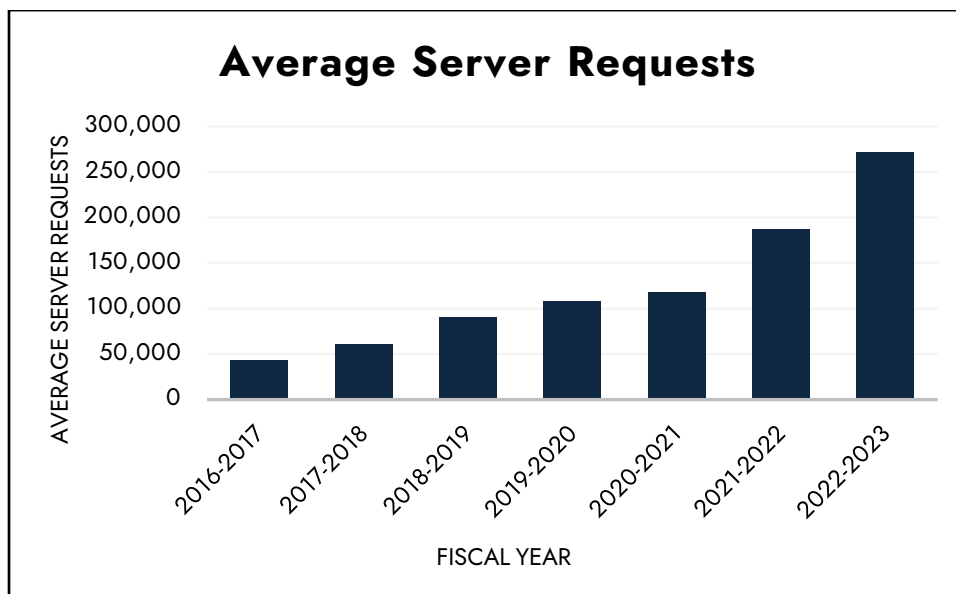
- Continued to update New Development application to highlight new business and industry.
- Provided digital base mapping and GIS data to potential developers for properties throughout Hamblen County, including the East Tennessee Progress Center.



Using ArcGIS StoryMaps, the City’s GIS staff is able to create easy to use, informational tools for the public. The Capital Projects Story Map is regularly updated with ongoing and completed projects to keep city residents up to speed on major projects.



A History of Morristown-Hamblen County Story Map was developed in collaboration with local historians to highlight the history of our town.





Average server (layer, web map, web app) requests year over year continues to increase. This increase is likely attributed to both the simple increase in user requests as well as the additional layers and data points that are constantly added to the system. In addition to the City, Morristown Utility's web based application for utility mapping has driven more server requests. Citizen Concern applications, promotion of utility outage maps, custom maps used by internal staff, and the promotion of new features via social media all drive additional traffic and impact the total number of server requests.

## ❏ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

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- Migrate ArcMap to ArcGIS Pro, including all maps and services. ESRI will cease support of ArcMap in March 2026, and this transition will keep Morristown ahead of that change.
- Migration to ArcGIS Pro platform will require support and training for all users.
- Continue to assess and promote training needs for GIS and non-GIS users to maximize benefits of Partnership investments.
- Upgrade all active ArcGIS Online web applications to Web App Builder, Instant Apps. ESRI is retiring older platforms that are in current use.
- Outline long-term Geospatial Strategy with feedback from stakeholders.



### THRIVING, LIVABLE NEIGHBORHOODS

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- Continue to support Public Works' work order project to efficiently address citizen requests regarding trash pickup, can replacement, potholes, and other requests. Coordinate with Public Works as needed to assist with GIS components of new software solutions being implemented for asset management and/or solid waste management.
- Identify and implement mapping solutions to increase public participation and allow users to search nearby or upcoming community events.
- Develop process with Energov/Tyler to track sidewalk projects.
- Continue to explore integration with other software platforms in use by other departments.
- Continue support of Community Appearance Inspector app for Keep Morristown-Hamblen Beautiful.
- Increase public reporting utilizing new or existing data relating to grant funding.



### SAFE & SECURE COMMUNITY

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- Continue evaluation of current addressing standards and workflows, amending policies and procedures, as necessary.
- Continue to work with Morristown-Hamblen 911 to implement additional reporting functionality and provide better decision-making support to emergency services departments and public transparency.
- Provide ongoing support and improvements to Fire Inspections workflow for Morristown Fire Marshal's Office.
- Developing inspections application for Mobile Food Trucks.



- Provide support to Fire Department Pre-Incident Plan workflow when annual inspections are performed for the first time on mobile devices.



## STRONG & DIVERSE ECONOMY

- Work with Administration, Elected Officials, the Chamber of Commerce, prospective developers and industry to enhance research tools for future development.

### ☐ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be under budget.

### ☐ Significant Changes for FY 2025

- There are no significant changes to this account.

### ☐ Personnel Summary

GIS DEPARTMENT	FY21	FY22	FY23	FY24	FY25
GIS MANAGER	1	1	1	1	1
GIS TECHNICIAN	1	1	1	1	1
TOTAL GIS DEPARTMENT	2	2	2	2	2



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>41810 - Geographic information System</i>				
111 SALARIES & WAGES	97,273	133,414	127,404	136,863
112 OVERTIME	607	0	0	0
134 CHRISTMAS BONUS & LONGEVITY	81	174	168	191
210 FICA	5,792	8,283	7,638	8,498
212 MEDICARE	1,355	1,938	1,786	1,988
213 TCRS CONTRIBUTION	14,483	20,266	19,449	20,792
214 EMPLOYEE HEALTH INS	23,352	31,232	31,126	31,248
217 EMPLOYEE LIFE INS	470	768	717	788
219 WORKERS COMPENSATIONS INSURANCE	1,956	2,120	2,468	2,720
226 CLOTHING/UNIFORM/SHOES	163	0	50	0
310 POSTAL SERVICE	6	100	10	100
341 ELECTRICITY	2,552	3,850	1,800	2,400
342 WATER & SEWER	1,156	2,000	800	1,000
343 NATURAL GAS & PROPANE	465	200	80	100
345 TELEPHONE SERVICES	4,614	3,600	840	3,600
351 MEDICAL SERVICES	28	100	84	100
355 COMPUTER/DATA SERVICE	55,000	56,700	56,700	56,700
371 SUBSCRIPTIONS & BOOKS	108	875	125	875
375 MEMBERSHIPS & DUES	80	365	80	365
378 EDUCATION - SEMINARS & TRAINING	349	2,000	1,200	2,000
383 TRAVEL-BUSINESS EXPENSES	1,671	4,000	1,500	4,000
399 OTHER CONTRACTED SERVICES	22,696	12,960	12,960	12,960
411 OFFICE SUPPLIES & MATERIALS	594	1,000	800	1,000
421 COMPUTER/SOFTWARE	69	1,000	250	1,000
429 GENERAL OPERATING SUPPLIES	170	500	150	500
510 INSURANCE - GENERAL LIABILITY	2,248	2,473	1,704	1,875
523 PROPERTY (CONTENTS) INSURANCE	168	182	172	190
533 EQUIPMENT - RENTAL/LEASE	864	1,200	430	1,200
<i>41810 - Geographic Information System</i>	<i>238,370</i>	<i>291,300</i>	<i>270,491</i>	<i>293,053</i>



# Inspections

The Inspections Department is responsible for all building plan review and permitting for all residential, commercial and industrial buildings within the city. This includes all building, electrical, gas, mechanical, plumbing and other inspections for all projects. The Inspections Department also manages the dilapidated structure program.

Inspectors have daily contact with contractors, architects, developers and the public to ensure all construction complies with applicable codes and ordinances. They must also work with the State of Tennessee Departments of Commerce and Insurance, State Board for Licensing of Contractors, State of Tennessee Environmental Consultants, State Fire Marshal, as well as local fire, planning, utility and engineering departments.

Inspectors attend conferences approved by the State and the International Code Council to ensure that all inspectors receive necessary accreditation training hours. Evolving laws, installation methods and building products require the inspectors to continuously increase their knowledge.

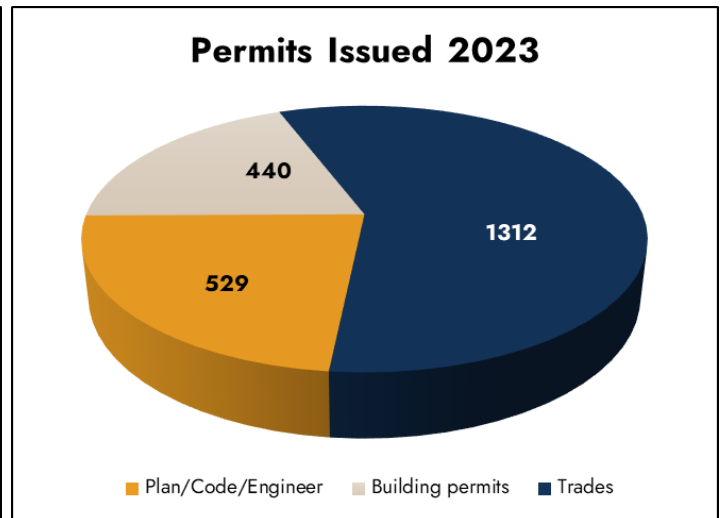
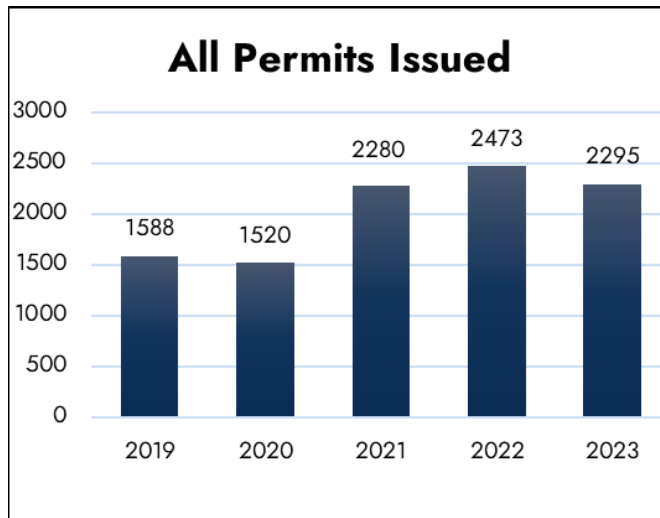
## ❑ Performance and Workload Measures

Task	2019	2020	2021	2022	2023
Residential Permits	190	230	297	171	276
Residential Building Value	\$16,378,563	\$34,335,830	\$48,174,730	\$ 39,723,867	\$ 40,970,663
Residential Building Fees	\$ 63,301	\$ 126,458	\$ 172,524	\$ 140,978	\$ 148,537
Accessory Building Permits	28	65	58	52	61
Accessory Building Value	\$ 163,748	\$ 912,175	\$ 2,669,636	\$ 273,440	\$ 335,681
Accessory Building Fees	\$ 1,280	\$ 4,715	\$ 8,968	\$ 1,960	\$ 2,370
Commercial Permits	55	42	50	18	56
Commercial Building Value	\$11,085,745	\$25,908,968	\$53,173,192	\$ 110,309,946	\$ 67,538,802
Commercial Permit Fees	\$ 34,193	\$ 62,846	\$ 120,964	\$ 233,186	161,957
Industrial Permits	10	8	7	7	1
Industrial Value	\$11,436,458	\$ 9,142,967	\$ 3,695,046	\$ 12,459,023	\$ 18,000,000
Industrial Permit Fees	\$ 26,742	\$ 21,782	\$ 9,929	\$ 49,540	\$ 36,660

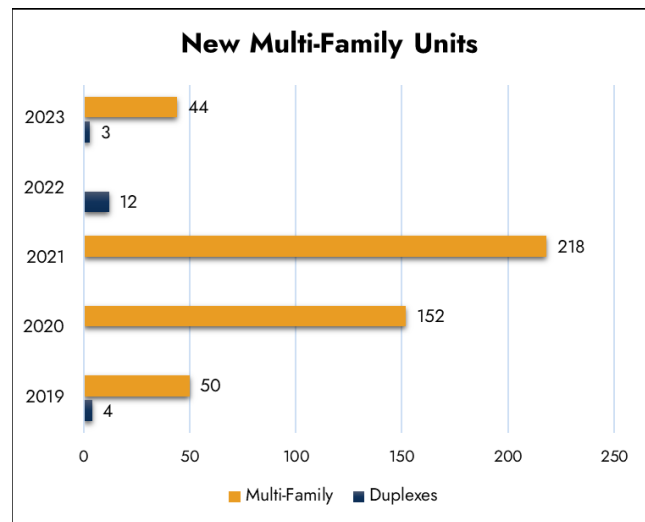
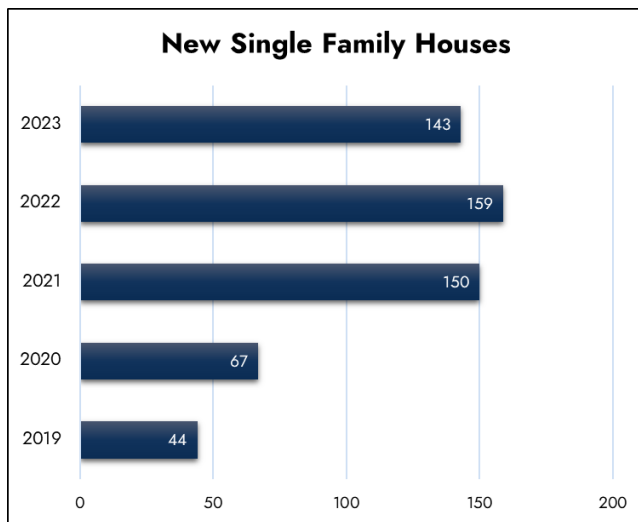
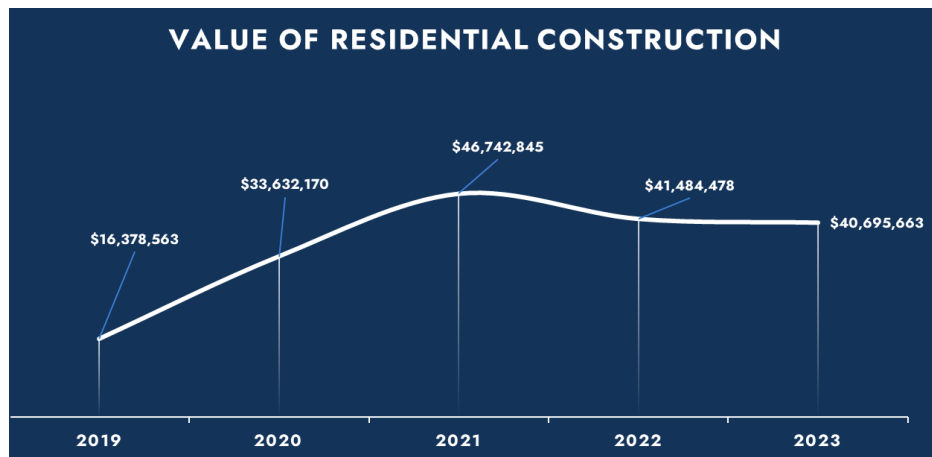


Task	2019	2020	2021	2022	2023
Job Trailer Permits	4	1	6	7	5
Job Trailer Permit Fees	\$ 200	\$ 50	\$ 300	\$ 350	\$ 250
Sign Permits	86	46	53	53	59
Sign Permit Fees	\$ 4,685	\$ 3,115	\$ 4,181	\$ 4,786	\$ 4,310
Demolition Permits	25	27	16	17	18
Demolition Permit Fees	\$ 1,250	\$ 1,350	\$ 800	\$ 850	\$ 900
Electrical Permits	547	485	795	862	630
Electrical Permit Fees	\$ 54,725	\$ 67,467	\$ 80,124	\$ 100,795	\$ 69,794
Gas Permits	78	112	85	175	147
Gas Permit Fees	\$ 2,020	\$ 2,825	\$ 2,088	\$ 5,535	\$ 4,742
Mechanical Permits	194	162	288	368	222
Mechanical Permit Fees	\$ 98,806	\$ 61,160	\$ 64,562	\$ 189,402	\$ 90,474
Plumbing Permits	222	17	358	317	301
Plumbing Permit Fees	\$ 20,563	\$ 18,650	\$ 48,434	\$ 35,490	\$ 34,561

Permit Valuation	2019	2020	2021	2022	2023
Industrial	\$ 11,436,458	\$ 9,142,967	\$ 3,695,046	\$ 12,459,023	\$ 18,000,000
Commercial	\$ 11,085,745	\$ 25,908,968	\$ 53,173,192	\$ 110,309,946	\$ 67,538,802
Residential	\$ 16,378,563	\$ 34,335,830	\$ 48,174,730	\$ 39,723,867	\$ 40,970,663







## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Continued to provide prompt, courteous service to citizens and contractors seeking permits and inspections.
- Attended 2023 UETBOA Conferences.
- Attended Code training seminars to obtain recertification credit hours.
- One Building Inspector became certified and State Licensed in Residential Electric to better serve permit holders.



### THRIVING, LIVABLE NEIGHBORHOODS

- Three structures identified as Neglected Structures. Structures were razed by homeowners.
- This low number is evidence of the effectiveness of this process and of the previous works of the program.
- Continued to work with local, state and federal agencies to provide grants for homeowners in need.



❑ Goals for FY 2025



HIGH PERFORMING ORGANIZATION

- Attend East Tennessee Building Officials’ Association annual training for building inspectors for continuing education.
- Continue to encourage building inspectors to complete certification in National Electrical Code (NEC) to have a more efficient inspections department.
- Continue to educate contractors regarding adopted codes.
- Develop a user-friendly interactive permit map on City website for the public to view the status of current permits.



THRIVING, LIVABLE NEIGHBORHOODS

- Continue to identify and remedy neglected residential structures.
- Continue to utilize the city website and social media to educate residents about state law and local permitting requirements for swimming pools and detached accessory structures.

❑ Comments on FY 2023 Actual and FY 2024 Projections:

- Expenditures are expected to be under budget.

❑ Significant Changes for FY 2025

- There are no significant changes to this account.

❑ Personnel Summary

INSPECTIONS	FY21	FY22	FY23	FY24	FY25
CHIEF BUILDING OFFICIAL	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
BUILDING CODES INSPECTOR	1	1	1	1	1
PLUMBING AND GAS INSPECTOR	1	1	1	1	1
ELECTRICAL CODES INSPECTOR	1	1	1	1	1
TOTAL INSPECTIONS	5	5	5	5	5



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>42400 - Inspections</i>				
111 SALARIES & WAGES	272,089	294,700	286,299	304,242
112 OVERTIME	0	500	0	500
134 CHRISTMAS BONUS & LONGEVITY	1,161	1,348	1,188	1,245
210 FICA	16,524	18,386	17,426	18,972
212 MEDICARE	3,865	4,300	4,075	4,437
213 TCRS CONTRIBUTION	40,700	44,987	43,612	46,419
214 EMPLOYEE HEALTH INS	63,291	77,912	63,325	77,953
217 EMPLOYEE LIFE INS	1,506	1,697	1,611	1,752
219 WORKERS COMPENSATIONS INSURANCE	4,890	5,300	6,170	6,800
226 CLOTHING/UNIFORM/SHOES	1,035	1,000	1,000	1,000
310 POSTAL SERVICE	39	800	75	300
321 PRINTING SERVICES	0	300	75	300
330 LEGAL NOTICES	0	800	250	800
341 ELECTRICITY	2,743	3,750	2,000	2,400
342 WATER & SEWER	962	2,000	978	1,400
343 NATURAL GAS & PROPANE	509	300	95	150
345 TELEPHONE SERVICES	7,060	5,500	3,879	4,500
351 MEDICAL SERVICES	28	100	56	100
355 COMPUTER/DATA PROCESSING	3,820	3,000	4,012	4,400
359 OTHER PROFESSIONAL SRVCS	0	600	0	600
371 SUBSCRIPTIONS & BOOKS	42	500	500	500
375 MEMBERSHIPS & DUES	494	1,000	700	1,000
378 EDUCATION - SEMINARS & TRAINING	2,058	1,670	1,670	2,070
383 TRAVEL-BUSINESS EXPENSES	363	1,450	500	1,530
399 OTHER CONTRACTED SERVICES	15,219	100,700	33,000	65,000
411 OFFICE SUPPLIES & MATERIALS	985	650	650	650
419 SMALL TOOLS & EQUIP	450	500	500	500
431 GASOLINE & DIESEL FUEL	5,857	7,000	6,250	7,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	901	1,980	1,100	1,500
499 OTHER SUPPLIES & MATERIALS	0	300	100	300
510 INSURANCE - GENERAL LIABILITY	2,315	2,547	2,325	2,560
523 PROPERTY (CONTENTS) INSURANCE	477	516	486	540
533 EQUIPMENT - RENTAL/LEASE	1,070	720	1,132	1,100
<i>42400 - Inspections</i>	<i>450,453</i>	<i>586,813</i>	<i>485,039</i>	<i>562,520</i>

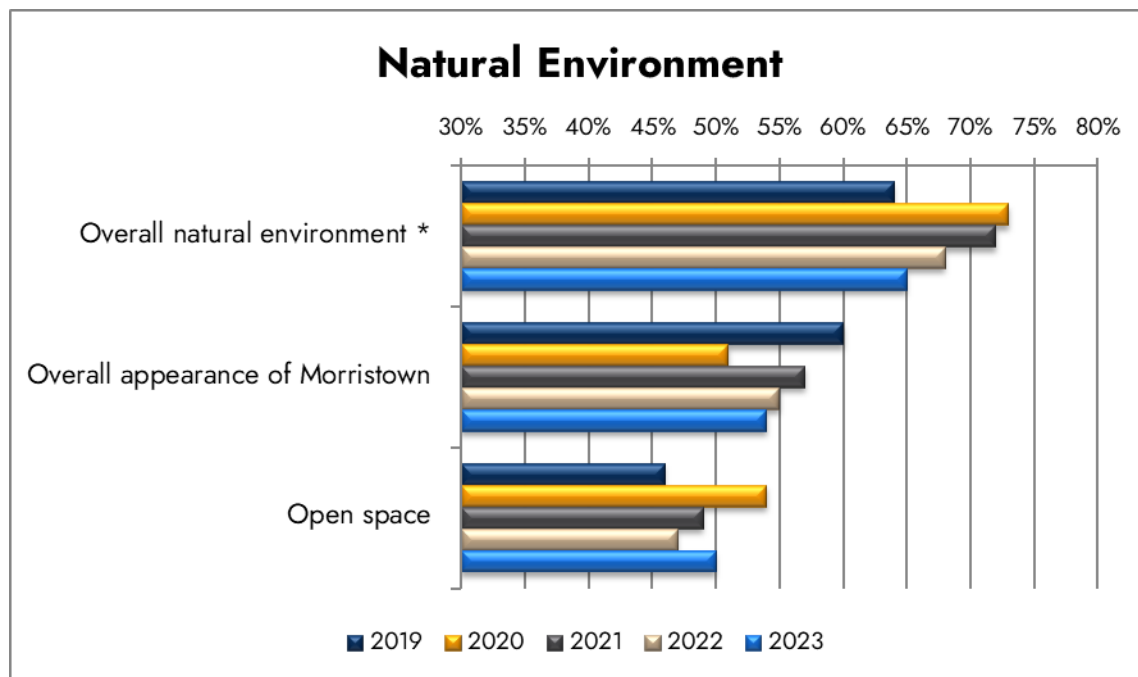


# Natural Resource Maintenance

The Natural Resource Maintenance Department is responsible for developing and maintaining greenery that belongs to the City of Morristown. The Department also provides regulatory oversight of the landscape ordinance and assists as a technical advisor for the Planning Department and Morristown Tree Board in their duties of oversight of various ordinances and zoning in the City.

The department's activities include maintenance and oversight of current landscaped areas of City Assets, which include City buildings, parks and rights-of-way. The department also assists the public with recommendations on proper planting techniques and types of plants, and renders design assistance when needed.

## □ Performance and Workload Measures:



Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

\*- reflects an area rated below the national benchmark

Citizen ratings for Morristown's overall natural environment fell for the 3rd year, but despite this declining trend we remained near the average score seen over the history of the survey. A score of 65% positive also places below other communities across the nation. For the last 10 straight years we are similar to other communities across the nation. We are still better than the first two years of the survey when we were much lower than other cities. Residents in the first ward, in the northwest of the community, continue to be more favorable in their ratings. Residents who have lived here for less than 5 years are more favorable than other residents. One factor that is likely contributing to the decline in this rating is the rapid development that is taking place. As agricultural land is converted to residential and commercial uses, many of our scenic vistas are changing.



The overall appearance element was better than the average we've seen over the past 12 years. The positive rating of 54% is in keeping with stronger assessments in recent years. Unfortunately, despite efforts to improve in this area we are lower than our peers nationwide. We have only been comparable to other communities across the nation in 4 of the 13 surveys we have conducted. We have been below for 7 years and much below in 2 surveys.

Open space ratings rebounded slightly to a 50% positive rating, which is a significant improvement from the 40% low we saw in 2013. Morristown's ratings of open space are comparable to other communities. We have seen ratings similar to other communities in eight out of eleven years this question has been in our survey. In general, those living in east Morristown are less favorable than their neighbors to the west with the lowest scores found in neighborhoods in the northeast of the city.



Landscaping at City Center

## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Member of PMG, Professional Grounds Maintenance Group.
- Attended various conferences for new ideas to be incorporated into City assets.
- Planted new landscaping beds at the Public Works facility on Durham Landing.
- Identified and removed 35 dead or diseased trees within the City limits.



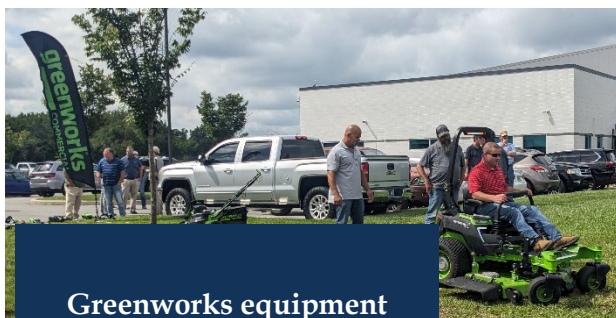
### THRIVING, LIVABLE NEIGHBORHOODS

- Maintained Downtown raised hardscaping, alleyways, sidewalk flower beds and 36 annual hanging baskets.
- Planted 15 evergreen trees at Frank Lorino Disc Golf Course donated by Morristown Utilities.
- Planted 13 Legacy Trees at various City facilities.
- Assisted with Downtown Christmas décor, decorating the Christmas tree at the Farmers Market and City Hall exterior for the Christmas season.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Entered into agreement with Greenworks to provide landscaping equipment as part of a testing program. Equipment includes zero turn mowers, push mowers, handheld tools and trimmers.



Greenworks equipment

- Performed maintenance on medians at six (6) City locations.
- Upgraded areas in the City's Parks with landscaping and beautification.
- Provided assistance to donors for the purchase of Legacy Trees and the identification of appropriate installation locations.





## A HEALTHY AND VIBRANT CITY

- Assisted Tree Board in areas of certification, in formulating a tree plan for all municipal property and dissemination of information regarding the selection, planting, establishment, protection and maintenance of trees within city limits.
- Received the Tree City Award from the Arbor Day Foundation for the 22nd year.
- Participated in Future Ready Expo at Morristown Landing.



Arbor Day Celebration

### □ Goals for FY 2025



## HIGH PERFORMING ORGANIZATION

- Completion of landscape design for the following locations:
  - Fire Station 3
  - Main Street: Downtown Garden Pocket Park, sidewalk islands and alleyways
- Add additional work at Farmers Market



## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Continue reviewing City assets and determine action plans to address any needed enhancements.
- Continue implementing Downtown enhancements such as flower beds and tree replacement on Henry Street and downtown public parking lots.
- Advise City Departments and Boards on beautification items on their projects.
- Review rights-of-way and roadside areas to determine any enhancements that may be appropriate.
- Participate in the planning stages for the RAISE grant to ensure planned landscaping elements meet the objective of the grant but also meet the City's objectives for beautification while remaining practical for ongoing maintenance.



## A HEALTHY AND VIBRANT CITY

- Assist Tree Board in areas of certification.
  - Provide internal training to the Tree Board, such as the Arbor Day Foundation's Tree Board University, to increase board involvement and understanding.
  - Seek annual Tree City USA designation while enhancing community outreach.
  - Continue to sponsor and organize training seminars for arborists, tree trimmers, and other interested parties on best practices in tree care and maintenance.
  - Coordinate the annual Arbor Day event in conjunction with the Arbor Day Poster Contest to increase community visibility of the Tree Board.
  - Continue to seek annual Growth Award by Arbor Day Foundation.



- Continue to work with Greenworks, whose partnership provides battery powered mowing equipment to the City.

#### ❑ Comments on FY 2023 Actual and FY 2024 Projections:

- It is projected that FY 2024 expenditures will be within budget.

#### ❑ Significant Changes for FY 2025

- No significant changes are anticipated in FY 2025.

#### ❑ Personnel Summary

NATURAL RESOURCE MAINTENANCE	FY21	FY22	FY23	FY24	FY25
HORTICULTURALIST	1	1	1	1	1
MAINTENANCE WORKER	2	2	2	2	2
TOTAL NATURAL RESOURCE MAINTENANCE	3	3	3	3	3



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>45160 - Natural Resource Maintenance</i>				
111 SALARIES & WAGES	127,793	135,068	131,574	143,210
112 OVERTIME	440	3,000	135	3,000
134 CHRISTMAS BONUS & LONGEVITY	282	282	184	295
210 FICA	7,638	8,578	7,923	9,084
212 MEDICARE	1,786	2,007	1,853	2,125
213 TCRS CONTRIBUTION	19,436	20,988	19,981	22,225
214 EMPLOYEE HEALTH INS	45,466	46,567	43,912	46,602
217 EMPLOYEE LIFE INS	712	778	723	825
219 WORKERS COMPENSATIONS INSURANCE	2,934	3,180	3,702	4,075
226 CLOTHING/UNIFORM/SHOES	2,528	1,200	1,924	1,200
329 OTHER OPERATING SUPPLIES	1,908	2,000	2,109	2,000
337 LANDSCAPING	25,768	20,000	27,964	28,000
345 TELEPHONE SERVICES	455	500	508	500
351 MEDICAL SERVICES	81	80	84	80
361 REPAIR & MAINTENANCE-VEHICLES	1,100	0	0	0
375 MEMBERSHIPS & DUES	225	400	250	400
378 EDUCATION - SEMINARS & TRAINING	128	800	85	800
383 TRAVEL-BUSINESS EXPENSES	2,049	1,800	1,269	1,800
399 OTHER CONTRACTED SERVICES	74,566	135,000	37,998	90,000
411 OFFICE SUPPLIES & MATERIALS	185	600	201	600
419 SMALL TOOLS & EQUIP	4,668	15,000	12,727	15,000
429 GENERAL OPERATING SUPPLIES	9,040	4,000	11,867	8,000
431 GASOLINE & DIESEL FUEL	6,368	5,000	7,368	7,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	4,255	3,000	3,035	3,000
510 INSURANCE - GENERAL LIABILITY	405	407	450	0
523 PROPERTY (CONTENTS) INSURANCE	84	85	95	0
533 EQUIPMENT - RENTAL/LEASE	0	1,000	0	1,000
971 MOTOR EQUIPMENT	72,415	0	0	0
<i>45160 - Natural Resource Maintenance</i>	<i>412,715</i>	<i>411,320</i>	<i>317,921</i>	<i>390,821</i>



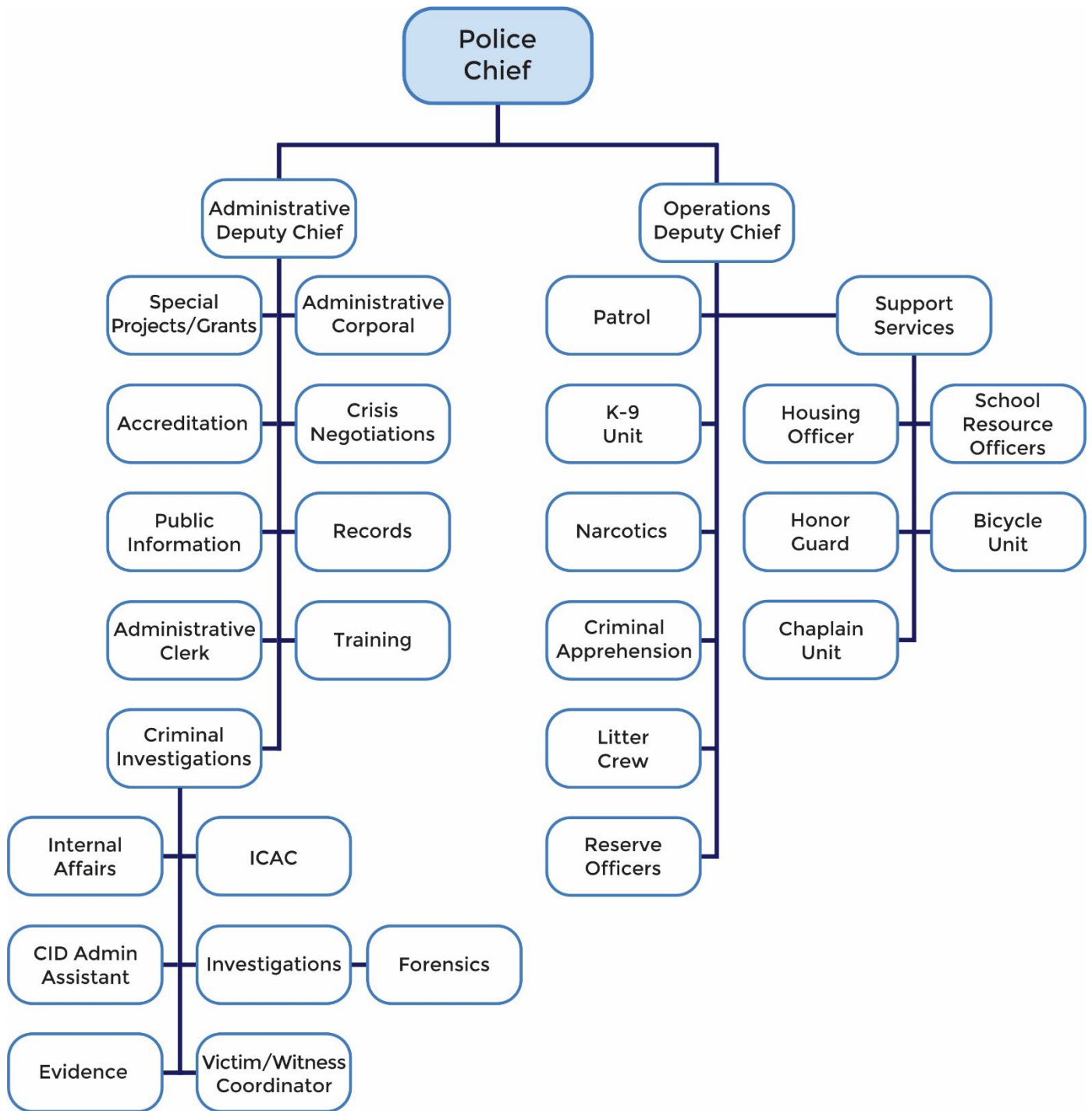


# POLICE DEPARTMENT





# Police Organization Chart





# Police Administration

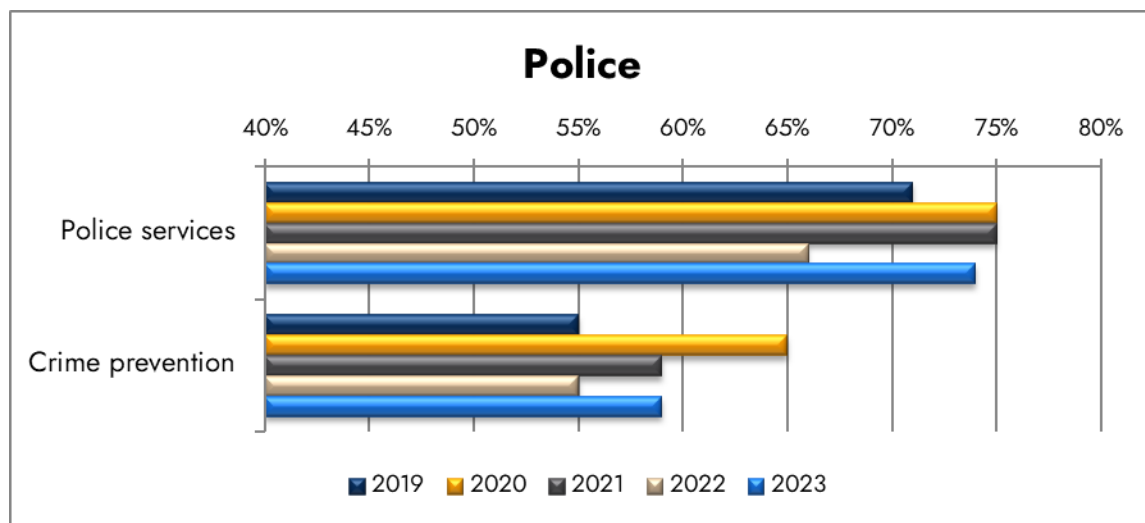
The goals of the Morristown Police Department include the protection of the public by preventive effort; the detection, arrest, and prosecution of criminals; control and direction of traffic; accident investigation and analysis; and the general preservation of peace. The Chief administers the department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

The Records function of the department provides administrative support for researching and maintaining records (offense/arrest reports, traffic citations, and customer service) and is included in the Police Administration budget.

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

## ❑ Performance and Workload Measures:

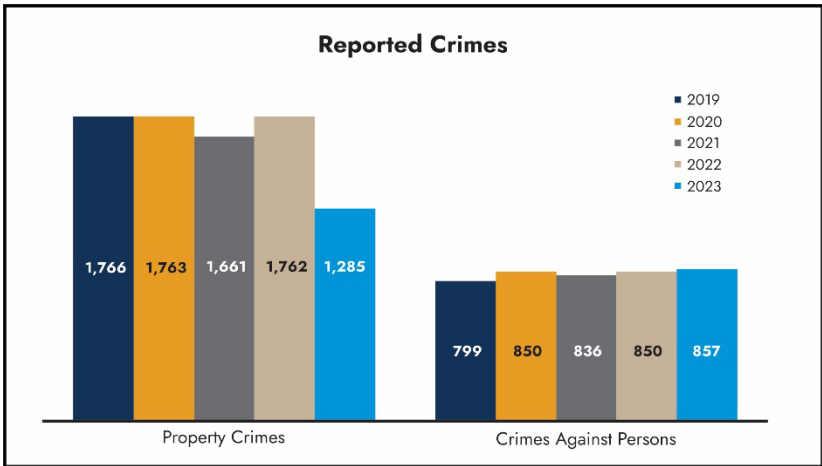
Safety is a top priority while traffic remains a challenge. Residents identified the overall feeling of safety in Morristown as a top area of priority, with 91% deeming it essential or very important for the City to focus on in the next two years. More than 8 in 10 residents reported feeling very or somewhat safe in their neighborhood, in Morristown's downtown/commercial area during the day, and from fire, flood, or other natural disaster.



Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

The resident approval rating of police services rebounded to 74%, which is comparable to the 73% average we have seen through the history of Morristown's participation in the survey. It would appear that the drop seen in 2022 was an aberration influenced more by national concerns than the actual performance of the Morristown department. This approval rating is comparable to other communities across the nation, which makes the 10<sup>th</sup> consecutive year that we are comparable to our peers. Those under 35 were more critical than their older neighbors, but responses were generally consistent across geographic and demographic groups.

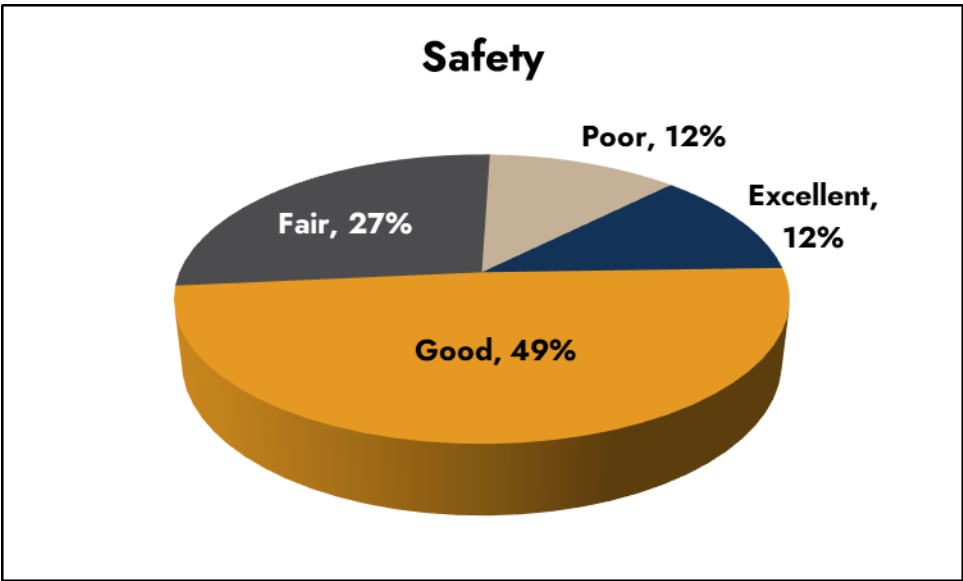
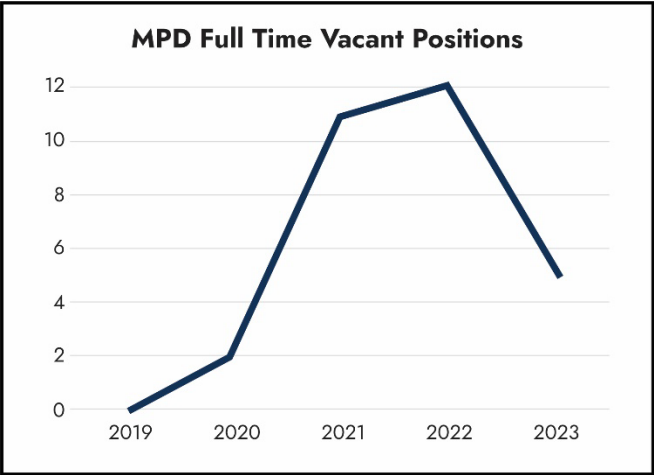




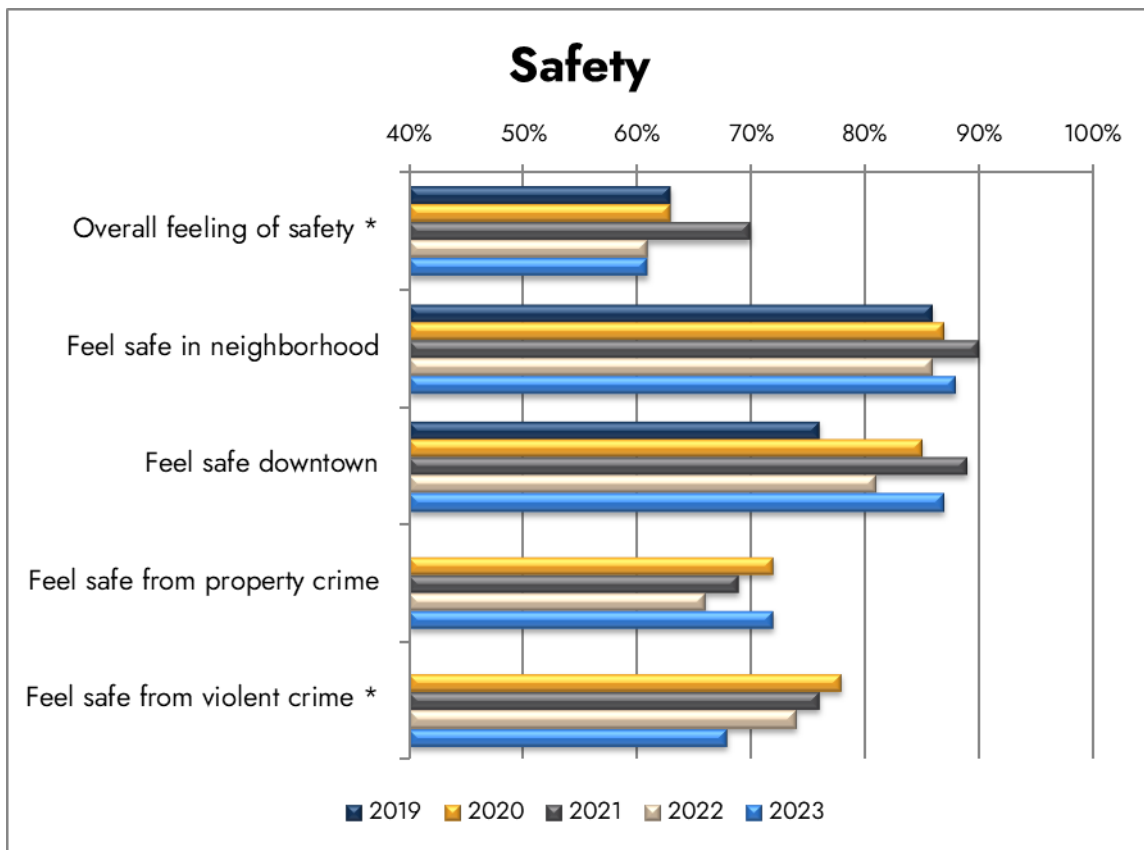
There was a similar trend in the approval rating for crime prevention. The 59% favorable rating reflects a return to the average we have seen in the thirteen-year history of our survey. Morristown crime prevention is similar to what is seen in other communities. The southwest (Ward 2) had greater concern about crime prevention efforts than those living in the neighborhoods to the north. Those living in Morristown from 6-10 years were more critical than those who have lived here an extended time or have moved to the

community in the last five years. Lower income residents earning less than \$50,000 were the least satisfied with crime prevention efforts.

The partial implementation of the classification and compensation study in FY 2024 had a positive impact on recruiting efforts for the MPD. The department was able to fill several vacant positions though turnover continues to be a concern. Statewide, law enforcement agencies are aggressively recruiting and continue to increase pay and benefit opportunities to attract certified officers. The MPD averaged 5 vacant positions throughout 2023. This is inclusive of two patrol positions which were frozen.







*Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”*

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

In 2022, residents gave a low rating to their overall feeling of safety. The rating dropped from 2021’s record high of 70% favorable to the lowest we have seen in the history of the survey at 61%. In 2023, we find this low result repeated. At this level, Morristown residents rate the feeling of safety below that of other communities nationwide. We have only been comparable to other communities in 4 of the last 9 years. Over the eleven years the survey has reported this measure, Morristown has fallen below other communities seven times.

When looking at the perception of safety, residents over 55 feel safer than those between 35 and 54. There were no significant differences when looking at responses by gender, race, or homeownership. With such a dramatic swing in ratings, and no obvious cause in the local community, these variations may be significantly influenced by changes in the national mood about public safety. This continues to be an area of increased emphasis for improvement in the coming year since 87% of residents indicated the overall feeling of safety in Morristown was an essential or very important function of the City.

When asked if they feel safe in their neighborhood, 88% gave a favorable assessment. This rating has been consistent over time; the highest score was 92% in 2014 & 2015, and ratings have never fallen below 86%. When compared to the large swings in overall safety, low concerns about their own neighborhood remain remarkably consistent. Morristown’s rating is comparable to other communities for the last 11 years straight and 12 of the 13 years we’ve done the survey. Concerns were higher with residents in the southwest of the City. White citizens felt safer than their nonwhite neighbors. Overall, there were very few significant differences across different groups in the community.

When in downtown Morristown, residents feel safe as reflected in the 87% positive rating. Residents have been consistent with ratings near the average of 84% over the last 13 years. We are comparable to other



communities as we have been in 11 of the 13 years Morristown has participated in the survey. While residents living in northeast neighborhoods had the least concern about safety downtown, opinions are mostly consistent across the community.

A question added beginning with the 2020 survey seeks input on perceptions of safety from property crime. Morristown saw a 72% positive rating, which is comparable to others across the country and reverses a declining trend locally. Responses were generally consistent across demographic categories, but those living in northeast Morristown were the least concerned. Men were less concerned than women.

Another new question added in 2020 addresses fear of violent crime. Our residents were more concerned than other communities across the nation, with a 68% positive rating. This continues a declining trend and is an area for increased attention in the coming year. Women were more concerned than men and there was a higher concern among those living in attached housing. Among income groups, the lower income families had more worries than others.

## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- The department received their fifth accreditation award through the Tennessee Law Enforcement Accreditation program. We were found to be 100% compliant with all benchmark standards.
- On October 27th two police supervisors graduated from the Southeastern Leadership Academy (SELA) at UT Chattanooga.
- Two supervisors from each patrol shift and two detectives from narcotics were trained to conduct NCIC/TIES criminal histories on arrestees.
- Electronic citation equipment was fully deployed to patrol and support services personnel for issuing electronic citations.
- All officers received optic sights for duty weapons and attended training and qualification for safer response to armed encounters.
- A new software program, PowerFTO, was deployed for field training program documentation and tracking.
- Additional equipment was purchased and deployed to increase the capabilities of the drone unit.
- Two officers were appointed as new members of the traffic crash reconstruction team.
- The special response team conducted 17 operations with no injuries to either suspects or officers.
- New equipment was purchased and deployed to enhance the capabilities of multiple tactical response teams.
- Ten officers were designated as Master Officers at their rank.



Law Enforcement  
Leadership Academy



- The department applied for and was awarded a justice assistance grant to enhance evidence control and security.
- The department conducted an all teams training drill to evaluate operational readiness and response to critical events.



## SAFE & SECURE COMMUNITY

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- The MPD assisted the Hamblen County School System and some private schools with a safety plans and protocols assessment.
- The department applied for and received a grant through the state Violent Crime Intervention Fund in the amount of \$370,011 to replace a 20-year-old mobile robot system and other critical response equipment to increase the safety of response to violent incidents.
- Teleserve reports continue to help keep patrol officers more available to respond to priority calls, as the department has experienced an increase in calls for service.
- The department received RTS Patrol Mini Shields that are rifle rated for special threats. Personnel were trained in the use of the shields to be readily deployed when necessary.
- In July, department personnel responded to a major weather event that caused flooding throughout the city.
- The department procured a UTV that is utilized for special events, searches for missing persons, and critical incidents.
- Department personnel began carrying naloxone for opioid overdose response.
- Nineteen first responders from seven different agencies attended a certification class in crisis intervention response hosted by the Morristown Police Department.
- Police administration attended state training on active shooter response and investigation.
- Administrators attended a state summit on school violence and active shooter prevention strategies.



## A HEALTHY & VIBRANT CITY

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- Increased one-on-one interactions with community members by expanding walking patrols in business districts and selected communities.
- Administrative personnel served on community boards such as:
  - Morristown-Hamblen 911 Communications Board
  - Morristown-Hamblen Child Care and Early Intervention Board
  - Tennessee Law Enforcement Accreditation Professional Standards Board
  - Tennessee Association of Chiefs of Police Board of Directors
  - Tusculum University Advisory Board
  - TN Achieves Program Mentor
  - Morristown-Hamblen Crisis Intervention Training Steering Committee
  - University of Tennessee Institute for Public Service Advisory Board



## RESPONSIBLE MANAGEMENT OF CITY'S ASSETS

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- Relocated the impound lot for more secure storage of seized property.
- Updated facilities and performed maintenance on existing structures at the firing range.



- Replaced issued handguns per manufacturer recommendation. Current handguns were traded in to reduce impact to budget.

## ❑ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

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- To collaborate with law enforcement and community resources to evaluate response to reports of sexual assault that occur within MPD jurisdiction.
- To train additional agency personnel to assist with Tennessee Public Records Act (TPRA) requests.
- Evaluate the use of automated license plate recognition (LPR) technology within the city.
- Evaluate the use of an in-car video camera system which will integrate into existing audio/visual evidence collection and storage processes.
- Use citizen survey results to assist in focusing operational resources.



### RESPONSIBLE MANAGEMENT OF CITY'S ASSETS

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- Evaluate needed capital purchases and monitor projections to plan capital and operations needs over multiple years.
- Assist with managing the department fleet to ensure safe and reliable transportation while awaiting the arrival of ordered vehicles.
- To use the Power FTO system as the standard to evaluate and track Probationary Police Officers' progress and deficiencies.
- To participate in the state recruitment and retention incentive program to assist in maintaining staffing levels.

## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- The FY 2023 budget was amended mid-year in order to accommodate an upgrade to begin hosting police records (RMS) in a cloud-based environment.
- The most significant change in FY 2024 comes from the award of a grant from the TN Office of Criminal Justice Programs Violent Crime Intervention Fund. \$370,011 was used to purchase various tools, equipment and a new EOD robot.
- Computer and Data expenditures increased due to software support and the e-citation program.

## ❑ Significant Changes for FY 2025

- The budget includes a request for automated license plate recognition cameras and live view cameras to assist in criminal investigations.



## □ Personnel Summary

POLICE ADMINISTRATION	FY21	FY22	FY23	FY24	FY25
POLICE CHIEF	1	1	1	1	1
DEPUTY CHIEF	2	2	2	2	2
POLICE RECORDS CLERK	1	1	1	1	1
POLICE RECORDS TECHNICIAN SUPERVISOR	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
TOTAL POLICE ADMINISTRATION	6	6	6	6	6

## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>42110 - Police Administration</i>				
111 SALARIES & WAGES	447,023	476,485	481,118	511,116
112 OVERTIME	0	500	0	500
119 HOLIDAY PAY	134	0	0	0
134 CHRISTMAS BONUS & LONGEVITY	4,093	3,743	4,285	4,286
210 FICA	26,979	29,806	28,952	31,986
212 MEDICARE	6,310	6,971	6,771	7,481
213 TCRS CONTRIBUTION	68,409	72,927	73,954	78,263
214 EMPLOYEE HEALTH INS	93,651	94,027	93,743	94,176
217 EMPLOYEE LIFE INS	2,195	2,745	2,288	2,944
219 WORKERS COMPENSATIONS INSURANCE	5,868	6,360	7,405	8,150
226 CLOTHING/UNIFORM/SHOES	2,460	4,000	3,509	5,000
310 POSTAL SERVICE	250	400	670	600
321 PRINTING SERVICES	520	1,600	1,000	500
341 ELECTRICITY	32,474	45,000	32,500	35,000
342 WATER & SEWER	13,163	20,000	14,000	16,000
343 NATURAL GAS & PROPANE	6,184	3,500	1,100	1,500
345 TELEPHONE SERVICES	28,509	21,000	17,928	21,000
351 MEDICAL SERVICES	84	150	56	150
355 COMPUTER/DATA PROCESSING	119	75,000	45,000	117,100
359 OTHER PROFESSIONAL SRVCS	69	1,000	75	1,000
361 REPAIR & MAINTENANCE-VEHICLES	2,086	3,000	1,500	3,000
375 MEMBERSHIPS & DUES	2,340	3,000	3,000	3,000
378 EDUCATION - SEMINARS & TRAINING	1,360	3,000	3,000	3,000
383 TRAVEL-BUSINESS EXPENSES	10,620	7,500	7,500	8,500
411 OFFICE SUPPLIES & MATERIALS	1,145	1,500	1,848	2,000
413 OFFICE EQUIPMENT	2,054	1,000	1,000	1,000
419 SMALL TOOLS & EQUIP	1,315	4,210	3,840	1,000
429 GENERAL OPERATING SUPPLIES	519	950	700	1,000
431 GASOLINE & DIESEL FUEL	5,238	6,250	5,200	6,250
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	0	1,500	500	1,500
510 INSURANCE - GENERAL LIABILITY	2,238	3,039	2,247	2,475
523 PROPERTY (CONTENTS) INSURANCE	461	498	475	550
533 EQUIPMENT- RENTAL/LEASE	1,872	3,500	1,593	2,200
615 SEX OFFENDERS ADMINISTRATION	600	1,650	4,200	4,850
801 GRANTS & OTHER SUBSIDIES	0	0	369,978	0
805 DOJ JAG GRANT	0	0	18,819	0
999 OTHER CAPITAL OUTLAY	0	0	0	30,000
<i>42110 - Police Administration</i>	<i>770,342</i>	<i>905,811</i>	<i>1,239,754</i>	<i>1,007,077</i>



# Police Support

The Police Support division consists of a Support Services Supervisor, a Support Services Sergeant, Corporal, a Housing Officer, an Accreditation Manager, and the Training Officer. The Support Division also contains funding for the Criminal Apprehension Unit. As of 2023, the City of Morristown no longer participates in the Hamblen County School Resource Officer program as state funding for this program was provided to the Hamblen County Sheriff's Department.

The Accreditation Manager is responsible for assisting in developing policies and procedures to ensure compliance with the accreditation standards.

It is the responsibility of the Training Officer to oversee, plan and implement required training for all department personnel.

A contract between the City of Morristown and the Morristown Housing Authority (MHA) established the position of a police liaison in 1994 that works in all MHA developments.

The Bicycle Unit and Honor Guard are also part of the support team.

The Bicycle Unit was established in June 1995 and the officers are responsible for patrol duties, community awareness programs, providing safety information to school systems and other community service groups.

The Honor Guard was established in 1992 and is comprised of twenty departmental personnel. The Honor Guard participates in police funerals, parades and other functions as needed.

The Internet Crimes Against Children (ICAC) Unit is an integral function of this division. This unit is dedicated to investigating, prosecuting, and developing effective response to those seeking to victimize children and proliferate child sexual abuse images electronically.

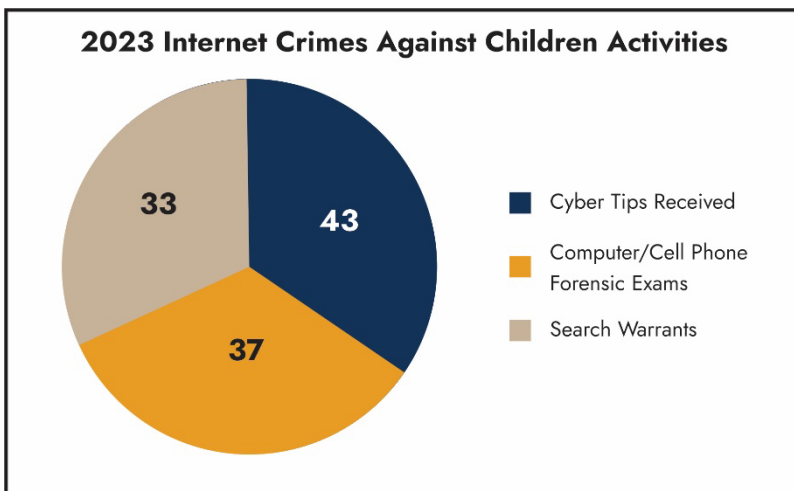
The Criminal Apprehension Unit is currently staffed with one full-time officer and assigned part-time officers as needed. This unit is responsible for locating and apprehending individuals charged with felonies and other dangerous crimes. The CAU works in cooperation with all divisions of the department



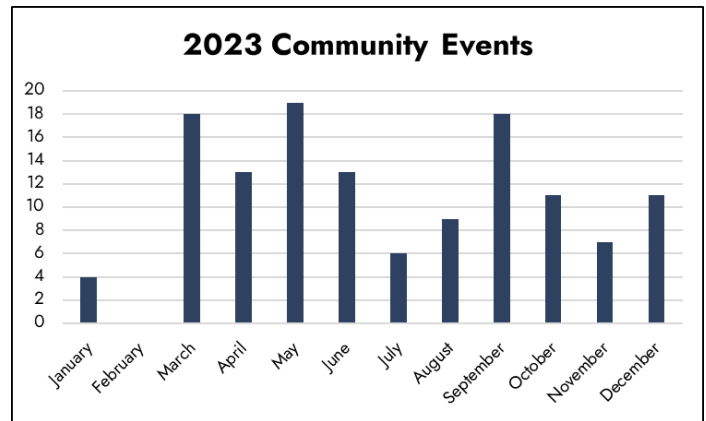
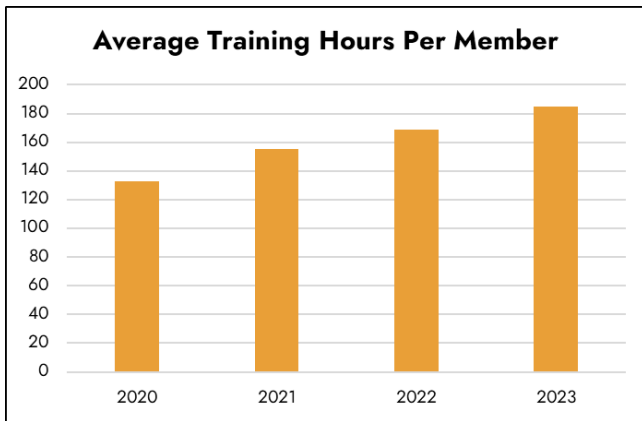
## □ Performance and Workload Measures

Task	2019	2020	2021	2022	2023
Meetings and Presentations	186	136	208	186	50
Calls for Assistance Housing/School	1,441	677	2,511	2,788	733
Miscellaneous (Juvenile/ Adult Counsel, Eviction Notices, Trespass Charges, Trips Out of Town for MHA)	1,089	522	642	1,544	44
ICAC Cybertips Cases Created	23	40	39	43	43
ICAC Cybertips Cases Closed	17	26	25	27	50
Computer Media Forensic Exams (hard drives, CD/DVD and Flash Drive)	65	23	18	1	14
Cell Phone Forensic Exams	80	30	37	44	23
ICAC Subpoena (State)	18	34	28	27	31
ICAC Search Warrant (State)	9	4	19	8	2
CAU Total Arrests	427	354	320	206	245
CAU Warrants Served	655	554	481	299	301
CAU Misdemeanor Arrests	207	185	148	102	134
CAU Felony Arrests	220	169	172	104	111
Assisted Domestic Violence Victims	448	560	488	477	473
Prepared Prosecution Case Files for Officers	140	145	158	163	192
Mental Health Contacts with Individuals	209	164	197	248	257
Teleserve Reports			624	823	364

The ICAC Unit funded in this division is staffed by one specially trained investigator. Fifty cases were closed in 2023 and seven individuals arrested for cybercrimes. The unit performed 14 computer media forensics exams and 23 cell phone forensics exams. Two state warrants were executed, and 31 subpoenas were served. This unit also assisted other agencies 13 times in cyber investigations. The unit typically provides assistance for other agencies that may not have the necessary technology or other resources available.







Law enforcement continues to see increases in state and federally mandated law enforcement training. Personnel received training related to special operations, leadership, and management in 2023. Training objectives are met by using a combination of in-house instructors and external training classes.

Community relationships remain strong. Community event requests are facilitated through this division and involve practically every division and unit within the department. Examples of requests for community involvement include downtown events, benefit walks/runs, community aid distribution, school activities and cultural celebrations.

MPD help at local  
Renaissance Festival



## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- The honor guard conducted a total of 15 events, which included four casket guard details, one memorial, four police academy graduations, three community events and three trainings.
- Support Services processed and/or presented 14 Beer Permit Applications/Letters of Compliance.
- Completed six 46-hour General In-service classes in the department, completing all the mandatory training for all employees including Tennessee Administrative Mandates. These trainings were also attended by 25 Hamblen County Deputies.
- Conducted a 44-hour Reserve Officer In-Service for Reserve Officers completing all POST required training.
- The training division added 2 Field Training Officers to the program increasing the number of operational FTOs.
- Conducted 16.5-hour Command Staff Training in Gatlinburg including several POST yearly requirements and administrative mandates.
- Conducted training for other organizations including the Regional Law Enforcement Academy.
- Conducted ongoing specialized training for over eight specialized units within the agency.



- Conducted multiple in-house DUI and SFST refresher trainings for patrol.
- Conducted 2023 Law updates for all officers.
- Conducted the 2023 Citizens Police Academy.
- Conducted training for 13 new hire officers including tracking and coordinated the PPO/FTO program for these officers.
- All officers received POST approved web-based training through Police One Academy.
- Provided recruiting materials to colleges and universities throughout the East Tennessee Region.



## SAFE & SECURE COMMUNITY

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- The criminal apprehension unit (CAU) logged a total of 1,728 hours in 2023. The unit made a total of 245 arrests, including 134 misdemeanor and 111 felony arrests. The unit served a total of 301 warrants.
- Provide officers and detectives with training on Orders of Protection.
- The Housing Liaison/Crime Prevention Officer participated in 50 meetings and presentations. Effectively responded to 733 calls for assistance and 44 additional accounts of activity such as assisting MHA with criminal charges and prosecution, assisting DCS regarding MHA tenants, and other miscellaneous activities.
- Conducted 20 School Security assessments for the schools in Hamblen County
- The CAU officer was appointed to the U.S. Marshal's Smoky Mountain Fugitive Task Force.
- The Support Services Sergeant received recognition from the Tennessee Highway Safety Office for her work to reduce traffic crashes within the city.
- The Support Service Division coordinated security presence for services at five area churches throughout the year.



## THRIVING, LIVABLE NEIGHBORHOODS

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- The Support Services Unit supported our community by coordinating and/or participating in at least 129 documented community events (some required multiple appearances or presentations) that went through the Support Services office. Many of these were conducted by the Support Services Division, and many after their normal duty hours. Events included: Protests, Cherokee Park 4th of July Concert and Fireworks, Holiday Hope Fund, threat and risk assessments, civic presentations, as well as several 5K runs and downtown events.



## A HEALTHY & VIBRANT CITY

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- Staff served on several boards and committees including:
  - Morristown-Hamblen EMS
  - Hamblen County Drug Court
  - Health Department Board
  - Pursuit/Accident Reviews
  - Hamblen County Elder Watch Committee



- The Recruiting Unit participated in five recruiting events, including minority-candidate focused events.
- Support service personnel staffed 28 special permitted events.
- Processed and staffed 14 Special Events that required a Special Occasion Beer permit and 25 that required a Special Event permit.

## ❑ Goals for FY 2025



### SAFE & SECURE COMMUNITY

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- Assign the Victim/Witness Coordinator to seek out and attend a “Train the Trainer” class relative to domestic assault and strangulation to enable her to provide a class on domestic violence laws and dealing with strangulation cases for Morristown Police Department officers and detectives.
- Increase officer presence in the downtown area by assigning a support services officer to conduct additional foot patrols in the downtown areas.
- Continue walkthroughs of local schools to support the efforts of the Hamblen County School Resource Officer program.
- Conduct additional Crisis Intervention Training sessions for department and other first responders.
- Training department Field Training Officers to utilize the new PowerFTO Software.
- Conduct training for personnel on newly acquired breeching tools.
- Develop a wanted person’s cards to distribute to the public during a major crime or violent suspect search.

## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- Staffing shortages in FY 2023 led to increased overtime, which had to be addressed with a mid-year budget amendment.
- An increase in Computer and Data expenditures will cover the implementation of a new field training management tool.

## ❑ Significant Changes for FY 2025

- Budget includes a mobile camera system for deployment during special events and other gatherings within the city.
- Budget includes an advanced unmanned aircraft (drone) capable of indoor operations.



## □ Personnel Summary

POLICE SUPPORT	FY21	FY22	FY23	FY24	FY25
POLICE SERGEANT	1	1	1	1	1
POLICE LIEUTENANT	1	1	1	1	1
POLICE CORPORAL	2	2	2	2	2
SCHOOL RESOURCE OFFICER	3	3	3	3	0
MORRISTOWN HOUSING AUTHORITY OFFICER	1	1	1	1	1
CRIMINAL APREHENSION UNIT	2	2	2	2	2
TRAINING OFFICER	1	1	1	1	1
INTERNET CRIMES AGAINST CHILDREN UNIT	1	1	1	1	1
POLICE ACCREDIATION MANAGER	1	1	1	1	1
TOTAL POLICE SUPPORT	13	13	13	13	10

\*Beginning in FY 2024, following action by the State of Tennessee to provide funding for SROs in local schools, the City converted its SRO positions into general Patrol Officer positions assigned under that budget division.



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>42115 - Police Support</i>				
111 SALARIES & WAGES	714,545	690,277	571,849	580,784
112 OVERTIME	76,935	80,000	73,135	80,000
119 HOLIDAY PAY	23,502	25,000	23,144	25,000
134 CHRISTMAS BONUS & LONGEVITY	7,252	7,132	6,224	7,600
210 FICA	46,632	48,200	40,922	42,990
212 MEDICARE	10,906	11,273	9,570	9,692
213 TCRS CONTRIBUTION	117,095	117,933	100,627	101,394
214 EMPLOYEE HEALTH INS	178,094	156,261	143,805	125,134
217 EMPLOYEE LIFE INS	3,909	3,976	3,181	3,345
219 WORKERS COMPENSATIONS INSURANCE	12,714	10,600	16,044	17,650
226 CLOTHING/UNIFORM/SHOES	7,350	8,600	7,694	6,600
321 PRINTING SERVICES	50	300	50	300
345 TELEPHONE SERVICES	3,801	8,440	3,720	4,400
351 MEDICAL SERVICES	196	100	56	100
355 COMPUTER/DATA PROCESSING	7,899	14,000	13,431	11,500
361 REPAIR & MAINTENANCE-VEHICLES	0	4,000	250	3,000
375 MEMBERSHIPS & DUES	300	1,000	300	500
378 EDUCATION - SEMINARS & TRAINING	3,787	4,000	3,200	3,500
383 TRAVEL-BUSINESS EXPENSES	4,552	5,000	5,200	4,500
411 OFFICE SUPPLIES & MATERIALS	1,000	1,000	775	1,000
413 OFFICE EQUIPMENT	550	1,000	750	1,000
419 SMALL TOOLS & EQUIP	7,124	15,735	15,728	4,250
429 GENERAL OPERATING SUPPLIES	50	500	100	500
431 GASOLINE & DIESEL FUEL	17,905	23,750	19,696	18,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	32	4,000	250	4,000
510 INSURANCE - GENERAL LIABILITY	2,553	2,809	2,564	2,820
523 PROPERTY (CONTENTS) INSURANCE	527	605	536	590
960 MACHINERY & EQUIPMENT	0	1,500	1,500	0
971 MOTOR EQUIPMENT	20,321	0	0	0
999 OTHER CAPITAL OUTLAY	0	0	0	55,000
<i>42115 - Police Support</i>	<i>1,269,581</i>	<i>1,246,991</i>	<i>1,064,301</i>	<i>1,115,149</i>



# Chaplains

The Police Department Chaplain Unit consists of ten volunteer Chaplains who serve under the supervision of the department's Chaplain Liaison. All Chaplains have completed Law Enforcement Chaplain Training through the International Conference of Police Chaplains.

The Chaplain unit serves in a variety of ways. They serve as a liaison with religious organizations within the community. They may be called to assist in death notifications, as well as assist officers at suicide/attempted suicide scenes, fatality and serious injury traffic accidents, major crime scenes or other catastrophes as needed. They also visit sick or injured personnel at their home or other place of confinement. They are a resource for counseling for members of the department and their families.

## □ Performance and Workload Measures

Task	2020	2021	2022	2023
Calls for Service	48	53	40	45
Hours Spent on Calls	72	123	93	118.25
Other Agency Assists	4	2	5	11
Death/Injury Notifications	18	36	29	40
Homeless Person Assists	4	7.5	5	5
Devotions	28	25	93	45
Professional Contacts	342.5	79	203	280
Invocations for Council	5	0	11	20
Total Hours	745.5	300.5	528	530.75

## □ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- The chaplain unit had 40 callouts and over 530 contact hours with citizens and/or officers in 2023.
- Maintained police chaplain credentials through the International Conference of Police Chaplains.
- Aided five persons in need of emergency housing.
- Provided the invocation for City Council Meetings throughout the year.
- Chaplain Unit provided services to other state and local agencies.
- Provided overview of available services to newly hired personnel.
- Conducted training for the Walters State Basic Police Academy and the International Conference of Police Chaplains.
- Using private funds and resources, the Chaplain Unit works with officers to assist homeless individuals.



## □ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

- To maintain certification for Chaplain Unit members
- Seek additional training opportunities for newly appointed chaplains.
- To update training class provided to newly hired MPD officers.

## □ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be within budget.

## □ Significant Changes for FY 2025

- There are no significant changes to this account.

## □ Personnel Summary

- There are no employees budgeted in this division.

## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>42116 - Police - Chaplains</i>				
375 MEMBERSHIPS & DUES	892	1,500	1,000	1,500
383 TRAVEL-BUSINESS EXPENSES	0	6,000	0	3,000
429 GENERAL OPERATING SUPPLIES	0	150	25	150
<i>42116 - Chaplains</i>	<i>892</i>	<i>7,650</i>	<i>1,025</i>	<i>4,650</i>



# Litter Crew

The Litter Crew was created in September 2012 in an effort to help beautify the City of Morristown. This is accomplished by either walking or driving to areas within the City limits that are in need of litter/debris cleanup. This crew also performs other tasks such as painting, landscaping, cleaning, washing/waxing police vehicles.

This budget division accounts for the staff person(s) overseeing the Litter Crew while the crew itself is made up of individuals assigned to community corrections.

## ❑ Performance and Workload Measures

Task	2019	2020	2021	2022	2023
Hours Worked	792	286	118	338	1,167
Estimated Pounds of Trash Bagged	88,640	25,560	6,060	29,220	77,360
Pounds of Miscellaneous Trash (not bagged)	6,879	2,233	3,975	16,585	19,638
Hours Cleaning & Landscaping Downtown	115	51	0	0	201
Tires Collected	260	1,016	14	122	160

## ❑ Significant Accomplishments FY 2024



### THRIVING, LIVABLE NEIGHBORHOODS

- The litter crew was staffed with a full-time employee and an officer that works part-time. The crew worked a total of 1,167 hours picking up litter on the roadways. The crew picked up 3,868 bags of garbage from the roads (approximately 77,360 pounds of garbage utilizing Keep America Beautiful approximate pounds per bag), picked up approximately 19,638 pounds of miscellaneous trash (items that do not fit into a bag), picked up 160 tires and 44 needles off the roadways. The crew also spent 201.25 hours conducting cleaning and maintenance on city buildings/property.

## ❑ Goals for FY 2025



### THRIVING, LIVABLE NEIGHBORHOODS

- To develop a regular litter pick-up schedule for the downtown business area.
- To assist Parks and Recreation staff with park clean-up prior to, and following, scheduled events.

## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be within budget. Officers used to work with litter crew on an overtime basis were paid from the patrol budget.



## ❑ Significant Changes for FY 2025

- There are no significant changes.

## ❑ Personnel Summary

POLICE LITTER CREW	FY21	FY22	FY23	FY24	FY25
POLICE OFFICER	1	1	1	1	1
TOTAL POLICE LITTER CREW	1	1	1	1	1

## ❑ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>42117 - Police - Litter Crew</i>				
111 SALARIES & WAGES	9,381	44,503	34,510	44,377
112 OVERTIME	79	3,500	2,578	3,500
119 HOLIDAY PAY	0	1,650	0	1,650
134 CHRISTMAS BONUS & LONGEVITY	0	114	81	120
210 FICA	569	2,984	2,191	3,079
212 MEDICARE	133	698	512	696
213 TCRS CONTRIBUTION	1,435	7,300	5,639	7,282
214 EMPLOYEE HEALTH INS	3,119	15,519	13,131	15,518
217 EMPLOYEE LIFE INS	45	256	203	256
219 WORKERS COMPENSATIONS INSURANCE	978	1,060	1,234	1,360
226 CLOTHING/UNIFORM/SHOES	507	800	739	800
345 TELEPHONE SERVICES	154	700	456	700
361 REPAIR & MAINTENANCE-VEHICLES	0	700	0	700
378 EDUCATION-SEMINARS & TRAINING	54	500	100	500
383 TRAVEL-BUSINESS EXPENSES	0	2,000	100	1,000
411 OFFICE SUPPLIES & MATERIALS	0	250	75	250
419 SMALL TOOLS & EQUIP	229	1,535	784	1,000
429 GENERAL OPERATING SUPPLIES	1,216	2,500	1,576	2,500
431 GASOLINE & DIESEL FUEL	822	2,500	825	2,500
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	208	500	100	500
510 INSURANCE - GENERAL LIABILITY	204	225	254	280
523 PROPERTY (CONTENTS) INSURANCE	42	46	31	35
971 MOTOR EQUIPMENT	42,375	0	0	0
<i>42117 - Police Litter Crew</i>	<i>61,550</i>	<i>89,840</i>	<i>65,119</i>	<i>88,603</i>

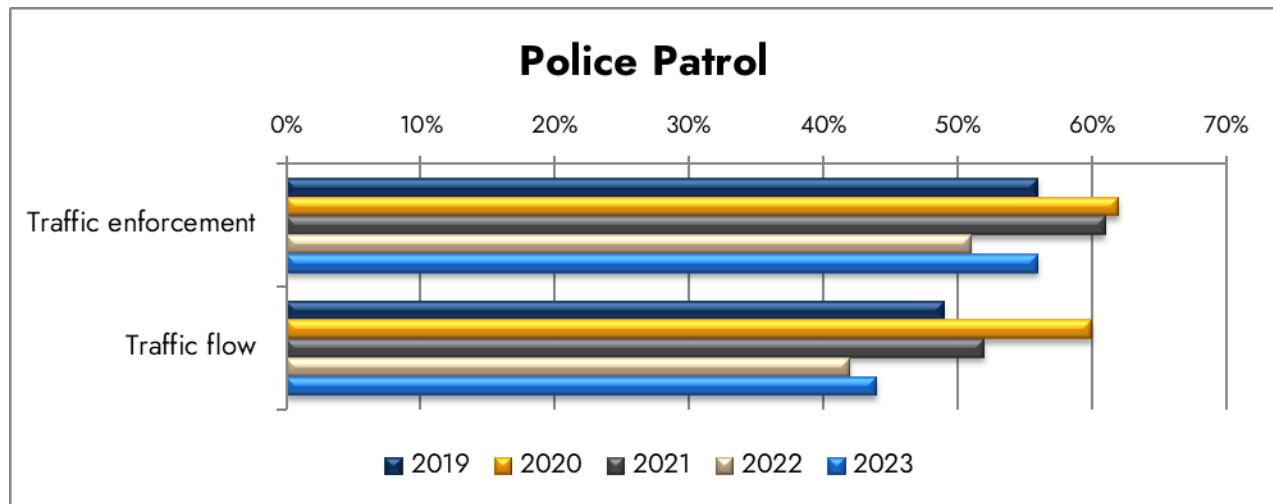


# Patrol & Traffic

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

Task	2021	2022	2023
Traffic Crashes	1,971	1,800	1,851
Total Physical Arrests	2,684	2,720	2,941
Total Arrest Charges	4,951	4,665	5,536
Citation Charges	3,688	7,398	9,136
Call for Service Response Time (minutes)	4.48	4.15	6.19
Emergency Call Response Time (minutes)	2.36	3.57	4.12



Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

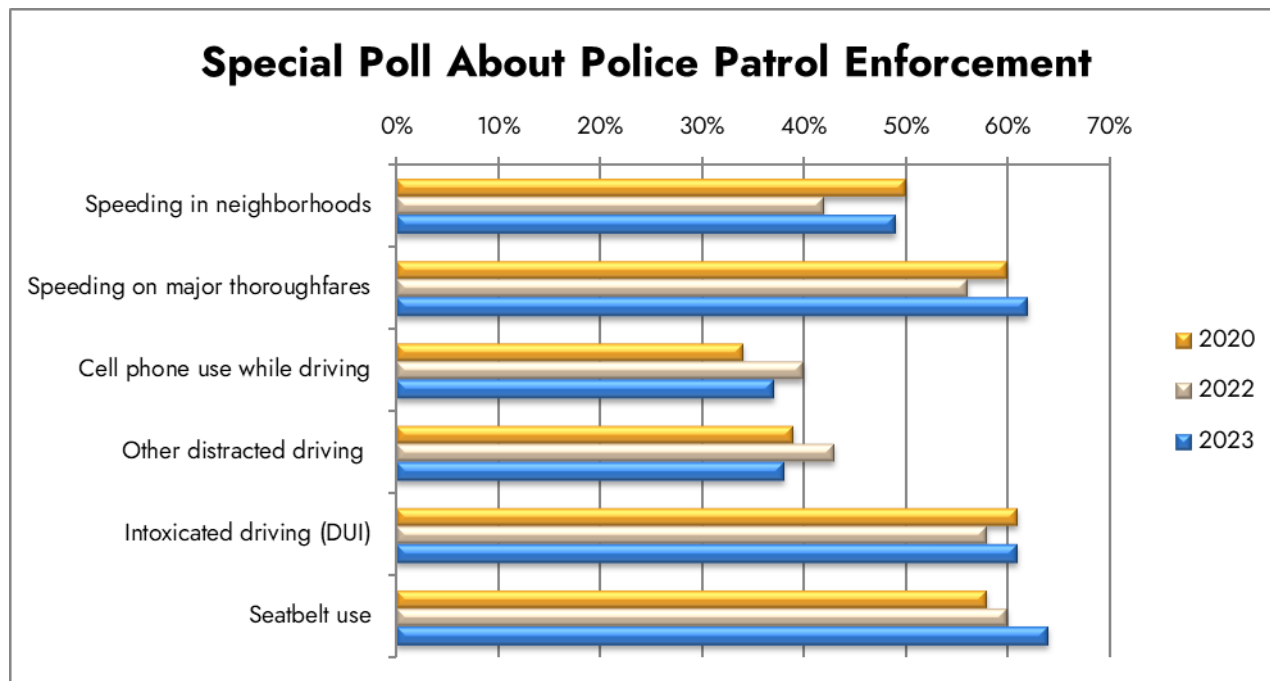
Residents gave Morristown a 56% positive rating for traffic enforcement, up from last year but still below the average we have seen in the past. Last year’s rating of 51% was the lowest we have seen in the 13-year history of the survey. Even with these lower ratings, Morristown is comparable to other communities, marking the 12<sup>th</sup> straight year we have been similar to other communities. Residents living in neighborhoods in west Morristown continue to be more favorable than their neighbors living in the east. Those who have lived in the community for 5 years or less were much more positive than residents who have been in the community longer. Opinions were generally consistent across demographic groups.

When assessing traffic flow our residents gave a favorable rating of 44% which reflects a declining trend and is lower than the average rating of 49% for the last 13 years. Morristown is comparable to other



communities across the nation, as we have been for 12 of the 13 years we have conducted the survey. Responses were fairly consistent among neighborhoods across the city. White respondents are more critical than nonwhite respondents and homeowners were more critical than renters. Newcomers to the community were more favorable than their neighbors who have lived in the community longer than 11 years.

The annual citizen's survey includes a few questions that are unique to Morristown's survey as compared to the surveys done across the country. These added questions help Police Department leadership to evaluate the public's assessment of the department in more detail. For instance, the department seeks to better understand what specific issues or conditions make respondents feel unsafe - especially in their own neighborhoods. The added questions also seek to differentiate between respondents who actually had contact with our officers and those that may be responding based more on generalized public sentiment or media coverage of law enforcement across the country.

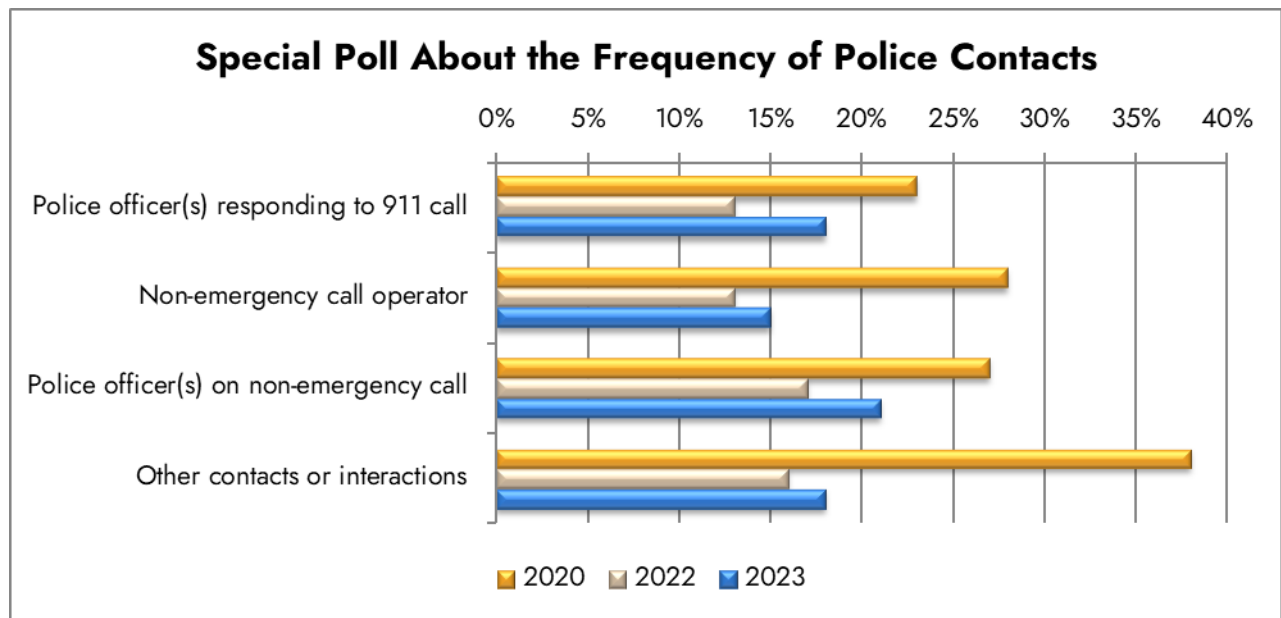


*Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”*

The annual citizen's survey includes a few questions that are unique to Morristown's survey as compared to the surveys done across the country. These added questions help Police Department leadership to evaluate the public's assessment of the department in more detail. For instance, the department seeks to better understand what specific issues or conditions make respondents feel unsafe - especially in their own neighborhoods. The added questions also seek to differentiate between respondents who actually had contact with our officers and those that may be responding based more on generalized public sentiment or media coverage of law enforcement across the country.

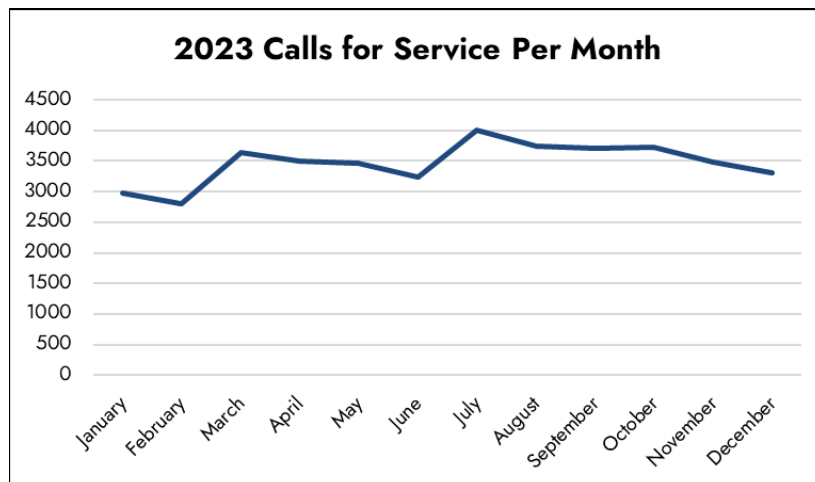
We asked residents to assess traffic law enforcement activities. In general, the ratings show stability or improvement. Concern about speeding was lowest in the northwest of the city. Those living in the northeast were most favorable about speed enforcement on major corridors. The lowest rating on DUI enforcement came from those residing in the southwest. A majority of residents are happy with traffic enforcement, but we continue to see concerns about distracted driving. Enforcement to reduce distracted driving due to cellphones or other activities was most favorable in the southeast.





*Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”*

We asked questions to determine where residents were interacting with the police department. Less than one fifth of those responding had interacted with police personnel. Only 18% had interacted with officers in response to a 911 call.



The MPD averaged 3,466 calls for service per month which is a 10% increase from 2022 and nearly 30% increase from 2021. Officers spent an average of 31 minutes on each call and answered a total of 41,601 calls for service in 2023. Of the total number of calls answered, 38% were considered high priority responses.

In 2023, the average officer response time to the location of a call was 6.19 minutes for routine response and 4.12 minutes for emergency call response time. This

reflects an increase in average emergency call response time of just under one minute compared to 2022. This increase in response time can be attributed to staffing levels coupled with a growth in service population.

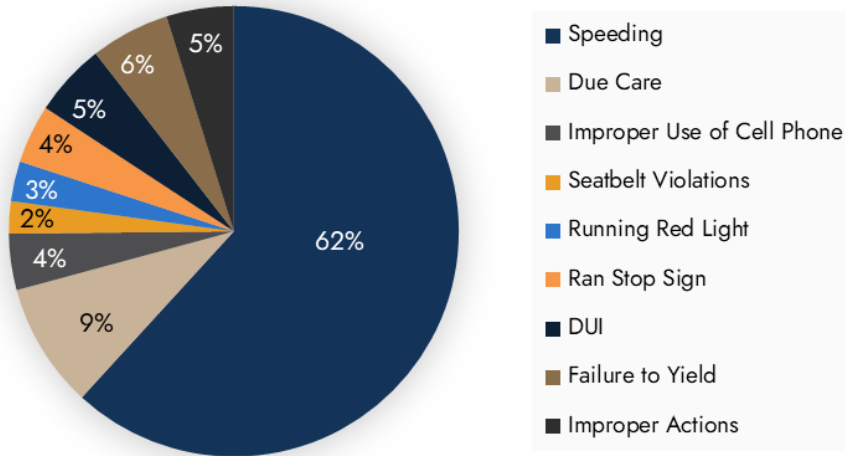
Response to traffic crashes on our city streets remains a priority for patrol. Response to traffic crashes increased slightly this year; however, the number of fatal crashes decreased 33% in 2023.

## 2023 Traffic Crashes

Total	1,851
With Injury	247
DUI Related	94
Fatal	4
Hit and Run	355



## 2023 Dangerous Driving Citations



Traffic law enforcement is an important way to impact rising traffic crash incidents. Total traffic violations charged by MPD officers was 7,488 this year, an increase of 28% from the previous year. The MPD continued the temporary traffic unit in which officers could work extra duty to enhance traffic enforcement efforts. The above chart reflects the officer-issued citations for the most dangerous driving behaviors in our community this year.

## □ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- The department had a 10% (3,801) increase in calls for service in 2023.
- Two officers received the Lifesaving Award.
- One K9 officer received the Meritorious Service Award.
- One patrol corporal received a The Purple Heart award, special internal department distinction.
- Several supervisors/administration participated in a two-day District II Homeland Security Complex Coordinated Terrorist Attack (CCTA) regional exercise along with Blount County, Knox County and Sevier County.
- The department obtained equipment which allows officers to set up temporary traffic patterns at major scenes that more effectively light the path for drivers.
- The canine units had 83 deployments. The canine teams trained for 1,188 hours. The officers assigned drug detection dogs made 149 arrests, 60 were drug related and issued 349 citations.
- One patrol officer was nominated for and received the Tennessee Highway Safety Office (THSO) Upper East Tennessee DUI Enforcement Officer Award for 2023.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Supervisors conduct monthly inspections of department issued operational equipment and vehicles to identify operational readiness and maintenance issues.



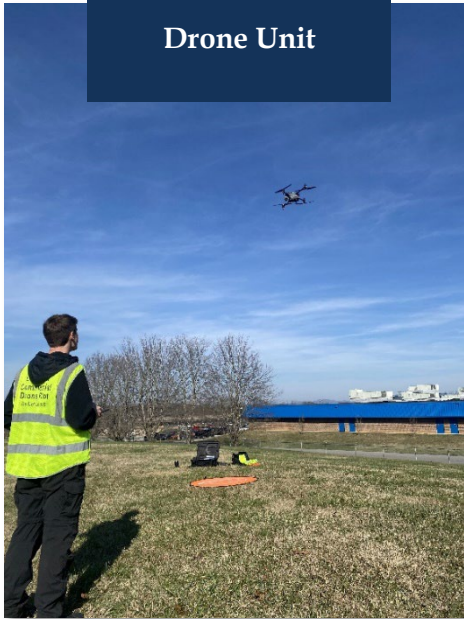
### SAFE & SECURE COMMUNITY

- Officers responded to three shootings within the city in 2023. Suspects were arrested in each incident and criminal charges placed.



- Officers assisted multiple state, federal, and local agencies in investigations which resulted in felony arrests, one of which was for first-degree murder.
- Patrol officers assisted deputies with a large-scale disturbance at the Hamblen County jail. The problem inmates were removed, and the facility secured.
- Officers participated in a multijurisdictional DUI checkpoint on Hwy 25E at the Jefferson County line. Morristown PD, Hamblen County S.O., Jefferson County S.O., White Pine PD, THP and the Tennessee Highway Safety Office participated in the event.
- Department personnel made the following arrests in 2023:
  - 2,937 total arrests
  - 1,080 individuals taken into custody for outstanding warrants.
  - 557 drug related arrests
  - 247 DUI arrests

### Drone Unit



- All Officers and supervisors attended a DUI standardized field sobriety testing (SFST) refresher course and 7 officers attend a Spanish SFST Training.
- As a result of the additional field sobriety testing training, officers made 247 DUI related arrests which is an increase from 190 in 2022.
- Patrol officers conducted safety patrols in several areas including neighborhoods, shopping areas, the downtown business district, and municipal parks. During these patrols, effort was made to engage in proactive citizen interactions.
- The Unmanned Aircraft System (UAS), aka Drone, program was requested six times. The drone was deployed to assist at the

scenes of missing persons, locating suspects and assisting city officials with pictures/video of specific areas.

- The EOD unit responded to eight callouts, ultimately locating live explosives or IED's in five incidents. Six of the callouts occurred outside the City of Morristown. The unit provided one presentation and participated in two community events.
- The traffic crash reconstruction team investigated 4 fatal traffic crashes and 9 serious injury crashes.
- The traffic crash reconstruction team utilized the Bosch CDR Tool to investigate 6 crashes.



### New EOD Equipment

## □ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

- Provide training concerning working train related incidents/crashes.



- Utilize RMS/CAD data to evaluate officers monthly and yearly activity.
- Provide officers with a training tour of the new Hamblen County Jail prior to opening.



## THRIVING, LIVABLE NEIGHBORHOODS

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- Focus additional efforts on neighborhood patrols in areas of concern noted in the Citizen's Survey.



## SAFE & SECURE COMMUNITY

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- To have selected personnel attend the A.R.I.D.E. (Advanced Roadside Impaired Driving Enforcement) course.
- At least one officer to become DRE (Drug Recognition Expert) certified.

### □ Comments on FY 2023 Actual and FY 2024 Projections:

- Machinery and Equipment line items reflect purchases of a breaching tool and drone not originally budgeted but that is incorporated via a mid-year budget modification.
- The automobile manufacturer ceased production of vehicles MPD had on order, replacing them with a new year model. This change came with an unavoidable price increase which was absorbed through mid-year budget adjustments.
- Late in FY 2024, the budget was amended to accommodate the purchase of twelve additional vehicles, which would have been planned for purchase in FY 2025. Discovering that the vehicles were readily available, and given the difficulty in the last two years to procure vehicles, purchasing the vehicles early was warranted. As a result, the budget for police vehicle purchases in FY 2025 will be removed.
- Repair and Maintenance of Vehicles line item will be significantly over budget due to maintaining older vehicles.

### □ Significant Changes for FY 2025

- Education and training expenditures are higher due to the projected academy costs for backfilled vacancies and advanced training to replace specialized skill sets. A separate line item has been created to better track basic academy expenditures.
- An increase in vehicle parts is budgeted due to continued trends in fleet maintenance costs.
- Budget includes mobile phone service for patrol personnel not currently assigned a city phone. Officers are spending a significant amount of time on personal cell phones conducting policing business. This creates a challenge in evidence control and open records management as well as imposing a burden for the officer.



## □ Personnel Summary

POLICE PATROL	FY21	FY22	FY23	FY24	FY25
POLICE CAPTAIN	4	4	4	4	4
POLICE SERGEANT	4	4	4	4	4
POLICE LIEUTENANT	4	4	4	4	4
POLICE CORPORAL	4	4	4	4	4
POLICE OFFICER	35	35	35	35	38
TOTAL POLICE PATROL	51	51	51	51	54



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>42120 - Police Patrol &amp; Traffic</i>				
111 SALARIES & WAGES	2,531,858	3,152,278	3,021,940	3,317,350
112 OVERTIME	331,698	300,000	467,458	350,000
114 WAGES & SALARIES TEMP	11,924	44,723	12,260	30,000
119 HOLIDAY PAY	115,028	115,000	130,615	131,000
134 CHRISTMAS BONUS & LONGEVITY	15,051	17,990	16,328	18,200
210 FICA	172,754	215,157	216,266	237,495
212 MEDICARE	40,402	50,319	50,578	55,543
213 TCRS CONTRIBUTION	430,834	526,440	532,090	559,098
214 EMPLOYEE HEALTH INS	717,997	887,312	791,252	903,353
217 EMPLOYEE LIFE INS	13,441	18,157	16,181	19,108
219 WORKERS COMPENSATIONS INSURANCE	54,721	60,420	75,567	83,125
226 CLOTHING/UNIFORM/SHOES	102,389	154,500	126,762	145,000
310 POSTAL SERVICE	241	500	475	500
321 PRINTING SERVICES	3,808	4,400	3,750	1,500
330 LEGAL NOTICES	288	400	225	400
345 TELEPHONE SERVICES	43,216	45,000	43,175	60,000
351 MEDICAL SERVICES	7,061	7,500	7,200	5,000
359 OTHER PROFESSIONAL SRVCS	4,580	5,000	4,750	5,000
360 REP & MAINT-COMMUNICATIONS	2,029	6,000	8,550	9,100
361 REPAIR & MAINTENANCE-VEHICLES	52,415	40,000	68,606	50,000
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	0	0	0	2,000
364 REPAIR & MAINT-BLDG/GROUNDS	1,159	6,000	1,000	4,000
375 MEMBERSHIPS & DUES	1,000	1,500	1,000	1,500
378 EDUCATION - SEMINARS & TRAINING	75,647	42,000	61,278	42,000
379 ACADEMY TRAINING	0	0	0	25,000
383 TRAVEL-BUSINESS EXPENSES	15,370	28,700	22,000	28,700
399 OTHER CONTRACTED SERVICES	29,777	103,545	253,500	103,542
411 OFFICE SUPPLIES & MATERIALS	9,436	10,000	8,026	10,000
413 OFFICE EQUIPMENT	2,353	2,500	2,500	1,200
416 MUNITIONS	20,549	41,000	52,930	46,000
419 SMALL TOOLS & EQUIP	70,497	200,245	196,360	83,300
429 GENERAL OPERATING SUPPLIES	21,148	9,000	4,000	7,000
431 GASOLINE & DIESEL FUEL	165,384	212,500	181,922	212,500
432 UNMANNED AIRCRAFT SYSTEM (DRONE) PROGRAM	1,805	5,700	4,500	2,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	112,374	70,000	112,022	100,000
510 INSURANCE - GENERAL LIABILITY	152,075	167,283	241,382	265,520
523 PROPERTY (CONTENTS) INSURANCE	23,115	24,695	23,270	25,600
533 EQUIPMENT - RENTAL/LEASE	3,105	3,500	3,180	4,000
695 K-9 DOGS AND SUPPLIES	4,684	4,700	5,317	3,700
960 MACHINERY & EQUIPMENT	23,225	9,200	8,000	0
971 MOTOR EQUIPMENT	225,650	560,000	1,732,487	0
<i>42120 - Patrol &amp; Traffic</i>	<i>5,610,088</i>	<i>7,153,164</i>	<i>8,508,702</i>	<i>6,948,334</i>



# Investigations

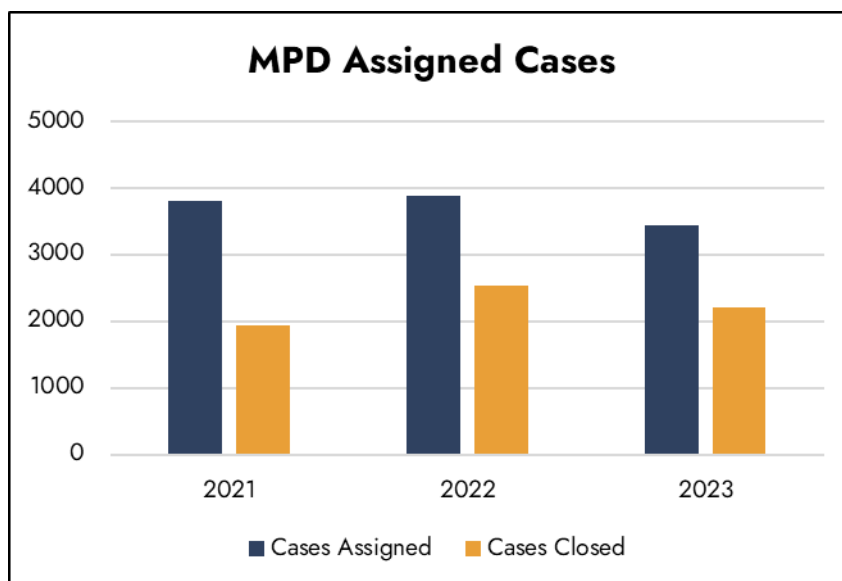
This division is equipped to conduct major case investigations and conduct plain clothes assignments. This division also assists the organization to prevent crime through the proactive detection and deterrent of criminal activities and participation in community relations programs.

The functions of this division are accomplished through the investigation of crimes, arrest, prosecution, and conviction of offenders.

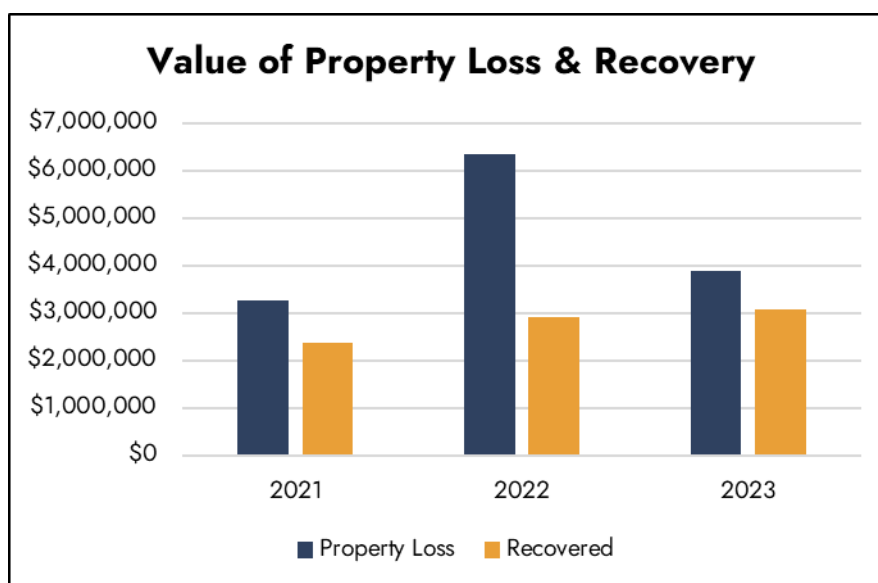
## ❑ Performance and Workload Measures

Case	2020		2021		2022		2023	
Classification	Assigned	Closed	Assigned	Closed	Assigned	Closed	Assigned	Closed
Arson	3	1	2	0	7	3	2	0
Assault	217	170	173	106	187	95	207	146
Auto Theft	148	109	154	92	196	90	123	84
Bomb Threat	4	4	2	3	3	2	3	0
Burglary	149	45	112	35	103	28	120	46
Child Abuse	47	43	36	27	37	19	28	33
Domestic Violence	460	433	488	408	477	342	473	421
Forgery	138	60	51	15	21	11	14	6
Fraud	228	146	260	71	409	172	250	86
Kidnap	0	0	0	0	1	1	2	1
Larceny	1,096	534	1,082	313	999	285	776	355
Miscellaneous	1,153	879	1,306	774	1,295	728	1,299	917
Missing Person	76	71	77	67	94	74	88	82
Murder	2	0	1	0	0	0	1	0
Rape	17	8	20	8	19	2	27	14
Robbery	12	10	15	8	9	5	6	2
Sexual Battery	15	6	24	4	23	6	24	13
TOTAL	3,765	2,519	3,803	1,931	3,880	1,863	3,443	2,206





The number of cases assigned has remained steady over the past three years. The case closure rate for 2023 is 64%.



The dollar value of recovered property lost in reported crimes such as arsons, auto thefts, burglaries, robberies, and frauds has increased over the past four years.

## ❏ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Detectives, working with other department divisions, investigated a homicide that occurred in north Morristown. After a week-long investigation, two individuals were charged with First Degree Murder, Attempted First Degree Murder, and Especially Aggravated Robbery.



- Charges were placed against one individual for causing more than \$13,000 worth of damage after targeting a local business in multiple acts of vandalism. The individual was identified after multiple hours of surveillance and investigative work.
- A juvenile suspect was charged with Aggravated Assault, Theft of Property, Burglary of a Motor Vehicle, and Handgun Possession Prohibited in a shooting near West High School. Investigators working with other MPD divisions apprehended the suspect in a nearby residence.
- Detectives charged an individual with Aggravated Assault who was responsible for a shooting in the early-morning hours at a downtown party.



## SAFE & SECURE COMMUNITY

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- For the year 2023, the Detective Division was assigned 3,443 cases. The Detective Division closed a total of 2,206 cases, which is a 64% closure rate, with 507 cases closed by investigator arrest.

### □ Goals for FY 2025



## SAFE & SECURE COMMUNITY

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- Update case file review procedures for death cases considered suspicious or where the cause of death is unknown.
- For the Victim/Witness Coordinator to seek out and attend a Crisis Intervention Team (CIT) “Train the Trainer” class to enable her to serve as a CIT instructor for the Morristown Police Department.
- Provide officers and detectives with training on Orders of Protection.
- Assign the Victim/Witness Coordinator to seek out and attend a “Train the Trainer” class relative to domestic assault and strangulation to enable her to provide a class on domestic violence laws and dealing with strangulation cases for Morristown Police Department officers and detectives.



## HIGH PERFORMING ORGANIZATION

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- To develop procedures for reviewing willfully surrendered property prior to evidence purges, i.e., firearms, knives, other weapons, etc. surrendered voluntarily during police investigations for safety reasons.

### □ Comments on FY 2023 Actual and FY 2024 Projections

- Due in part to supply chain challenges with vehicles, it was determined that Patrol’s need for vehicles was greater, so the vehicle budgeted for Investigations in FY 2023 was not purchased.
- The increase in Small Tools and Equipment provided for updated night vision optics for tactical response members in this division.

### □ Significant Changes for FY 2025

- This budget provides for one investigator to attend the National Forensics Academy.
- An increase is included in the Uniforms line item to provide rifle protection vests for tactical response members in this division.
- The Computer and Data line item includes funding specifically for video enhancement software.



## ☐ Personnel Summary

POLICE INVESTIGATIONS	FY21	FY22	FY23	FY24	FY25
DETECTIVE CAPTAIN	1	1	1	1	1
POLICE DETECTIVE SERGEANT	1	1	1	1	1
POLICE DETECTIVE LIEUTENANT	1	1	1	1	1
POLICE DETECTIVE CORPORAL	1	1	1	1	1
POLICE DETECTIVE	8	8	8	8	8
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
<b>TOTAL POLICE INVESTIGATIONS</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

## ☐ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>42130 - Police Investigation</i>				
111 SALARIES & WAGES	707,115	724,643	727,627	840,972
112 OVERTIME	48,917	35,000	48,650	35,000
119 HOLIDAY PAY	20,421	30,000	21,054	30,000
134 CHRISTMAS BONUS & LONGEVITY	7,953	7,267	7,415	8,790
210 FICA	46,333	47,549	48,902	56,716
212 MEDICARE	10,836	11,121	11,437	13,265
213 TCRS CONTRIBUTION	114,822	116,341	121,913	134,219
214 EMPLOYEE HEALTH INS	171,714	171,739	179,038	187,568
217 EMPLOYEE LIFE INS	3,787	4,174	4,137	4,844
219 WORKERS COMPENSATIONS INSURANCE	16,899	11,660	16,044	17,650
226 CLOTHING/UNIFORM/SHOES	13,167	11,050	11,168	16,050
310 POSTAL SERVICE	1,689	1,500	1,200	1,500
321 PRINTING SERVICES	300	200	300	200
345 TELEPHONE SERVICES	5,403	10,000	5,484	6,500
351 MEDICAL SERVICES	298	750	300	750
355 COMPUTER/DATA PROCESSING	0	2,000	1,000	5,100
359 OTHER PROFESSIONAL SRVCS	2,663	300	500	1,000
361 REPAIR & MAINTENANCE-VEHICLES	2,106	1,000	1,750	3,500
375 MEMBERSHIPS & DUES	1,275	600	550	700
378 EDUCATION - SEMINARS & TRAINING	4,233	7,500	5,273	19,500
383 TRAVEL-BUSINESS EXPENSES	7,466	7,870	7,000	13,200
399 OTHER CONTRACTED SERVICES	5,214	7,200	7,000	4,100
411 OFFICE SUPPLIES & MATERIALS	12,021	12,500	12,000	12,500
413 OFFICE EQUIPMENT	222	2,000	1,250	2,000
419 SMALL TOOLS & EQUIP	3,536	18,770	17,389	9,650
429 GENERAL OPERATING SUPPLIES	1,306	2,000	1,030	2,000
431 GASOLINE & DIESEL FUEL	19,768	20,000	19,500	20,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	9,652	6,000	8,000	7,000
510 INSURANCE - GENERAL LIABILITY	25,588	28,147	25,695	28,265
523 PROPERTY (CONTENTS) INSURANCE	5,276	5,699	5,370	5,910
533 EQUIPMENT - RENTAL/LEASE	5,725	8,000	5,851	9,504
971 MOTOR EQUIPMENT	33,379	0	8,724	0
<i>42130 - Police Investigation</i>	<i>1,309,084</i>	<i>1,312,580</i>	<i>1,332,551</i>	<i>1,497,953</i>



# Narcotics & Vice

The Narcotics & Vice 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 & Vice Department also coordinates joint efforts with local, state and federal agencies inside and outside the Morristown city jurisdictional boundaries. This department also investigates gambling violations, prostitution, and illegal alcohol sales.

## □ Performance and Workload Measures

Activity	2021	2022	2023
Persons Arrested - Felony	172	131	147
Persons Arrested - Misdemeanor	148	79	88
Narcotics Related Charges	304	243	260
Non-Narcotics Related Charges	327	243	278
Other Agency Assists	16	45	45

## □ Significant Accomplishments FY 2024



### SAFE & SECURE COMMUNITY

- Narcotics/vice division made a total of 235 arrests and 538 narcotic and non-narcotic related charges in 2023. The unit seized \$23,652 in cash.
- Served 8 search warrants and investigated 91 drug overdose cases.
- Assisted the criminal apprehension unit for 315 hours resulting in 32 arrests.
- Assisted in the prosecution of multiple individuals for crimes ranging from drug charges to murder.



### HIGH PERFORMING ORGANIZATION

- Two detectives completed a Drug-Related Investigations course.
- One detective completed a Technology Mindset for Investigations course.
- Received \$2,923.30 from Narcotics' participation in search warrant of Southeastern Provisions.
- The unit corporal was assigned to the US Marshals Fugitive Task Force (Smoky Mountain Region).
- Narcotic Detective Training for 2023 included more than 270 hours of specialized training above the mandated state requirements.
- The unit sergeant completed the TBI Leadership Training Program.





## RESPONSIBLE MANAGEMENT OF CITY'S ASSETS

- GovDeals vehicle sales: \$25,714.51
  - Narcotics Fund: \$20,527
  - DUI/DOR: \$5,187.51

### ❑ Goals for FY 2025



#### SAFE & SECURE COMMUNITY

- Increase focus on interdiction operations in areas of possible illegal drug activity.
- Work toward increasing the number of search warrants executed in an effort to disrupt the sale of illegal narcotics.



#### HIGH PERFORMING ORGANIZATION

- Develop a process to electronically share narcotic agents' schedules with other department divisions.
- Continue to participate with other local, state, and federal organizations to help address drug trafficking within the city.

### ❑ Comments on FY 2023 Actual and FY 2024 Projections:

- Expenditures were within budget.

### ❑ Significant Changes for FY 2025

- Decrease in requested Undercover Expense line item due to changes in operational procedures.

### ❑ Personnel Summary

POLICE NARCOTICS & VICE	FY21	FY22	FY23	FY24	FY25
DETECTIVE CAPTAIN	1	1	1	1	1
DETECTIVE SERGEANT	1	1	1	1	1
DETECTIVE CORPORAL	0	0	0	0	0
DETECTIVE	4	4	4	4	4
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
TOTAL POLICE NARCOTICS & VICE	7	7	7	7	7



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>42171 - Narcotics and Vice</i>				
111 SALARIES & WAGES	274,589	448,081	351,667	419,942
112 OVERTIME	24,248	40,000	29,055	40,000
119 HOLIDAY PAY	8,836	15,000	10,784	15,000
134 CHRISTMAS BONUS & LONGEVITY	3,000	4,220	3,607	3,940
210 FICA	26,367	30,523	30,648	29,691
212 MEDICARE	6,166	7,139	7,168	6,944
213 TCRS CONTRIBUTION	65,000	74,683	77,091	70,371
214 EMPLOYEE HEALTH INS	67,442	109,232	77,963	93,783
217 EMPLOYEE LIFE INS	1,538	2,581	1,858	2,419
219 WORKERS COMPENSATIONS INSURANCE	6,846	7,420	11,869	13,060
226 CLOTHING/UNIFORM/SHOES	4,030	5,300	4,384	5,300
310 POSTAL SERVICE	190	500	200	500
321 PRINTING SERVICES	0	80	50	80
330 LEGAL NOTICES	0	250	0	250
351 MEDICAL SERVICES	0	140	84	140
375 MEMBERSHIPS & DUES	0	265	175	265
378 EDUCATION - SEMINARS & TRAINING	1,179	3,000	2,500	3,000
383 TRAVEL-BUSINESS EXPENSES	527	5,000	1,222	3,000
510 INSURANCE - GENERAL LIABILITY	13,890	15,279	13,949	15,345
523 PROPERTY (CONTENTS) INSURANCE	2,864	3,094	2,915	3,210
533 EQUIPMENT- RENTAL/LEASE	1,099	2,900	1,191	2,900
<i>42171 - Narcotics and Vice</i>	<i>507,811</i>	<i>774,687</i>	<i>628,380</i>	<i>729,140</i>



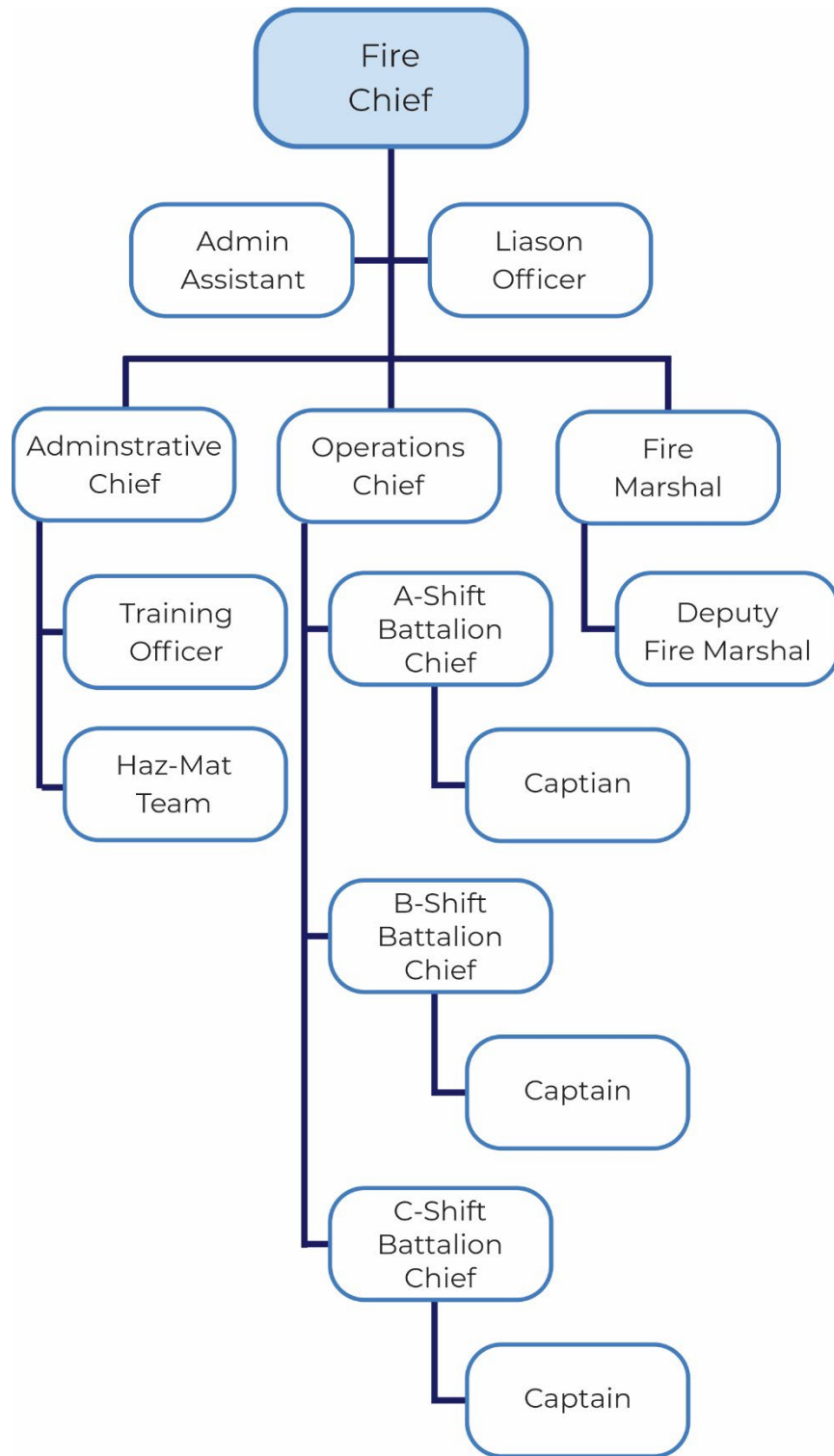


# FIRE DEPARTMENT





# Fire Organization Chart





# MISSION STATEMENT

The Morristown Fire Department  
Trains, Prepares, and Responds to:  
Preserve life, Protect Property, and  
Promote Safety.

The Morristown Fire Department strives to be  
Innovative, Adaptive, and Resilient  
in the face of internal and external  
challenges.

The Morristown Fire Department Core Values are  
Trust-Integrity-Respect-Excellence

The Morristown Fire Department is comprised of 86 total personnel with 78 being assigned to fire suppression duties and 8 assigned administrative jobs or other tasks.

The department protects a population of approximately 30,000 citizens in an area of 27.9 square miles with an average response time (turn-out and travel) of 5 minutes or less.

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 and one command vehicle. Additionally, the department provides emergency medical services to the community.

The day-to-day oversight responsibilities for the department are assigned to the Fire Chief. His assistants include an Administrative Deputy Chief, an Operations Deputy Chief, the Fire Marshal, Deputy Fire Marshal, Training Officer, Logistics Officer, and an Administrative Assistant.

Other services provided to the community include a Hazardous Materials Team, Technical Response Team (ropes, confined space, etc.), CPR instructors, Child Restraint Seat Technicians, Fire Safety Educators, Fire Safety Inspectors, Arson Investigators, and an Honor Guard.

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





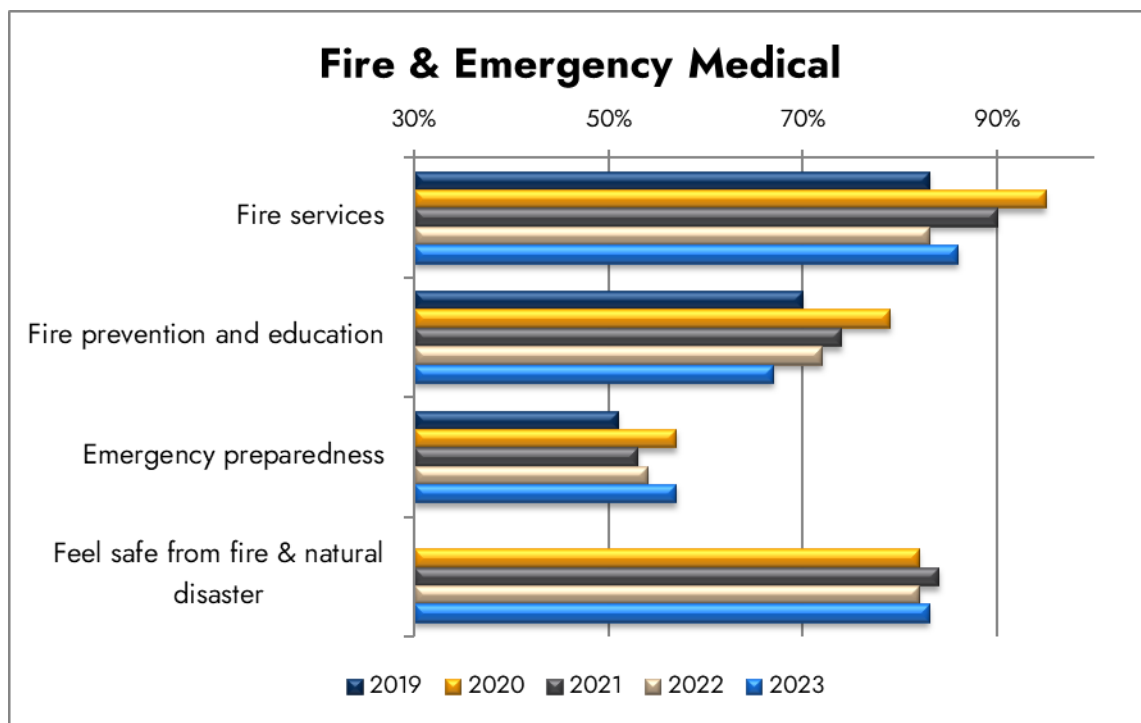
# Fire Administration

Fire Administration 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. They are responsible for coordinating, directly supervising or exercising oversight of fire personnel, firefighting equipment, EMS equipment, specialized units and teams, 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 and has supervisory oversight of all fire department functions.

## □ Performance and Workload Measures



Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

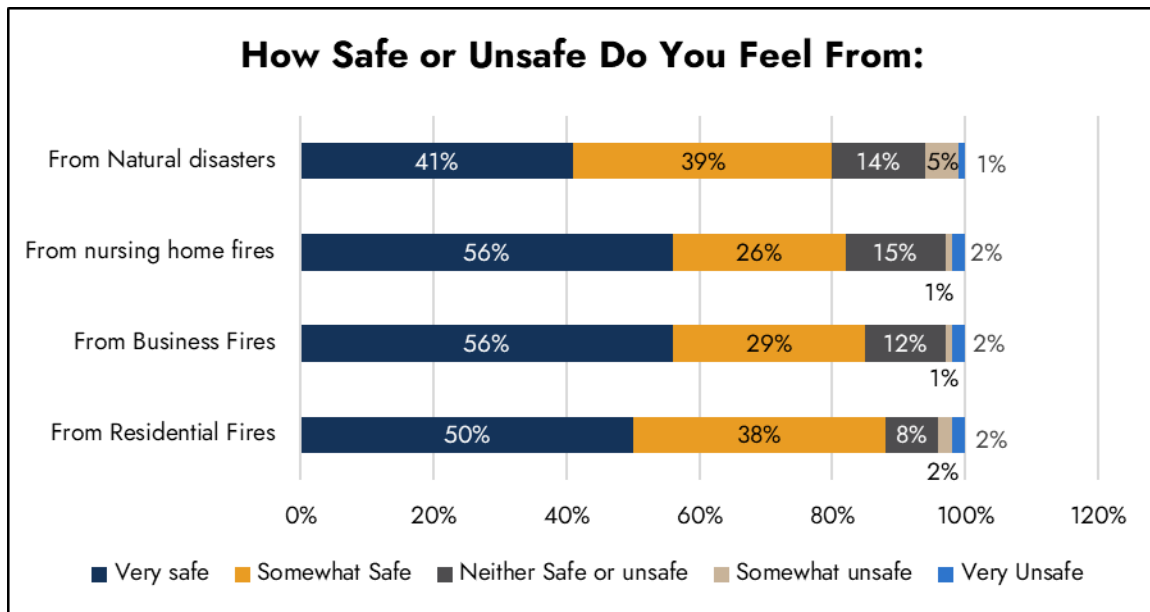
Morristown resident approval rating of the fire department increased to 86% – below the record high 95% approval rating set in 2020. The 2022 83% positive approval rating tied the record low for fire services set in 2019. This rating is comparable to our peers across the nation, something we have seen in every survey over the last 13 years. Ratings were lower in neighborhoods in the southwest of the community; those with incomes under \$50,000 were less favorable than others.



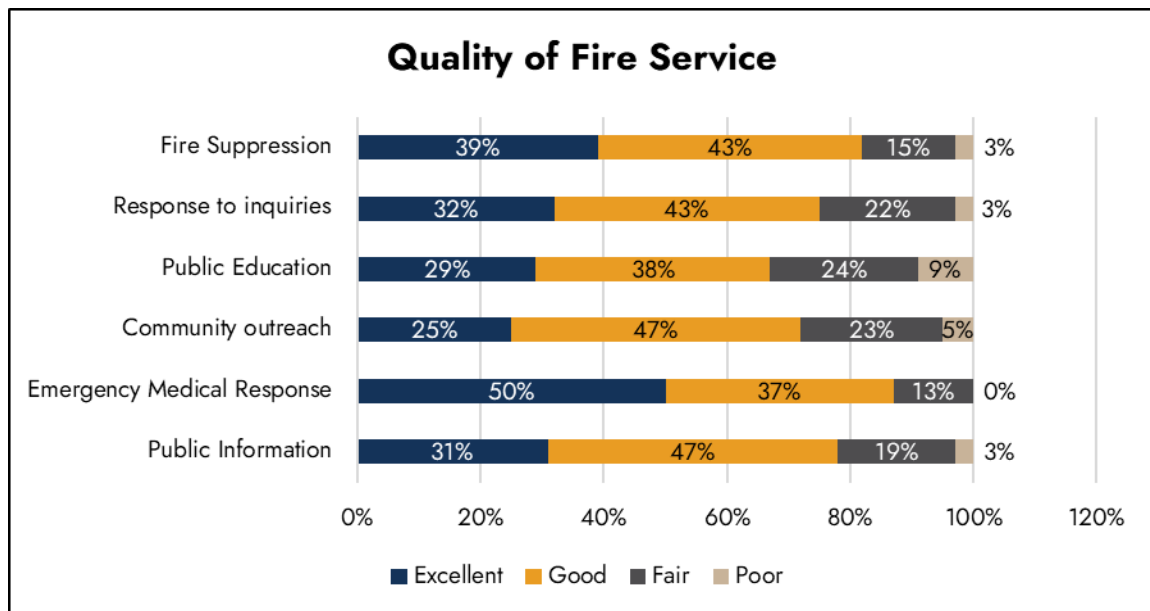
Fire prevention and education continued its downward trend; an approval rating of 67% is still close enough to the average score we've seen, and the difference is within the margin of error for the survey. Prevention ratings are comparable to communities across the nation. Younger residents are less favorable about our education efforts. Those living in neighborhoods in the north of the community are more favorable.

A majority of those responding had favorable opinions about emergency preparedness. This score continues to be comparable to those seen across the nation, something we have seen for the past 10 years.

The survey asked people how safe they feel from fire and natural disasters. The 83% favorable rating is similar to peers across the nation and consistent with what we have seen in the past.



Resident ratings on fire safety are comparable to what we see for the overall rating for fire services. There is slightly more concern about the potential for natural disasters than from fire.





While the ratings for the quality of fire services are fairly consistent, residents are most pleased with emergency medical response. Education and outreach appear to be an area for improvement.

## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Fire companies continued to visit several schools and civic functions to deliver fire education programs.
- Narcan/Naloxone applications were down from the previous year's program with 38 deliveries.
- Continued to utilize the Premise employee clinic to administer NFPA physicals at a substantial savings to the city. Physicals met the standards of the Barry Brady Act as well.
- Expanded use and utilization of Mobile Data Terminals (MDT's) onboard front-line response vehicles.
- Again, all Pre-Fire Planning was completed and expanded on MDT's for the first year. MDT's were taken inside facilities and data was entered as fire companies did walk-throughs.
- All hydrant test data was entered to on-board MDT's. This puts hydrant information at the fingertips of responding fire units. It also allows dispatchers to broadcast nearest hydrant information to responding engines.
- Provided staff officers to other regional departments to participate in promotional testing through MTAS.
- Continued to utilize the 911 Computer Aided Dispatch (CAD) data to tabulate monthly audits to help ensure compliance with the National Fire Protection Association (NFPA) Standard 1710 and setting standards for response times.
- Continued to safeguard the department's Class 2 Insurance Service Office (ISO) rating by ensuring compliance with regulations, requirements, and training standards.
- Continued to work with Morristown-Hamblen County Communications District (E911) to develop and implement Fire Department functions of new Computer Aided Dispatch (CAD) software. Expanded procedures of dispatching to text for the administrative personnel and Battalion Chiefs.
- Continued using several cloud-based software packages for incident reporting, personnel management, document training, and governing equipment management and inventory.
- Applied for—and was granted—a second Hazardous Materials Emergency Preparedness Grant (HMEP) through the State of Tennessee Emergency Management Agency.
- For the second year in a row, successfully administered new physical fitness program and tests with continued positive “buy-in” from firefighters. Many firefighters continue to lose weight and the department as a whole is in better shape than in past years.
- Placed three new staff vehicles in service.
- Continued to procure quality, Basic Life Support (BLS) medical supplies to increase the effectiveness of our Advanced Emergency Medical Technician (AEMT) level care.

#### **Staff Board, Committee & Association Participation**

- 911 Board of Directors (and two committees)
- EMS Board of Directors (Chairman)
- Regional Fire Chiefs Association
- Regional Training Association
- Local Emergency Planning Committee (Vice Chairman)
- Northeast Tennessee Regional Fire Marshal's Association
- Northeast Tennessee Regional Fire Training Association



## **FIRE FIGHTER FITNESS STANDARDS**

Fire Fighters must all complete a standardized fitness test and will have 10:20 to complete all eight stations.

This is a pass or fail test. The following challenges must be completed:

- Climb on stair climber at a rate of 60 steps per minute for 3 minutes.
- Drag a 200 foot 1 ¾ hose line 100 feet, then pull the other 100 feet of hose hand over hand to a designated point.
- Pick up two 25-pound weights and carry in a straight line 75 feet around a cone and back to the original starting point.
- Take 10 controlled strikes with a sledgehammer at a waist high rubber plate simulating a door breach.
- Drag 165-pound dummy 40 feet around a cone and back to the original starting point.
- Raise a 24 foot extension ladder while contacting each rung while raising. Then fully extend the ladder while using a hand over hand-controlled motion and lowering the ladder in the same manner.
- Crawl on hands and knees 65 feet through a confined space to simulate conducting a search in a structure.
- Using a 6-foot pike pole, fully push a 60-pound weighted plate until it stops and lower until it stops 3 times. Then will pull an 80-pound weighted handle down fully and release it fully 5 times. 4 sets to be completed.



## **RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS**

- Maintained internal controls over physical inventory to further ensure efficient tracking and management of required and readily available equipment/supplies.
- Budgeted repairs to towers on two Skybooms and one platform.
- Maintained testing on ladder/tower systems on all platforms and truck-mounted ladders to ensure NFPA compliance.
- Maintained testing of each apparatus fire pump.
- Maintained and tested each section of hose within the department.



## **SAFE & SECURE COMMUNITY**

- Continued to review and revise Fire Department protocols to ensure they reflect current NFPA, Federal and State mandates for fire department "Good Practices" in the delivery of services.

## **□ Goals for FY 2025**



## **HIGH PERFORMING ORGANIZATION**

- Continue to work with the Civil Service Board to institute new criteria for either awarding (at all levels) or mandating Advanced Emergency Medical Technicians (AEMTs) at entry level.



- Continue to improve the Advanced Emergency Medical Technician level service for better patient outcomes.
- Continue to utilize and advance Mobile Data Terminal (MDT) usage on all front-line response vehicles.
- Reduce the average response time to under 5 minutes (This is both turn-out and travel time).
- Continue to utilize new Preplan software developed by the City's GIS Department onboard each apparatus which streamlines the preplan process and information sharing between stations.
- Continue to use new Fire Reporting software (ESO) that interfaces with the 911 CAD system.
- Continue to make MFD personnel aware of the City's participation in the National Citizen's Survey and the importance of quality public relations in all contacts with our citizens.
- Continue to review with all MFD staff and supervisors to ensure all pertinent policies, procedures and protocols are in place to maintain our community's Public Protection Classification (PPC) Class II through ISO.
- Continue to provide leadership to promote an atmosphere of personal responsibility and accountability, while encouraging a positive and professional climate within the fire department.
- Once again, work closely with City's Human Resources Department to ensure best practices for personnel physicals through the city clinic, while maintaining compliance with NFPA, TOSHA and the Barry Brady Act.
- Continue to work with the City's GIS Department to develop data tools to help manage fire department functions.
- Plan for future capital purchases involving equipment, facilities, personnel, and engines/vehicles.
- Certify 3 - 4 personnel as Peer Fitness Training instructors.
- MFD Staff will continue to assist Training Division in ensuring adequate personnel, updated tools and equipment for all Special Operations Teams, including:
  - Car Seat Technicians
  - CPR Instructors
  - Hazardous Materials Team
  - Honor Guard
  - Rope Rescue Team
  - Certified Fire Instructors
  - Certified Live Burn Instructors

### What is the Barry Brady Act?

The Brady Act is a state statute named in honor of Barry Brady's life and fire service. The Act provides that certain types of cancers diagnosed in fire service employees may be presumed to have been acquired as the result of employment in the fire service as well as the eligibility requirements for firefighters seeking to be covered by the presumption. The Act outlines specific employment, pre-employment, and annual medical monitoring that a firefighter must undergo in order to be covered by the presumption.



## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Continue to participate on the city/county communications committee to help maintain the new Tennessee Advanced Communications Network (TACN) digital radio system.
- Continue the focused goal of proper maintenance, repair or upgrading of facilities and equipment.
- Maintain an inventory of supplies and equipment required to successfully complete the fire department's stated mission.
- Continue to pursue grant opportunities.



## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be at or under budget.

## ❑ Significant Changes for FY 2025

- There are no significant variations in the Fire Administration budget for FY 2025

## ❑ Personnel Summary

FIRE ADMINISTRATION	FY21	FY22	FY23	FY24	FY25
FIRE CHIEF	1	1	1	1	1
DEPUTY FIRE CHIEF	2	2	2	2	2
TRAINING OFFICER	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
LIAISON OFFICER	1	1	1	1	1
TOTAL FIRE ADMINISTRATION	6	6	6	6	6

## ❑ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>42210 - Fire Administration</i>				
111 SALARIES & WAGES	480,398	515,187	508,234	516,066
112 OVERTIME	4,958	2,000	9,156	10,000
134 CHRISTMAS BONUS & LONGEVITY	5,428	5,456	6,097	6,200
210 FICA	29,214	32,404	31,594	34,984
212 MEDICARE	6,833	7,579	7,389	8,182
213 TCRS CONTRIBUTION	73,845	79,285	79,322	85,597
214 EMPLOYEE HEALTH INS	93,715	94,193	93,828	94,336
217 EMPLOYEE LIFE INS	2,587	2,967	2,758	3,157
219 WORKERS COMPENSATIONS INSURANCE	6,241	6,360	7,405	8,150
226 CLOTHING/UNIFORM/SHOES	81	2,500	1,000	3,000
310 POSTAL SERVICE	4	50	25	50
321 PRINTING SERVICES	0	0	116	0
341 ELECTRICITY	257	500	0	500
343 NATURAL GAS & PROPANE	2,815	1,500	540	1,500
345 TELEPHONE SERVICES	3,920	6,000	3,755	6,000
351 MEDICAL SERVICES	84	0	28	0
371 SUBSCRIPTIONS & BOOKS	0	250	85	250
375 MEMBERSHIPS & DUES	673	600	525	600
378 EDUCATION - SEMINARS & TRAINING	1,155	1,000	750	1,000
383 TRAVEL-BUSINESS EXPENSES	518	1,000	1,000	1,500
411 OFFICE SUPPLIES & MATERIALS	90	1,750	700	1,750
431 GASOLINE & DIESEL FUEL	10,056	12,500	10,000	12,500
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	662	2,000	500	2,000
510 INSURANCE - GENERAL LIABILITY	2,559	2,815	3,436	3,780
523 PROPERTY (CONTENTS) INSURANCE	989	1,069	1,476	1,625
533 EQUIPMENT- RENTAL/LEASE	2,472	3,500	2,139	2,000
<i>42210 - Fire Administration</i>	<i>808,039</i>	<i>782,465</i>	<i>771,858</i>	<i>804,727</i>



# Fire Prevention and Inspection

Lead by the Fire Marshal, 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.

Other Fire Prevention and Inspections activities 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 proposed development under consideration, including proposed annexations. Further, the office reviews new construction and remodeling plans for compliance with applicable codes, while making prudent attempts to inspect all existing structures within our jurisdiction. An additional function of this office is to regulate open burning within the City's jurisdiction; the office uses a permitting system to assist in tracking these requests.

The Fire Marshal is assisted in the performance of these tasks by the Deputy Fire Marshal and four shift personnel; all assistants are certified by the State of TN to perform such job functions.

## □ Performance and Workload Measures

<b>Public Education and Fire Safety Programs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Pub Ed / Fire Safety Programs	69	14	36	85	88
Extinguisher Classes	5	0	0	20	21
Children	8,348	1,766	5,062	9,808	10,302
Adults	7,937	1,258	3,184	7,520	9,869
Literature	3,590	545	1,295	6,490	8,750
Program Hours	163.5	29.5	144	167	183

<b>Smoke Alarm Program</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Households Affected	27	21	24	37	26
Alarms Installed by FD Personnel	47	33	28	53	37
Alarms Given Out to Citizens	20	35	44	72	28
Batteries Distributed	29	22	30	9	69



Fire Inspections	2019	2020	2021	2022	2023
Code Violations	290	189	1,100	763	750
Occupancy Inspections	808	920	1,432	1,243	1,359

Burn Permits	2019	2020	2021	2022	2023
Issued	110	101	193	147	213
Denied	13	17	37	35	38
Requests	123	118	230	182	251

- Occupancy inspections rose this year to 1,363. This is a direct result of the growth of new buildings and multi-family developments.
- Of the 1,363 inspections, Code violations totaled 750.
- Burn permit requests continued to trend downward to 123 with 13 denied.
- The MFD focused sharply once again on Public Education/Fire Safety Programs in 2023. In total, 20,675 adults and children were in contact with fire personnel delivering public education information in some format (up from last year and back to pre-COVID levels).
- Public Education/Life Safety events totaled 111, with a total of 192.5 program hours.
- Utilized Public Service Announcements (PSAs) on local radio stations and MUSFiber Channel 7 to push fire safety information.
- Continued to offer Fire Extinguisher Training to commercial and industrial occupancies.

## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Maintained performance measurements by utilizing qualified shift personnel to perform fire-cause investigations.
- Began training for another fire-cause investigator.
- Smoke detector program: delivered, installed, or changed batteries in 127 alarms, affecting 46 households, up from last year.
- Maintained benchmarking standards for the number of inspections performed, while resolving documented fire code violations in a timely manner.
- Held representation on Tennessee Public Educator's Board of Directors.
- Physically participated in community events such as Future Ready Expo and job fairs to recruit future firefighters.
- Certified and trained three existing staff members as new fire inspectors.
- Three certified fire inspectors attended the International Association of Arson Investigators.



Crews battle Parks-Belk Fire





## SAFE & SECURE COMMUNITY

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- The annual number of fire inspections was up by 9% over the previous year.
- Conducted inspections of licensed Day Care facilities in our jurisdiction per requests of State Licensing Department.
- Focused inspections in the downtown business district.
- 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 closely with Planning and Building Departments to ensure consistent oversight of construction projects within our jurisdiction.
- Maintained three certified Fire and Life Safety Educators.



## A HEALTHY & VIBRANT CITY

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- To improve survey findings for Fire Prevention's portion of the National Citizens Survey, the department:
  - Partnered with the State Fire Marshal's Office in the "Cooking Safety Starts With You" campaign.
  - Promoted a focused fire safety message via local newspaper, social media, and billboards.
  - 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.
  - Participated in several community events, distributing fire safety information.
  - Continued to provide smoke alarms, at no cost, to those in our community who are most vulnerable.

## □ Goals for FY 2025



## HIGH PERFORMING ORGANIZATION

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- Provide on-the-job mentoring to ensure competency in required tasks, while maintaining oversight and ensuring competency of seven assistant fire inspectors on shift.
- Continue the process to certify a second fire/arson investigator through the International Association of Arson Investigators.
- Continue using Facebook, Twitter, and City's website as outlets for sharing Public Fire Safety Education or Prevention messages.
- Continue to re-evaluate our Community Risk Reduction and customize public education programs to reach those areas of high risk.



## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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- Continue conducting annual life safety inspections at all City-owned facilities.





## SAFE & SECURE COMMUNITY

- Maintain proactive approach to Public Educational activities.
- Continue to work with local businesses, church groups and civic clubs to help replenish our stock of smoke alarms which are provided at no cost to those in need.
- Accompany the State Fire Marshal's Office on their site inspections in Morristown.
- Continue to conduct life safety inspections of major industries, businesses, institutions, special structures, as well as the downtown business historical district.
- Provide OSHA mandated fire extinguisher training when requested by local industries and businesses.
- Evaluate the "open burn" permitting system.
- Continue to work with local and state entities to maintain oversight on the substantial amount of new construction within the city.

### ☐ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be at or under budget.

### ☐ Significant Changes for FY 2025

- No significant budget requests for this account.

### ☐ Personnel Summary

FIRE PREVENTION & INSPECTION	FY21	FY22	FY23	FY24	FY25
FIRE MARSHAL	1	1	1	1	1
DEPUTY FIRE MARSHAL	1	1	1	1	1
TOTAL FIRE PREVENTION & INSPECTION	2	2	2	2	2



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>42220 - Fire Prevention &amp; Inspection</i>				
111 SALARIES & WAGES	159,702	172,587	168,167	189,056
112 OVERTIME	100	0	0	0
134 CHRISTMAS BONUS & LONGEVITY	1,864	1,875	2,034	2,060
210 FICA	9,698	10,817	10,164	11,850
212 MEDICARE	2,268	2,530	2,377	2,772
213 TCRS CONTRIBUTION	24,282	26,466	25,820	28,993
214 EMPLOYEE HEALTH INS	31,167	31,402	31,209	31,473
217 EMPLOYEE LIFE INS	852	994	919	1,089
219 WORKERS COMPENSATIONS INSURANCE	1,956	2,120	2,468	2,720
226 CLOTHING/UNIFORM/SHOES	845	1,500	500	2,000
310 POSTAL SERVICE	20	100	20	100
345 TELEPHONE SERVICES	1,322	1,800	1,728	1,800
355 COMPUTER/DATA PROCESSING	0	2,500	500	1,000
371 SUBSCRIPTIONS & BOOKS	515	2,000	550	1,500
375 MEMBERSHIPS & DUES	234	1,200	1,000	1,500
378 EDUCATION - SEMINARS & TRAINING	1,653	2,500	2,500	4,000
383 TRAVEL-BUSINESS EXPENSES	3,184	4,000	4,000	5,000
386 PUBLIC EDUCATION & TRAINING	3,179	3,500	5,237	3,500
411 OFFICE SUPPLIES & MATERIALS	106	500	200	500
413 OFFICE EQUIPMENT	1,300	0	0	1,000
429 GENERAL OPERATING SUPPLIES	190	500	250	500
431 GASOLINE & DIESEL FUEL	3,982	6,875	4,450	6,875
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	1,721	2,000	1,000	2,000
510 INSURANCE - GENERAL LIABILITY	5,118	5,630	5,139	5,655
523 PROPERTY (CONTENTS) INSURANCE	1,055	1,140	1,074	1,185
<i>42220 - Fire Prevention &amp; Inspection</i>	<i>256,313</i>	<i>284,536</i>	<i>271,306</i>	<i>308,128</i>

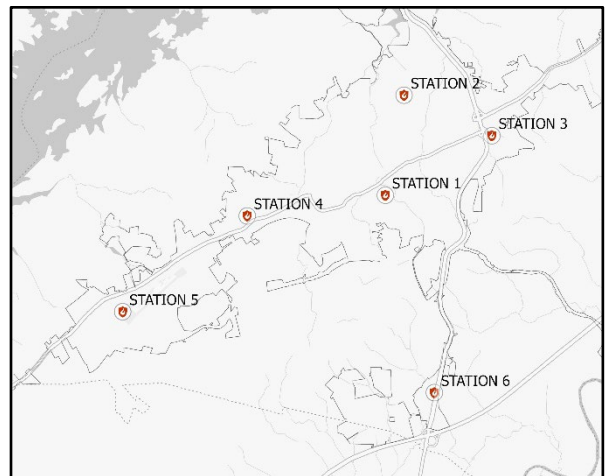


# Fire Stations

The Fire Stations budget provides funding for expenditures 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 are required to 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. This office maintains records of all maintenance issues (including fire department's vehicle fleet of apparatus 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. The department places a 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: 337 Central Church Road
- Station 5: 5700 Air Park Boulevard
- Station 6: 5020 South Davy Crockett Parkway
- Administrative Building: 415 West Louise Avenue



## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Continued proper maintenance/repair of all facilities and their systems or equipment.
- Ensured a well-kept appearance reflecting the character of the City of Morristown.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Purchased a new firefighter gear washer/extractor and installed at Station 1, giving the department 2 gear washers.
- Converted a utility closet into a firefighting gear drying room.
- Stripped and waxed floors and cleaned carpets at all stations except Fire Stations 3 and 4.



- Completed site development for the new Station 3 and training tower location in coordination with the redevelopment of Thompson Creek Road.
- Procured the training tower for the new Station 3 site on Thompson Creek Road.
- Completed design, bidding, and started construction on the new Station 3 facility.



## ❑ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

- Assist in the oversight of the construction of the new Fire Station No. 3 and adjacent training tower on Thompson Creek Road. Construction is likely to continue through FY 2025 and be completed in early FY 2026.
- Monitor circumstances which may affect the need to build a new fire station in the Lowland area of our jurisdiction.
- Oversee installation of a Safe Haven Baby Box at Fire Station 2.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSET

- Continue to operate with the awareness of the Barry Brady Act, and limit exposure to UVA/B light, vehicle exhausts and other contaminants.
- Ensure adherence to proper maintenance procedures relating to structures, systems, appliances, and equipment.
- Ensure fire station furnishings are well maintained and functional.

## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be at or under budget.

## ❑ Significant Changes for FY 2025:

- Following the completion of major improvement/upgrade projects at Stations 1 and 2 in FY 2023, the capital budget for Fire Stations in FY 2025 is significantly lower.
- The construction and eventual completion of a new Fire Station 3 will be accounted for in the General Capital Projects Fund.

## ❑ Personnel Summary

- Activities within this budget division are largely overseen by the Department's Administrative Lieutenant, but no personnel costs are assigned to this account.



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>42230 - Fire Stations</i>				
341 ELECTRICITY	39,443	42,000	40,650	42,000
342 WATER & SEWER	19,537	22,000	21,085	22,000
343 NATURAL GAS & PROPANE	15,538	14,600	12,000	14,600
345 TELEPHONE SERVICES	43,133	30,000	23,475	30,000
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	2,710	4,500	6,466	4,500
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	28,983	40,000	37,856	50,000
369 REPAIR & MAINTENANCE-OTHER	1,557	4,000	3,000	4,000
399 OTHER CONTRACTED SERVICES	13,364	14,242	24,475	14,366
411 OFFICE SUPPLIES & MATERIALS	785	700	1,050	1,000
424 JANITORIAL SUPPLIES	9,804	17,000	12,250	20,000
428 EDUCATIONAL & TRAINING SUPPLIES	0	0	0	0
429 GENERAL OPERATING SUPPLIES	14,053	17,500	12,500	17,500
510 INSURANCE - GENERAL LIABILITY	9,138	10,052	9,177	10,095
523 PROPERTY (CONTENTS) INSURANCE	1,884	2,035	1,918	2,110
921 BUILDING & IMPROVEMENTS	84,551	25,000	10,000	0
960 MACHINERY & EQUIPMENT	0	13,500	12,500	0
<i>42230 - Fire Stations</i>	<i>284,480</i>	<i>257,129</i>	<i>228,402</i>	<i>232,171</i>



# Firefighting

This activity serves to fulfill the department's mission statement 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 six strategically located fire stations, operating six frontline fire pumper/engines, an aerial platform, a medical/rescue response vehicle, and one Command vehicle.

The fire suppression ranks incorporate 78 uniformed personnel who are divided into three shifts. Each shift has six Lieutenants, seven Driver/Pumper Operators, eleven firefighters, a Captain, and a Battalion Chief who acts as shift supervisor. Additionally, the Battalion Chief directs the department's initial response to fire alarms, medical emergencies, hazardous material incidents, or other hazardous events.

Oversight of the day-to-day operations for Firefighting and Emergency Medical functions are assigned to the Operations Deputy Chief, while oversight of the Training Division and the Hazardous Materials Response Team is assigned to the Administrative Deputy Chief.

The Firefighting Budget supports these activities by ensuring funding is available for personnel, equipment, tools and supplies necessary to meet or exceed all National, State, or other mandates and requirements.

## ❑ Performance and Workload Measures

Engine Company Fire Response	2019	2020	2021	2022	2023
Truck 1	52	40	52	216	245
Engine 1	397	397	371	582	488
Engine 2	250	249	237	321	319
Engine 3	207	184	181	232	240
Engine 4	212	191	213	320	263
Engine 5	113	116	115	181	173
Engine 6	104	123	126	144	170
Total	1,335	1,300	1,295	1,996	1,898

Fire Incidents	2019	2020	2021	2022	2023
Structure	28	30	41	52	65
Outside of Structure	6	3	6	5	6
Vehicle	24	27	29	44	25
Brush, Trash, etc.	38	66	73	82	82
Total	96	126	149	183	178



<b>Fire Calls / False Alarms</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
False Alarms	408	352	369	448	391
All Other Calls	683	405	298	586	472
Total Calls	1,091	757	667	1,034	1,041
% of total that were false alarms	37%	46%	55%	43%	38%

<b>Training</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
NTRFTA Instructors	33	11	11	17	17
Specialized Classes	35	39	6	50	40
Total	68	50	17	67	57

<b>Engine Company Medical Response</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Truck 1	1,327	1,037	1,122	1,255	1,191
Engine 1	251	222	366	301	351
Engine 2	493	351	525	556	524
Engine 3	429	316	434	432	417
Engine 4	311	250	435	464	460
Engine 5	159	122	169	159	191
Engine 6	100	80	123	127	105
Total	3,070	2,378	3,174	3,294	3,239

<b>Medical Calls Most Often Dispatched</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Unconscious / Person-down	182	167	168	101	149
Cardiac Incident	425	420	383	326	399
Motor Vehicle Collision	259	270	310	234	290
Difficulty Breathing	804	105	549	596	576

## ❑ Significant Accomplishments FY 2024



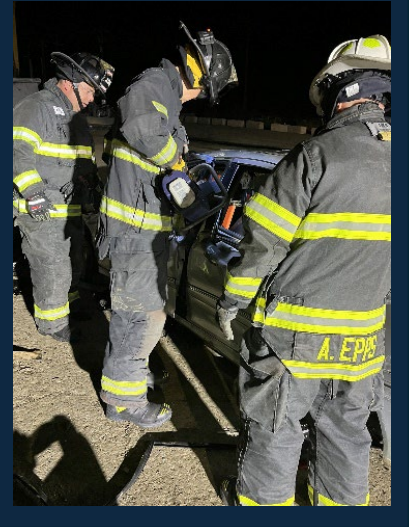
### HIGH PERFORMING ORGANIZATION

- Increased level of EMS response care to an Advanced Emergency Medical Technician (AEMT) level of service. This increases the chances of a positive outcome to patient care. Fire crews are not able to administer certain medicines and treatments in the field.
- Continued to benchmark all aspects of response times to emergency calls for service.
- Placed 4, next-generation SCBA Air Packs and 8 SCBA Bottles in Service at Station 3.



- Continue to utilize on-line uniform ordering/tracking system.
- Maintained a documented training program, compliant to the standards of the Insurance Services Organization (ISO), which allows the MFD to maintain its Class 2 ISO rating.
- All MFD personnel completed required training and certification as listed:
  - Tennessee Commission of Firefighting - Fire Department personnel completed required 40 hours in-service.
  - MFD suppression personnel maintained their Medical First Responder or AEMT, EVOC, HazMat Technician and Extrication certifications. All MFD Special Teams maintained required certifications. Also in the Training Division:
    - 3 personnel received State of TN Fire Fighting Commission (FFC) certification as Safety Officer.
    - 6 personnel received State of TN FFC certification as Fire Officer II.
    - 9 personnel received State of TN FFC certification as Fire Instructor II.
    - 9 personnel received State of TN FFC certification in Ropes Operations.
    - 1 personnel received State of TN certification as a Ropes Technician.
    - 4 personnel received state license as Basic Emergency Medical Technician.
    - 1 personnel received state license as an Advanced Emergency Medical Technician.
    - 1 personnel received an Associate's Degree in Fire Science.
    - 1 personnel received a bachelor's degree in Fire Administration.
  - Personnel logged 35,068.24 man-hours of individual and company training hours for the year, an increase over last year.
    - This averages 461.42 hours per person (76 suppression personnel)
    - Averages 37.57 hours per person/per month
- Sent 6 personnel to Pueblo, Colorado for extensive railcar and Hazardous Materials training.
- Purchased and pressed into service an APEX 4-Point Deluxe Strut kit on rescue truck.
- Purchased 152 NFPA 1971 Compliant firefighting hoods. This gave every suppression personnel 2 hoods that also meet the intention of the Tennessee Barry Brady Act.
- Purchased 32 SCBA Voice Amplifiers greatly enhancing the ability to communicate while performing interior firefighting.
- Purchased new firefighting hoods for all front-line personnel to meet the carcinogenic requirements of NFPA 1851 and the Barry Brady Act.
- Purchased and installed new Station Alerting hardware/software (Bryx Systems) to enhance station alerting and quicker response times. Dispatch turn-around times went from an average of 60 seconds to 45 seconds.

Fire personnel conducted training on extrication night drills. This training is in compliance with ISO requirements. The City was thankful to Morristown Iron and Metal for use of their facilities and cars for this training.







## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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- Fire personnel performed daily/weekly/monthly/annual maintenance on fire apparatus and other vital firefighting equipment.
- Completed all required annual testing and certifications on fire apparatus and equipment.
- Performed daily, weekly, and monthly cleaning and inventory of fire facilities, while maintaining facility support systems such as back-flow preventers, generators, fire alarms, communication components and heating/air units.
- Continued Bunker Gear/PPE tracking system for item replacement.
- Continued SCBA pack and air bottle tracking system for item replacement.



## SAFE & SECURE COMMUNITY

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- Maintained adherence to all applicable standards for emergency scene safety, including fire scene and extrication scene.
- Maintained adherence to all applicable standards for emergency vehicle response safety.
- Placed a focused emphasis on personal safety awareness under all conditions and circumstances.
- Emphasized health awareness – especially fitness and cancer awareness – for all personnel.



## A HEALTHY & VIBRANT CITY

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- CPR Instructors taught several outside classes, reaching approximately 30 students.
- CPR Instructors instructed all Morristown Police Department personnel.
- CPR Instructors instructed all Public Works employees.
- CPR Instructors instructed the Hamblen County Sheriff's Department.
- Taught CPR to all Freshman classes at Morristown-Hamblen East and West High Schools.

### □ Goals for FY 2025



## HIGH PERFORMING ORGANIZATION

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- Replace half of the department's firefighting turn-out gear that are going out of date.
- Continue Health Initiatives that focus on a healthy lifestyle, mental and physical fitness.
- Maintain efforts for measuring and compliance with NFPA 1710's standard that 90% of all emergency calls-for-service receive a response time arrival of the first fire unit within 6 minutes, 35 seconds.
- Maintain efforts intended to reduce false calls-for-service.
- Strive to improve MFD's rating in the National Citizen Survey Report.
- Maintain ISO mandates relating to Fire Department functions such as departmental training, departmental compliance to standards for firefighting tools/equipment, and ensuring proper documentation of public fire education programs.
- Instruct the Northeast Regional Fire Training Association Recruit classes for Hazardous Materials Technician certification.
- Maintain certifications and testing mandates on fire apparatus and equipment.



- Participate in the TN Fire Incident Reporting System (TFIRS).
- Adhere to recognized codes, standards, policies, and procedures which ensure operational effectiveness and fire ground safety.
- Continue our role in the Northeast Tennessee Regional Fire Training Association.
- Continue line-of-succession training for shift personnel.
- Continue to educate fire personnel regarding cancer prevention through compliance with Tennessee’s Barry Brady Act and highlight the need for everyone to strictly follow protection and prevention protocols. This includes annual medical evaluations for all fire personnel.
- Maintain all required certifications and licenses for Fire Department personnel.
- Continue process for recertification of Hazardous Materials Response Team to a Type II level team through TEMA.
- Continue to manage new physical fitness initiatives and Morristown Physical Ability Test (MPAT).
- Plan for future Emergency Vehicle Operations Course (EVOC),
- Plan for the purchase of accessories for the new Fire Training Structure to be installed in conjunction with the construction of a new Fire Station 3.
- Become more of an “All Hazards” department delivering more specialized services.
- Expand on a next-generation Station Alerting System for an efficient and time-effective turn out to alarms.



## RESPONSIBLE MANAGEMENT OF CITY’S PHYSICAL ASSETS

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- Implement technological advances in communications equipment to better integrate with local jurisdictions and state and federal entities.
- Streamline in-house accounting practices for efficient oversight of a wide variety of goods, tools, and equipment in the day-to-day operation of the department.
- Plan for additional Training Division resources, equipment, and facilities—improvements should include planning for a drafting pit, an EVOC area and other resources.
- Continue discussions on a fleet management plan for a timely replacement of FD frontline response apparatus nearing the end of their service life due to maintenance issues.
- Replace front-line engine with new engine, thus shifting the 24-year-old engine to Reserve status.



## SAFE & SECURE COMMUNITY

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- Provide firefighting personnel with the appropriate tools, equipment, and guidance in dealing with the public through continuing use of Personal Protective Equipment.
- Continue to stress “safety first” in all aspects of daily activities involving fire personnel and fire department functions whether the activities are planned or emergency related.

### ☐ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be at or under budget.

### ☐ Significant Changes for FY 2025

- Purchase of new firefighting apparatus.



## □ Personnel Summary

FIREFIGHTING	FY21	FY22	FY23	FY24	FY25
CAPTAIN	3	3	3	3	3
LIEUTENANT	18	18	18	18	18
BATTALION CHIEF	3	3	3	3	3
FIREFIGHTER	34	34	34	34	34
DRIVER/ENGINEER	20	20	20	20	20
TOTAL FIREFIGHTING	78	78	78	78	78



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>42240 - Firefighting</i>				
111 SALARIES & WAGES	4,115,205	4,348,704	4,434,933	4,147,505
112 OVERTIME	102,322	90,000	182,877	721,000
117 OVERTIME LA	206,442	276,000	234,625	0
119 HOLIDAY PAY	175,704	186,000	181,071	186,000
134 CHRISTMAS BONUS & LONGEVITY	42,319	42,742	45,359	45,300
210 FICA	274,705	294,962	293,807	316,188
212 MEDICARE	64,245	68,983	71,531	73,948
213 TCRS CONTRIBUTION	694,967	721,705	768,712	773,641
214 EMPLOYEE HEALTH INS	1,188,614	1,214,366	1,206,342	1,213,497
217 EMPLOYEE LIFE INS	21,426	25,049	23,087	23,890
219 WORKERS COMPENSATIONS INSURANCE	83,641	82,680	106,483	117,130
226 CLOTHING/UNIFORM/SHOES	97,433	70,000	73,130	170,000
310 POSTAL SERVICE	454	300	300	300
330 LEGAL NOTICES	379	0	525	0
340 MEDICAL SERVICES - BRADY ACT	5,900	45,000	6,000	15,000
342 WATER & SEWER	37,641	40,000	37,641	40,000
343 NATURAL GAS & PROPANE	0	500	0	2,000
345 TELEPHONE SERVICES	4,200	5,000	3,600	5,000
351 MEDICAL SERVICES	3,146	10,000	1,100	5,000
359 OTHER PROFESSIONAL SRVCS	4,816	25,000	4,800	10,000
360 REPAIR & MAINTENANCE-COMMUNICATIONS EQUIP	3,344	3,000	1,000	5,000
361 REPAIR & MAINTENANCE-VEHICLES	23,820	25,000	20,250	30,000
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	23,201	50,000	94,606	50,000
371 SUBSCRIPTIONS & BOOKS	4,001	2,000	2,029	2,500
375 MEMBERSHIPS & DUES	6,387	2,500	2,100	2,500
378 EDUCATION - SEMINARS & TRAINING	33,561	30,000	29,000	30,000
383 TRAVEL-BUSINESS EXPENSES	21,352	30,000	18,996	25,000
399 OTHER CONTRACTED SERVICES	40,309	42,500	38,000	41,500
411 OFFICE SUPPLIES & MATERIALS	553	600	500	600
413 OFFICE EQUIPMENT	0	0	5,494	0
419 SMALL TOOLS & EQUIP	54,885	106,800	110,400	95,000
429 GENERAL OPERATING SUPPLIES	21,311	18,000	12,000	20,000
431 GASOLINE & DIESEL FUEL	49,471	48,750	45,240	48,750
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	88,980	130,000	140,788	135,000
489 FIRE AND MEDICAL RESPONSE	22,210	25,000	23,500	27,500
510 INSURANCE - GENERAL LIABILITY	121,846	134,031	122,357	134,595
523 PROPERTY (CONTENTS) INS	25,125	27,135	25,571	28,130
533 EQUIPMENT- RENTAL/LEASE	811	1,200	833	1,200
960 MACHINERY & EQUIPMENT	66,154	0	0	0
971 MOTOR EQUIPMENT	85,866	0	13,260	1,000,000
<i>42240 - Firefighting</i>	<i>7,816,746</i>	<i>8,223,507</i>	<i>8,381,847</i>	<i>9,542,674</i>



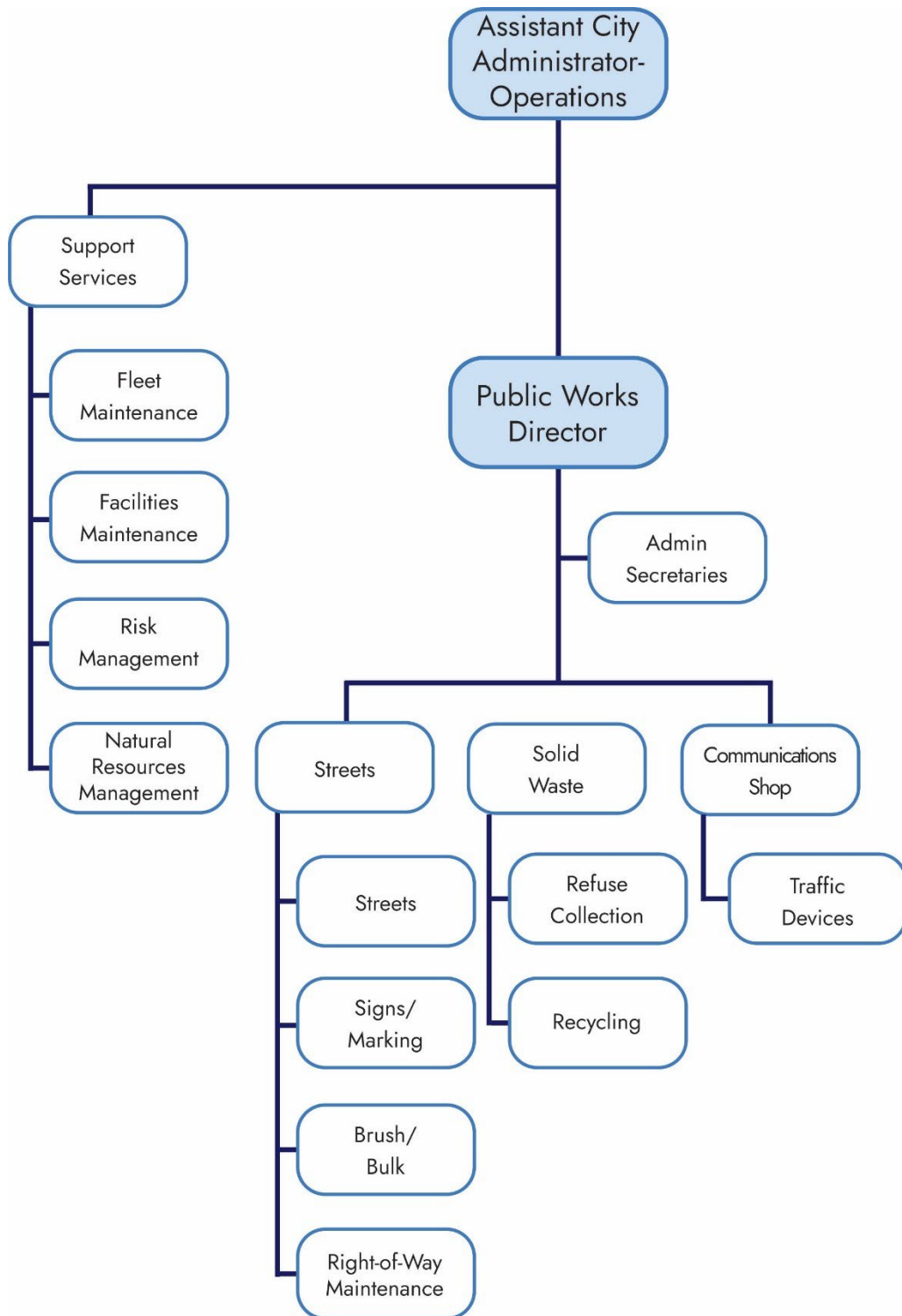


# PUBLIC WORKS DEPARTMENT





# Public Works Organization Chart





# Public Works Administration

The Public Works Department strives to maintain and improve a variety of services and infrastructures for the City of Morristown. The Department is responsible for street maintenance, street improvements, street sweeping, storm response, sign maintenance, solid waste and recycling. Currently the City has over 200 miles of streets to maintain.

The division is responsible for providing administrative services for the various divisions by responding to street maintenance and various other related inquiries, including creating and monitoring work orders and performing other administrative duties.

## □ Performance and Workload Measures

Morristown Public Works Call Log					
Division	2019	2020	2021	2022	2023
Equipment Shop	1,076	1,441	1,130	1,192	1,115
Street Repairs and Maintenance	349	487	581	702	645
Street Light & Signs	73	104	133	145	164
Brush/Bulk/Leaves/Grass/ Swaycar	1,682	1,899	2,116	2,319	2,125
Communications shop	2,296	2,412	2,863	2,301	1,798
Sanitation	3,133	3,865	4,216	5,469	4,500
Street Ways/Mowing	125	182	194	190	225
Street Cleaning	98	117	161	168	150
Recycling	2,010	2,729	2,946	3,252	3,154
Animal Calls	53	49	56	72	112
Referrals (Utilities, Codes Issues)	772	885	713	846	933
Misc.	3,618	3,159	3,371	3,470	3,442
	15,285	17,329	18,480	20,126	18,363

Calls for Service Resolved					
	2019	2020	2021	2022	2023
Calls for Service	2,879	5,787	5,500	5,912	5,726
Calls for Service Resolved	2,803	5,775	5,480	5,878	5,723
% Resolved	97.4%	99.8%	99.6%	99.4%	99.90%



Morristown Public Works Call Log - Percent of Total					
Division	2019	2020	2021	2022	2023
Equipment Shop	7.0%	8.3%	6.1%	5.9%	6.1%
St. Repairs and Maint.	2.3%	2.8%	3.1%	3.5%	3.5%
Street lights and signs	0.5%	0.6%	0.7%	0.7%	0.9%
Brush pick up and snow	11.0%	11.0%	11.5%	11.5%	11.6%
Communications shop	15.0%	13.9%	15.5%	11.4%	9.8%
Sanitation	20.5%	22.3%	22.8%	27.2%	24.5%
Street Ways/Mowing	0.8%	1.1%	1%	1%	1.2%
Street Cleaning	0.6%	0.6%	0.9%	0.8%	0.8%
Recycling	13.2%	15.7%	15.9%	16.2%	17.2%
Animal Calls	0.3%	0.3%	0.3%	0.4%	0.6%
Referrals	5.1%	5.1%	3.9%	4.2%	5.1%
Misc.	23.7%	18.2%	18.2%	17.2%	18.7%
	100%	100%	100%	100%	100.0%

## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- The Public Works Department has 64 employees who provide services to over 13,000 residential homes inside the city limits and over 2,000 commercial customers. Public Works prides itself on customer satisfaction and enhancing the city's appearance.
- The Public Works Department responded to 18,363 phone calls this year.
- For public safety and the City's sustainability, the Public Works Department focuses on maintaining the backbone infrastructure of the city by performing the following:
  - Solid Waste and Recycle Pickup
  - Street Maintenance
  - Sidewalk Maintenance
  - Traffic Signal Repairs & Maintenance
  - Radio Communication
  - Curb and Median Island Maintenance
- To comply with new Federal requirements, a CDL instruction course was introduced. Public Works certified instructors offer classroom instruction and hands-on training to city employees to prepare employees to pass the Commercial Driver's License (CDL) Test. The CDL Core Curriculum Course provides the city employee with a Certificate prior to state testing. This year eight (8) employees received CDL training and were certified as Class "A" licensed drivers.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Throughout Morristown, citizens rely on many of these critical systems every day for safe and healthy living:



- Neighborhood streets and roads, as well as street markings
- Traffic signs and traffic signals
- Sidewalks, curbs & gutters
- Weekly solid waste collection
- Bi-Weekly curbside recycle collection
- Bi-Weekly brush & bulk waste collection
- Public Works Administration maintains the storm water and solid waste billing database as well as the solid waste and recycle cart database.
- Implemented Routeware software to improve waste and recycling operations.



## THRIVING, LIVABLE NEIGHBORHOODS

- Served as Staff support for the City Tree Board and Traffic Team.
- Hosted the following events:
  - **Public Works Day** - Provided the local Senior Citizens Center with a tour and educational lesson on what Public Works does.
  - **Youth Leadership Day** - Connect East and West High School upcoming Juniors with local government leadership.
  - **Chamber Leadership Group** - Infrastructure Day and tour.
  - **American Public Works Association Tour** - APWA President Keith Pugh met with Representative Diana Harshbarger to discuss the value of Public Works.
- **Tennessee Chapter of American Public Works** - Upper East Branch Annual Meeting
- Participated in Parks and Recreation Touch-a-Truck event, to educate the community about the roles and responsibilities of the Public Works Department.
- Participated in Public Works Day at Manley Elementary School.



## SAFE & SECURE COMMUNITY

- Employees participated in Work Zone Safety Training. This training is critical to educate city employees about the best practices for working around live traffic. Employees are trained to recognize common traffic hazards and learn effective ways to avoid them and maintain a safe work environment. This training is intended for any worker who operates in a construction zone.
- Public Works employees are trained annually to meet OSHA standards and regulations.
- Public Works employees completed the following training requirements:

### PUBLIC WORKS ANNUAL TRAINING

- |                        |                                       |                         |
|------------------------|---------------------------------------|-------------------------|
| • Blood borne Pathogen | • Severe Weather/Lightning Safety     | • Fire Extinguisher Use |
| • Allergic Reactions   | • First Aid, CPR, AED & Heart Saver   | • Sun Exposure          |
| • TOSHA PPE            | • Insect, Snake Bites & Stings        | • Forklift Safety       |
| • Work Zone Safety     | • Trenching Safety - Competent Person | • HAZ Com GHS           |
| • Lock-Out Tag-Out     | • CDL Pre-Trip & General Knowledge    | • Work Zone Safety      |
| • Trenching Safety     | • Working Environment Safety          |                         |



## □ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

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- Maintaining city assets is critical. Our goal is to preserve our assets and continue to provide core services to ensure that our public infrastructure is maintained and repaired to support a high quality of life in Morristown for residents and businesses.
- Continue offering in-house CDL instruction to employees in an ongoing effort to develop skills for team members.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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- Continue working with new Routeware software to improve waste and recycling operations.



### THRIVING, LIVABLE NEIGHBORHOODS

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- Serve as Staff support for the City Tree Board and Traffic Team.
- Host and participate in events that seek to educate the community about various functions of Public Works, such as community leadership groups, schools and youth organizations, Parks & Recreation events, career fairs, business & industry events, etc.

## □ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be under budget.

## □ Significant Changes for FY 2025

- As the Routeware and ReCollect programs are further implemented and fine-tuned, staff will closely monitor the resulting operational impacts and anticipated cost savings.

## □ Personnel Summary

PUBLIC WORKS ADMINISTRATION	FY21	FY22	FY23	FY24	FY25
PUBLIC WORKS DIRECTOR	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	2	2	2	2	2
TOTAL PUBLIC WORKS ADMINISTRATION	3	3	3	3	3



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>43110 - Public Works Administration</i>				
111 SALARIES & WAGES	197,311	203,831	175,251	212,188
112 OVERTIME	0	0	169	0
134 CHRISTMAS BONUS & LONGEVITY	912	1,404	279	1,040
210 FICA	12,062	12,725	10,721	13,221
212 MEDICARE	2,821	2,976	2,507	3,092
213 TCRS CONTRIBUTION	30,163	31,135	25,865	32,347
214 EMPLOYEE HEALTH INS	31,114	46,864	31,143	46,900
217 EMPLOYEE LIFE INS	1,089	1,174	946	1,222
219 WORKERS COMPENSATIONS INSURANCE	2,934	3,180	3,702	4,075
226 CLOTHING/UNIFORM/SHOES	1,806	1,710	1,851	1,800
310 POSTAL SERVICE	2	25	35	25
321 PRINTING SERVICES	0	1,500	238	700
330 LEGAL NOTICES	0	0	0	0
345 TELEPHONE SERVICES	516	1,200	516	600
351 MEDICAL SERVICES	28	300	109	300
363 REPAIR & MAINTENANCE- OFFICE EQUIP	0	0	0	0
371 SUBSCRIPTIONS & BOOKS	340	100	100	100
375 MEMBERSHIPS & DUES	556	1,000	576	1,000
378 EDUCATION - SEMINARS & TRAINING	1,236	2,000	735	2,000
383 TRAVEL-BUSINESS EXPENSES	1,693	3,000	1,000	3,000
399 OTHER CONTRACTED SERVICES	180	20,600	1,392	600
411 OFFICE SUPPLIES & MATERIALS	1,438	2,500	1,400	2,500
413 OFFICE EQUIPMENT	(6,341)	1,500	250	1,500
419 SMALL TOOLS & EQUIP	0	200	100	200
424 JANITORIAL SUPPLIES	381	500	350	500
429 GENERAL OPERATING SUPPLIES	5,153	7,000	3,750	5,500
431 GASOLINE & DIESEL FUEL	1,126	2,500	2,064	2,500
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	120	1,000	125	1,000
510 INSURANCE - GENERAL LIABILITY	3,838	4,222	3,854	4,240
523 PROPERTY (CONTENTS) INSURANCE	791	855	806	890
533 EQUIPMENT- RENTAL/LEASE	2,938	3,300	3,324	3,300
<i>43110 - Public Works Administration</i>	<i>294,207</i>	<i>358,301</i>	<i>273,158</i>	<i>346,340</i>



# Facilities Maintenance

The division employs four full time employees (2 Maintenance, 2 Custodial). Expenditures for supplemental contract building maintenance for the following City facilities are expensed through this account.

## Buildings

City Center

Public Works Facilities

Fire Administration Main Office

Fire Stations/Police Substations

Parks and Recreation Main Office

Talley Ward Recreation Center

Morristown Regional Airport

Rose Center

## ❑ Significant Accomplishments FY 2024



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

#### City Center

- New directional signage for interior of City Center.
- Entry drive lights repaired.
- Resurfaced the marble flooring.

#### Downtown

- Replaced missing/damaged panels for overhead sidewalks.
- Repaired handrailing on the Overhead Sidewalks.
- Installed new Veteran flags.

#### Public Works

- Installed used oil heater in the Garage.

#### Talley Ward

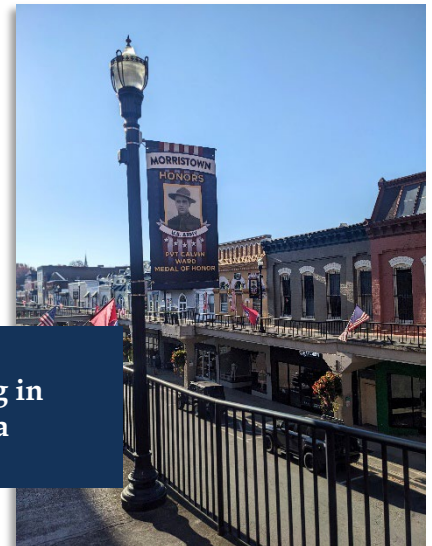
- Completed sanitary sewer project for restrooms at the gym.
- Completed project to replace windows throughout the building.
- Waterproofed the exterior brick to prevent water infiltration.
- Repaired the roof and replaced wall caps to better protect from water leaks.

#### Fire stations

- Installed LED lights at all stations.

#### Rose Center

- Completed slate roof replacement (funded by the CDBG program).



Veteran Flag hung in  
Downtown area



### Morristown Regional Airport

- Provided ongoing maintenance throughout the year, including the repair and replacement of various lights and lighting systems, support for security gate control repairs, fence repairs, hangar and terminal roof leaks, plumbing repairs, and hangar door repairs.
- Contracted for the clearing of certain overgrown fence rows and around the detention pond (funded in part by TDOT/FAA).

### ❑ Goals for FY 2025



#### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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- Complete outstanding items at Talley Ward.
- Provide support relative to various ARPA-funded capital projects, including the electric upgrade project at Downtown Green, Farmers Market, and West Main Street, and maintenance as needed with the new mobile stage and mobile restroom units.
- Pressure wash overhead sidewalk and replace flags.

### ❑ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be under budget.

### ❑ Significant Changes for FY 2025

- None

### ❑ Personnel Summary

PUBLIC WORKS FACILITIES MAINTENANCE	FY21	FY22	FY23	FY24	FY25
BUILDING & GROUNDS SUPERVISOR	1	1	1	1	1
CUSTODIAN	1	2	2	2	2
CREW LEADER	1	1	1	1	1
TOTAL PUBLIC WORKS FACILITIES MAINTENANCE	3	4	4	4	4



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>43120 - Facilities Maintenance</i>				
111 SALARIES & WAGES	167,008	194,033	160,198	205,263
112 OVERTIME	4,360	6,000	6,826	6,000
134 CHRISTMAS BONUS & LONGEVITY	1,660	1,682	1,748	1,870
210 FICA	10,353	12,507	10,209	13,215
212 MEDICARE	2,421	2,925	2,388	3,091
213 TCRS CONTRIBUTION	26,248	30,601	25,619	32,333
214 EMPLOYEE HEALTH INS	47,388	62,150	46,588	62,199
217 EMPLOYEE LIFE INS	944	1,118	883	1,182
219 WORKERS COMPENSATIONS INSURANCE	2,934	4,240	3,702	4,075
226 CLOTHING/UNIFORM/SHOES	3,000	2,000	2,547	2,000
310 POSTAL SERVICE	0	50	0	50
330 LEGAL NOTICES	250	500	250	500
341 ELECTRICITY	59,637	60,000	60,000	60,000
342 WATER & SEWER	29,812	70,000	30,000	40,000
343 NATURAL GAS & PROPANE	43,977	25,000	24,000	25,000
345 TELEPHONE SERVICES	22,642	25,000	22,312	25,000
351 MEDICAL SERVICES	134	300	84	300
361 REPAIR & MAINTENANCE-VEHICLES	0	1,200	6,031	1,200
362 REPAIR & MAINT-OPERATIONS EQUIP	967	3,000	1,000	3,000
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	94,260	100,000	113,943	100,000
375 MEMBERSHIPS & DUES	0	500	0	500
378 EDUCATION - SEMINARS & TRAINING	0	3,500	0	2,500
383 TRAVEL-BUSINESS EXPENSES	3,667	2,200	200	2,500
399 OTHER CONTRACTED SERVICES	95,177	75,200	140,192	84,850
411 OFFICE SUPPLIES & MATERIALS	0	200	50	200
419 SMALL TOOLS & EQUIP	7,518	5,000	6,000	5,000
424 JANITORIAL SUPPLIES	13,156	12,000	12,000	15,000
429 GENERAL OPERATING SUPPLIES	11,465	13,000	13,000	10,000
431 GASOLINE & DIESEL FUEL	4,596	6,250	5,000	6,250
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	2,159	3,000	2,500	3,000
510 INSURANCE - GENERAL LIABILITY	12,185	13,404	12,236	13,460
523 PROPERTY (CONTENTS) INSURANCE	2,513	2,715	2,557	2,815
531 LAND-RENTAL/LEASES	5,445	2,500	0	3,400
533 EQUIPMENT- RENTAL/LEASE	493	1,000	500	1,000
<i>43120 - Facilities Maintenance</i>	<i>676,369</i>	<i>742,775</i>	<i>712,563</i>	<i>736,753</i>



# Fleet Maintenance

This division maintains all City vehicles: cars, trucks, fire suppression equipment, police equipment, heavy construction equipment, small equipment, and power tools. This division is also responsible for the fabrication of specialty items needed by other divisions/departments upon request. Currently, seven employees are funded in this division. This division supplies the labor and facilities for maintenance and repair. Materials and parts are charged to the division to which the vehicle or equipment is assigned.

## □ Performance and Workload Measures:

Equipment Maintained					
	2019	2020	2021	2022	2023
Police Vehicles and Equipment	115	112	112	109	110
Undercover Vehicles	11	11	10	8	6
Fire Vehicles and Equipment	30	30	31	31	28
Public Works, Sewer, Storm Sewer Veh & Equip.	160	159	159	165	160
Parks and Rec.	53	52	52	58	57
Planning, Codes and Inspections	6	6	7	7	7
Total	375	370	371	378	371

Equipment Shop Work Orders					
	2019	2020	2021	2022	2023
Police	1,200	1,000	1,150	1,125	1,350
Fire	550	470	575	480	480
Public Works	750	750	675	700	1,250
Parks and Rec.	225	165	180	200	190
All Others	175	250	300	300	300
Total	2,900	2,635	2,880	2,805	3,570



Surplus Equipment Still in City's Possession					
	2019	2020	2021	2022	2023
Police	0	0	0	0	10
Undercover	0	0	0	0	3
Fire	0	0	0	0	0
Public Works	0	0	0	0	2
Park and Rec.	0	0	0	0	0
Planning, Codes and Inspections	0	0	0	0	0
Total	0	0	0	0	15

## ❑ Significant Accomplishments FY 2024



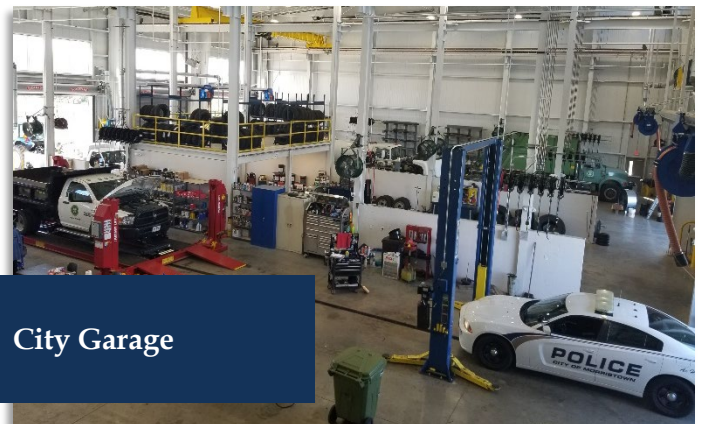
### HIGH PERFORMING ORGANIZATION

- Staff attended class for Noregon software – specific to Allison products – and trained on new equipment received.
- Implemented Entry Level Driver Training with 7 staff members completing classes and all receiving CDL Class A Licenses, no failures.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Started tire inventory rotation.
- Improved the organization of parts. Inventory and labeling is 95% complete.
- Installed new waste oil collection system to contain possible spills.
- Set up templates to assist in completing work orders.



City Garage

## ❑ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

- Continue to be innovative in the management of personnel and funding.
- Prepare staff to obtain training deemed necessary by department head.
- Complete inventory in this fiscal year.
- Continue with training on new vehicles/equipment received during the year.
- Continue to encourage personnel to work as a team and with other departments.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Implement Asset Management software and work order system as it relates to Fleet Maintenance.



- Manage and configure any type of inspections necessary to stay compliant.
- Continue reviewing inventory and looking at ways to reduce inventory and cut costs without sacrificing service levels.

#### ❑ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are within budget.

#### ❑ Significant Changes for FY 2025

- No significant changes are planned for FY 2025.

#### ❑ Personnel Summary

PUBLIC WORKS FLEET MAINTENANCE	FY21	FY22	FY23	FY24	FY25
SHOP SUPERINTENDENT	1	1	1	1	1
SHOP SUPERVISOR	2	2	1	1	1
EQUIPMENT MECHANIC	3	3	5	5	5
MECHANIC HELPER	1	1	0	0	0
TOTAL PUBLIC WORKS FLEET MAINTENANCE	7	7	7	7	7



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>43130 - Fleet Maintenance</i>				
111 SALARIES & WAGES	332,065	363,897	343,444	359,956
112 OVERTIME	20,337	25,000	26,173	25,000
134 CHRISTMAS BONUS & LONGEVITY	2,281	2,319	1,669	1,252
210 FICA	21,033	24,256	22,346	23,945
212 MEDICARE	4,919	5,673	5,226	5,601
213 TCRS CONTRIBUTION	53,805	59,348	54,979	58,588
214 EMPLOYEE HEALTH INS	108,399	108,868	105,911	108,851
217 EMPLOYEE LIFE INS	1,835	2,096	1,800	2,073
219 WORKERS COMPENSATIONS INSURANCE	7,278	7,420	8,861	9,750
226 CLOTHING/UNIFORM/SHOES	6,423	8,000	7,214	8,000
227 TOOL ALLOWANCE	7,000	7,000	7,000	7,000
343 NATURAL GAS & PROPANE	0	200	0	0
345 TELEPHONE SERVICES	753	750	912	910
351 MEDICAL SERVICES	193	600	200	600
355 COMPUTER/DATA PROCESSING	0	0	0	20,000
359 OTHER PROFESSIONAL SRVCS	50	5,000	100	0
361 REPAIR & MAINTENANCE-VEHICLES	0	1,500	300	1,500
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	5,196	5,000	18,818	7,500
375 MEMBERSHIPS & DUES	206	200	200	200
378 EDUCATION - SEMINARS & TRAINING	8	4,000	500	3,000
383 TRAVEL-BUSINESS EXPENSES	0	1,000	0	1,000
399 OTHER CONTRACTED SERVICES	15,533	900	13,000	900
411 OFFICE SUPPLIES & MATERIALS	1,866	1,100	1,100	1,500
419 SMALL TOOLS & EQUIP	1,297	20,000	12,000	5,000
424 JANITORIAL SUPPLIES	4,241	2,500	3,500	3,000
429 GENERAL OPERATING SUPPLIES	6,464	10,000	10,051	9,000
431 GASOLINE & DIESEL FUEL	2,176	3,750	1,950	3,750
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	12,765	5,000	8,750	6,000
510 INSURANCE - GENERAL LIABILITY	2,559	2,815	2,569	2,830
523 PROPERTY (CONTENTS) INSURANCE	528	571	537	595
533 EQUIPMENT- RENTAL/LEASE	2,054	1,825	1,811	2,825
960 MACHINERY & EQUIPMENT	55,780	0	0	0
971 MOTOR EQUIPMENT	0	58,000	53,583	384,747
<i>43130 - Fleet Maintenance</i>	<i>677,044</i>	<i>738,588</i>	<i>714,504</i>	<i>1,064,873</i>

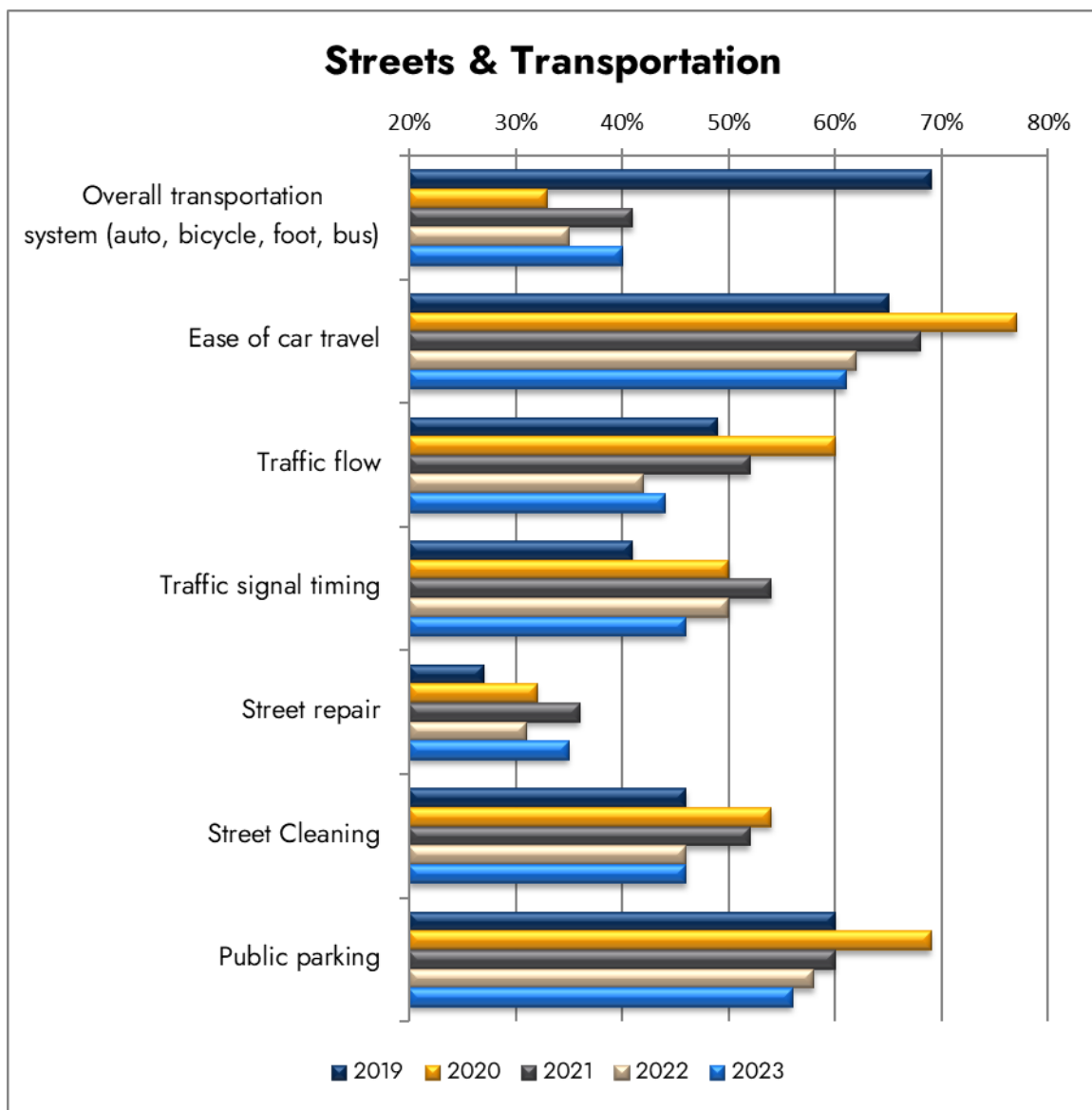


# Street Repairs & Maintenance

The Street Repair and Maintenance Division is utilized for the expenses in constructing and repairing streets, sidewalks, curbs and gutters; making curb cuts; assisting in building and repairing storm lines as needed; and working on the capital improvement program.

This division is also responsible for the stabilization of sinkholes along with mosquito and herbicide control. This division is responsible for the clearing of snow and ice during winter storm events and removal of fallen trees in the roadways due to storm events or wind damage.

## □ Performance and Workload Measures





Adjustments to the structure of the survey are likely to have influenced some responses beginning in 2020 and the rating for overall transportation is an example where a change in format impacted results. The question was adjusted in 2020 when the survey began explicitly mentioning cycle, bus and walking where the previous question asked about “overall mobility”. It appears that in previous years, responses were more focused on auto travel, which has been much stronger than our ratings for paths, buses, etc. This change has lowered our favorable rating. Favorable ratings for the overall transportation system rebounded slightly from 2022 and are in keeping with what we have seen since the change in the question. The assessment by Morristown residents for overall transportation is similar to peers across the country. Responses were generally consistent across geographic areas, with the harshest ratings continuing to come from the first ward in the northwest of the city. Residents who have lived in Morristown between 6 and 10 years are more critical than those who moved to the city in the last five years or their neighbors that have lived here more than 11 years. The survey indicated that mobility is of less importance than other facets of life in the community. Since mobility is one of the lower rated service areas for Morristown and it is tied to the overall quality of life, this is an area of emphasis for improvement in the coming years.

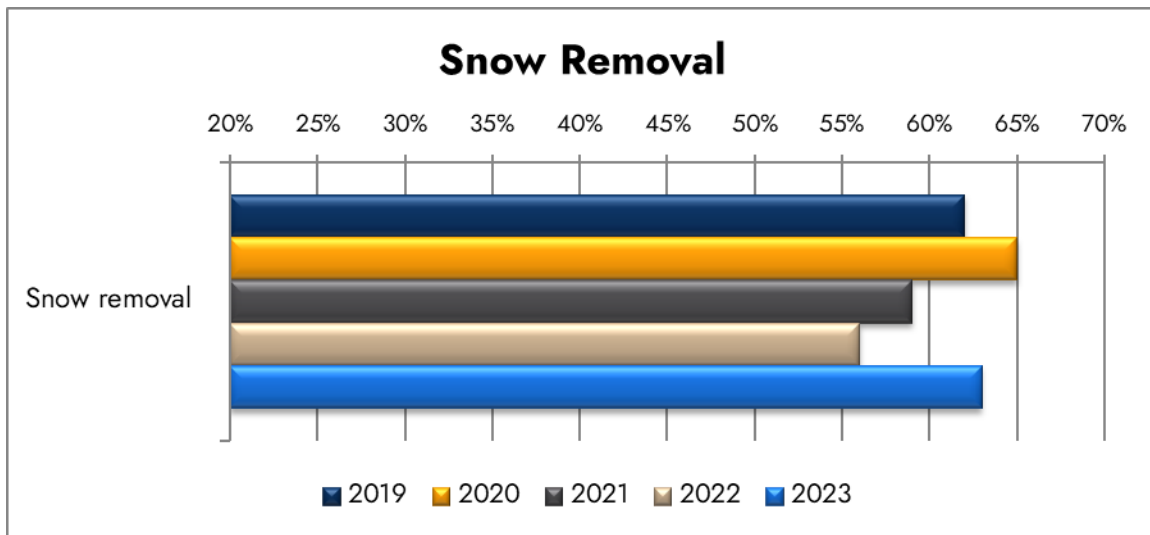
Resident ratings for the ease of travel by car saw little change from 2022 after setting a record high rating in 2020. Reduced travel with COVID restrictions likely contributed to the more favorable ratings in 2020. Returning to normal economic activity combined with substantial growth and development likely contribute to the decline in citizen opinions about the ease of travel. The 61% approval rating falls below our average of 64% but is still comparable to our peers across the nation. Ratings about the ease of auto travel were consistent from residents in all areas of the city and women were more satisfied than men. Several projects are underway that may help offset the congestion caused by rapid development. The new connection between Crockett Trace and Thompson Creek Road will be completed this year helping provide relief to this important connection for travel in east Morristown. Other projects to improve Highway 11E, East Morris Blvd and Central Church Road are still in design or other preliminary phases and will not have an impact on traffic this year. The corridor study for State Route 160 included improvements for intersections at both MLK Parkway and Sulphur Springs Road. TDOT has committed to a project that will improve both safety and the flow of traffic at these locations, which is expected to begin in 2025.

When assessing traffic flow our residents gave a favorable rating of 44% which continues the lower rating we saw last year and is lower than the average rating of 49% over the last 13 years. Morristown is similar to other communities across the nation, as we have been for 12 of the 13 years we have conducted the survey. Responses were less favorable from residents living in the northwest of the city. Middle aged residents between 35 and 54 were more critical than older people. Whites were more critical than nonwhite residents and those renting their home were more favorable than homeowners. Those who have moved here in the last five years are more favorable than longer term residents.

We see a small decline in signal timing and a small uptick in street repair. Both areas remain near historic norms. Both are comparable to other communities. Ratings for street repair have fallen below our peers in eight of the 13 years the survey has been taken. With consistent scores showing about one third of residents being satisfied with street repair, this is an area that our community must address and improve.

Both public parking and street cleaning saw declines from the highs set in 2020 but both are similar to other communities across the country.





Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

The rating for snow removal rebounded, reversing a trend of decline over the previous 2 years. With a 63% approval rating, we are above the average we have seen in past surveys. Homeowners were happier than those who rented their home.

Material Placed					
	2019	2020	2021	2022	2023
Hot Mix Asphalt (tons)	508	522	409	613	326
Cold Mix Asphalt (tons)	8	11	3	6	3
Crack Sealer (tons)	2	2.6	3	1	2
Work Orders Generated	104	134	140	163	143
Work Orders Completed	100	131	135	163	140

## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- The Street Department repair and maintenance crews were responsible for the following:
  - Street repairs, utility cut repairs and paving
  - Mowing of rights-of-way and easements
  - Response to storm Events
  - Picking up litter and animal carcasses from city roadways, roadsides, and sidewalks
  - Street sweeping
  - Miscellaneous public works construction activities

- Snow removal:

When winter events strike this department has the capability of running five (5) salt trucks, ten (10) snowplows and one (1) road grater. The department's personnel are trained in the use of snow removal and salting equipment to ensure high efficiency.





**Asphalt Repairs**

- Maintain annual Commercial Applicator Certification Training (CAT).
- Maintain the functionality of City streets and rights of way.
- Citizens' Concerns can be reported online from a computer or a cell phone. This year the department responded to 59 citizen concerns reported on the Citizens Concern app. All concerns are addressed to the person who originated the concern within 24 hours, and most were repaired and/or handled within 24 hours of the original report.
- Constructed and repaired over 1,490 ft. of curbing to assist stormwater department with water drainage and flooding issues.



## THRIVING, LIVABLE NEIGHBORHOODS

- Responded to citizen and commercial business requests for mosquito treatment to enhance the public's health and welfare by safely reducing the mosquito population.
- Continued Interlocal Agreement with Hamblen County to service the County by treating troubled mosquito areas as requested by the County Mayor. This agreement was approved by City Council. The city is reimbursed for all expenses.
- Repaired 143 right-of-way asphalt maintenance issues that were reported by citizens.
- Each year, the city performs curb maintenance. A Ventrac tractor is used to cut back grass from curbs along city streets. Over 38.4 miles of curb line were cleaned by the Ventrac in the following areas:
  - E. Morris Blvd.
  - Hwy 11E at 25E Ramps
  - Liberty Hill Road
  - W. Andrew Johnson Hwy.
  - N. Economy Road
  - E. Andrew Johnson Highway
  - MLK Boulevard
  - Walters Dr.
- In conjunction with the Storm Water Crew, sinkholes were repaired at the following locations:
  - 25E @ 11E. Ramp
  - E. Morris Blvd
  - Durham Landing
  - Lochmere Greene Dr.
  - Veterans Parkway
  - Smythview Dr.
  - W. Andrew Johnson Hwy.
  - E. Main Street
  - W. Morris Blvd.
  - Morningside Drive
  - Liberty Hall Drive
  - St. Ives Court
  - Walters Drive
  - W. 1<sup>st</sup> North Street
- Guardrails were installed and/or replaced at the following locations:
  - E Morris Boulevard: 75 ft.
  - Fairview Road at Shields Ferry: 12 ft.
  - Morningside Dr. at Jim Senter Way: 200 ft.
  - Jaybird Road: 151 ft.





## SAFE & SECURE COMMUNITY

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- Public Works responded to over 362 tree calls. Public Works pruned over 225 trees due to sight & sign issues, school bus safety and Fire Department requests. Another 33 trees were trimmed or cut down from citizen request. Over 77 were removed due to storms and heavy winds.
- Staff attended Work Zone Safety Training to learn how to keep themselves and their crew safe.
- Continued work on the Snow Removal Efficiency Schedule ensuring primary routes are cleared and treated.
  - Phase One: Emergency Routes, Industrial Parks & Arterial Streets
  - Phase Two: Secondary and Residential streets
- Street sweepers provided regular removal of dirt and litter from street curbs to prevent debris from clogging drains. Streets are swept year-round to protect water quality by reducing pollutants like trash, leaves and sediment surface debris. For safety purposes, during certain times of the year streets are cleaned at night. Street sweepers also assist in clean-up efforts after special events or roadway accidents.
- Installed 200 feet of new guardrail at the corner of Morningside Drive and Jim Senter Way at the Davy Crockett Tavern historical property. Not only is the guardrail aesthetically pleasing, it coordinates with the historical aesthetic. The material was donated to the City by Corr-Tenn in Knoxville, TN.
- Purchased and deployed Meridian Anti-vehicle Barriers to provide for safer City events. The mobile anti-vehicle barriers secure areas where pedestrians and vehicles don't need to mix, accelerating overall security preparedness.
- Installed LED crosswalk/signage system at the Jolly Park intersection located at S. Jackson Street and W. Morris Blvd.

## □ Goals for FY 2025



## THRIVING, LIVABLE NEIGHBORHOODS

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- Reduce the cost of replacing and repairing costly infrastructure through timely and efficient right-of-way maintenance by working with utilities as needed when repairs need to be made.
- Complete emergency street repair requests within 24 hours, where possible. Schedule and perform repairs based on citizen's complaints as time and weather permits.
- Assess Pavement Conditions for pavement preservation.



## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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- Assist other City departments by using Public Works manpower and equipment, thereby reducing overall operating costs.
- There are approximately 212 miles of roadways that the city must maintain and service. The Public Works department is responsible for maintaining the roadways by utilizing the following pavement management treatment methods:
  - Cold Mix Asphalt
  - Crack Sealing
  - Hot Mix Asphalt
  - Rejuvenation





## SAFE & SECURE COMMUNITY

- Identify trouble areas to extend the serviceability of streets.
- Coordinate paving jobs with engineering and Morristown Utilities to ensure an ongoing process of assessment, prioritization, and project management.
- Trim and remove hazardous and dead trees from roadside and City owned property to create a safe environment for pedestrians and motorists.

### ☐ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be under budget.

### ☐ Significant Changes for FY 2025:

- No significant changes are planned.

### ☐ Personnel Summary

PUBLIC WORKS STREET REPAIRS & MAINTENANCE	FY21	FY22	FY23	FY24	FY25
GENERAL SUPERVISOR	1	1	1	1	1
CREW LEADER	2	2	2	2	2
HEAVY EQUIPMENT OPERATOR	4	4	4	4	4
MEDIUM EQUIPMENT OPERATOR	8	8	8	8	8
UTILITY WORKER	0	2	2	2	2
TOTAL PUBLIC WORKS STREET REPAIRS & MAINTENANCE	15	17	17	17	17



## □ Budget Expense Detail

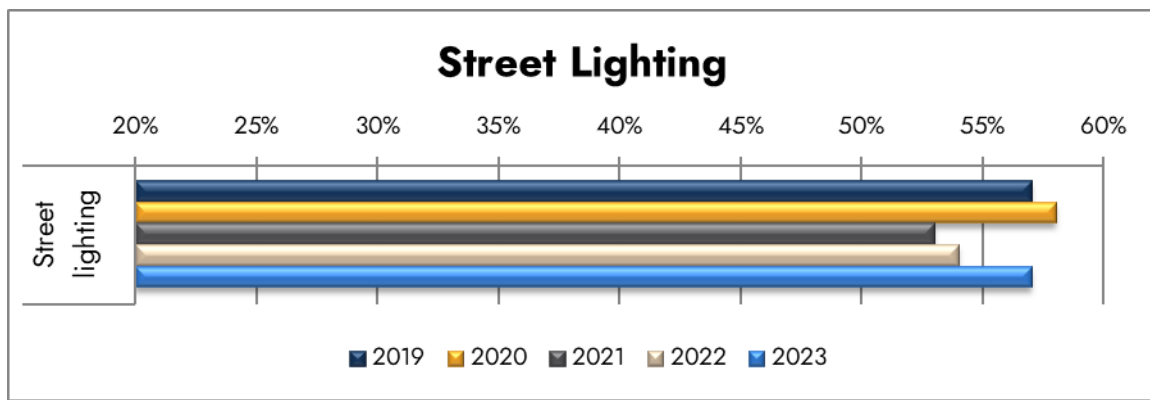
Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>43140 - Public Works Street Repairs &amp; Maintenance</i>				
111 SALARIES & WAGES	731,148	809,543	783,962	861,516
112 OVERTIME	16,454	16,600	23,121	16,600
134 CHRISTMAS BONUS & LONGEVITY	7,958	8,930	8,511	9,020
210 FICA	44,631	51,775	49,064	55,003
212 MEDICARE	10,438	12,109	11,475	12,864
213 TCRS CONTRIBUTION	115,167	126,681	124,055	134,579
214 EMPLOYEE HEALTH INS	259,778	264,072	255,950	264,296
217 EMPLOYEE LIFE INS	4,027	4,663	4,321	4,962
219 WORKERS COMPENSATIONS INSURANCE	17,288	18,020	20,032	22,035
226 CLOTHING/UNIFORM/SHOES	10,287	13,500	11,139	13,500
310 POSTAL SERVICE	0	25	0	25
330 LEGAL NOTICES	104	500	225	500
345 TELEPHONE SERVICES	1,525	3,000	1,368	2,000
351 MEDICAL SERVICES	987	2,200	928	2,200
361 REPAIR & MAINTENANCE-VEHICLES	6,032	4,000	6,000	8,000
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	27,905	50,000	24,556	35,000
375 MEMBERSHIPS & DUES	206	200	200	250
378 EDUCATION - SEMINARS & TRAINING	3,250	2,800	2,500	2,800
383 TRAVEL-BUSINESS EXPENSES	0	650	700	650
399 OTHER CONTRACTED SERVICES	114,630	79,600	144,455	112,600
411 OFFICE SUPPLIES & MATERIALS	377	300	300	300
419 SMALL TOOLS & EQUIP	4,165	6,500	3,696	6,500
424 JANITORIAL SUPPLIES	450	500	400	500
429 GENERAL OPERATING SUPPLIES	28,827	28,000	27,595	35,000
431 GASOLINE & DIESEL FUEL	41,272	66,250	44,368	66,250
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	127,912	100,000	139,700	145,000
451 CONCRETE PRODUCTS	8,228	7,500	7,500	7,500
455 CRUSHED STONE & SAND	3,532	25,000	3,600	8,000
458 SALT/SODIUM CHLORIDE	24,836	50,000	37,500	50,000
465 ASPHALT	51,782	75,000	52,000	75,000
510 INSURANCE - GENERAL LIABILITY	12,794	14,074	12,848	14,140
523 PROPERTY (CONTENTS) INSURANCE	2,638	2,558	2,685	2,960
533 EQUIPMENT- RENTAL/LEASE	0	30,000	4,500	30,000
960 MACHINERY & EQUIPMENT	338,460	100,000	76,575	175,000
971 MOTOR EQUIPMENT	70,208	0	234	410,000
999 OTHER CAPITAL OUTLAY	0	100,000	93,672	65,000
<i>43140 - Public Works Street Repairs &amp; Maintenance</i>	<i>2,087,296</i>	<i>2,074,550</i>	<i>1,979,735</i>	<i>2,649,550</i>



# Streetlights & Signs

The Street Lights & Sign Division is the funding mechanism for the installation of new streetlights, maintenance of existing streetlights, and funds the energy charge and investment charge received from Morristown Utilities. 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. The division is responsible for the fabrication and installation of the vehicle decal markings for all City departments.

## □ Performance and Workload Measures



Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

Most residents (57%) gave a favorable rating for street lighting, which is near our historical average of 58%. Morristown is comparable to other communities in this service area. Those living in neighborhoods in the northwest are more satisfied than others across the city.

Traffic Signage					
	2019	2020	2021	2022	2023
Regulatory Signs Replaced	106	59	44	59	72
Street Signs Replaced	253	57	42	57	73
Misc. Signs Replaced	18	5	4	5	25
Warning Signs Replaced	10	40	21	40	60
Parking Signs Replaced	20	4	4	15	34
Guide Signs Replaced	10	15	13	4	17
School Signs Replaced	11	13	5	13	6
Signs Repaired or Straightened	841	419	526	419	503
Work Orders Generated	1,337	612	659	612	790
Work Orders Completed	1,337	612	659	590	788



Pavement Markings					
	2019	2020	2021	2022	2023
Yellow striping paint (Gallons)	770	715	0	1,650	825
White striping paint (Gallons)	275	165	0	410	440
Reflective Glass Beads (lbs)	9,400	10,250	0	10,250	6,850
Work Orders Generated	16	7	0	10	11
Work Orders Completed	16	7	0	10	11

## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Replaced and repaired signs such as stop and yield, speed limit, warnings, parking regulation and street name signs. Essential signs are handled as emergencies and are replaced within 24 hours. These include stop, yield, one way and school crossings.
- Responsible for production, installation, and maintenance of all existing traffic control signs and markings.
- Completed installation of new city emblem on new vehicle inventory.
- Replaced or reposted the following:
  - 34 Parking Signs
  - 73 Street Signs
  - 6 School Signs
  - 72 Regulatory Signs
  - 17 Guide Signs
  - 60 Warning Signs
- Repaired/Straightened/Removed 503 signs.

#### Sign Installation



### THRIVING, LIVABLE NEIGHBORHOODS

- Fabricated and installed street signs and directional signs for public roadways within new residential and commercial development.
- Attended course and received TTAP Certification in the following classes:
  - Traffic Signs & Pavement Markings
  - Work Zone Traffic Control
  - MUTCD Pavement Markings



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Responded to 164 citizens request for signs in need of repairs.
- Replaced 174 existing signs damaged due to vandalism, fading and accident damage.
- Replaced 66 missing signs.





## SAFE & SECURE COMMUNITY

- Provided traffic control devices for 19 special events and 8 emergency traffic events to safely protect the community with minimum disruption to traffic.
- Striped 102.7 miles of city streets.

### ❑ Goals for FY 2025



## THRIVING, LIVABLE NEIGHBORHOODS

- Continue to install and maintain all existing traffic control signs and city markings.



## SAFE & SECURE COMMUNITY

- For safe and direct passage for vehicles and pedestrians on all city streets and sidewalks within the city limits, continue to maintain:
  - Advisory, Directional, Regulatory & Street Signs
  - Crosswalks
  - Pavement Markings
  - Reflectors
  - Streetlights
- Continue to have the Public Works Emergency Response Trailer on standby to assist during severe weather, flooding, accidents, or other emergency events.

### ❑ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be under budget.

### ❑ Significant Changes for FY 2025

- No significant changes are planned.

### ❑ Personnel Summary

PUBLIC WORKS STREET LIGHTS & SIGNS	FY21	FY22	FY23	FY24	FY25
TRAFFIC TECHNICIAN	1	1	1	1	1
TOTAL PUBLIC WORKS STREET LIGHTS & SIGNS	1	1	1	1	1



## □ Budget Expense Detail

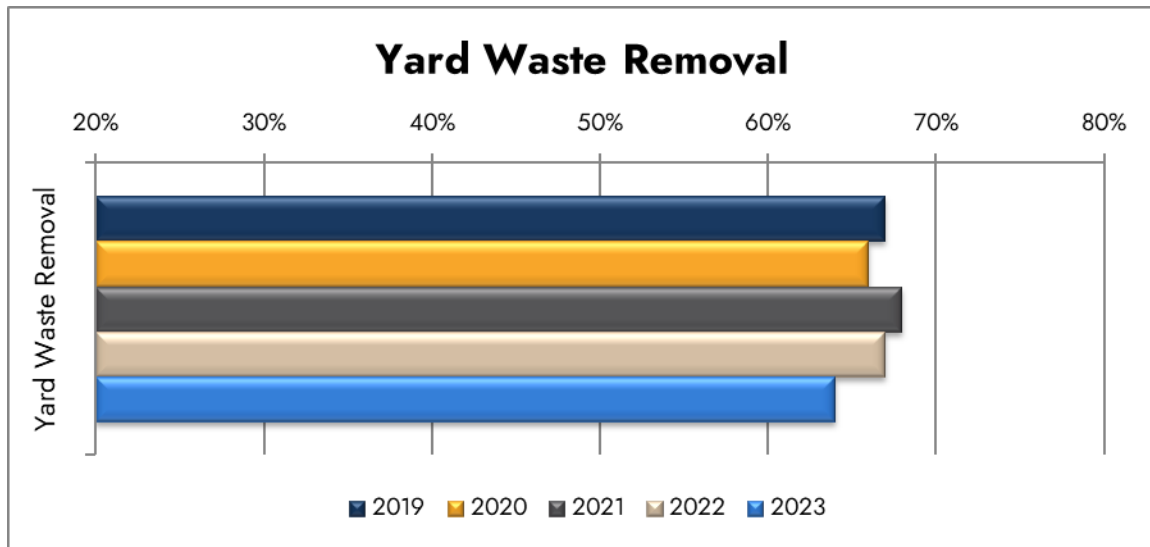
Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>43150 - Public Works Street Lights &amp; Signs</i>				
111 SALARIES & WAGES	55,037	53,511	53,574	55,583
112 OVERTIME	3,992	2,000	8,095	2,000
134 CHRISTMAS BONUS & LONGEVITY	0	694	0	1,025
210 FICA	3,509	3,485	3,721	3,634
212 MEDICARE	821	815	870	850
213 TCRS CONTRIBUTION	8,156	8,527	9,460	8,891
214 EMPLOYEE HEALTH INS	15,559	15,558	15,574	15,567
217 EMPLOYEE LIFE INS	274	308	296	320
219 WORKERS COMPENSATIONS INSURANCE	978	1,060	1,234	1,360
226 CLOTHING/UNIFORM/SHOES	863	770	625	770
330 LEGAL NOTICES	94	0	0	0
341 ELECTRICITY	777,165	820,000	787,130	820,000
343 NATURAL GAS & PROPANE	0	150	0	150
345 TELEPHONE SERVICES	493	1,000	456	500
351 MEDICAL SERVICES	28	500	81	500
361 REPAIR & MAINTENANCE-VEHICLES	170	2,500	150	2,500
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	300	1,000	200	1,000
365 REPAIR & MAINTENANCE-TRAFFIC SIGNALS	4,070	6,000	4,500	6,000
371 SUBSCRIPTIONS & BOOKS	1,200	350	350	350
378 EDUCATION - SEMINARS & TRAINING	83	400	50	400
383 TRAVEL-BUSINESS EXPENSES	0	400	0	400
399 OTHER CONTRACTED SERVICES	540	2,200	360	2,200
419 SMALL TOOLS & EQUIP	2,448	6,000	2,000	3,000
424 JANITORIAL SUPPLIES	0	100	0	100
429 GENERAL OPERATING SUPPLIES	48,178	45,000	43,000	45,000
431 GASOLINE & DIESEL FUEL	2,690	6,250	6,250	6,250
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	4,140	5,000	4,500	5,000
510 INSURANCE - GENERAL LIABILITY	487	536	490	540
523 PROPERTY (CONTENTS) INSURANCE	101	110	103	115
<i>43150 - Public Works Street Lights &amp; Signs</i>	<i>931,376</i>	<i>984,224</i>	<i>943,069</i>	<i>984,005</i>



# Brush & Bulk

The Brush & Bulk Division provides roadside 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 sight lines and sidewalks.

## ❑ Performance and Workload Measures



*Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”*

When asked about yard waste removal services, responses have been consistent throughout the 13-year survey program. Morristown’s biweekly curbside collection of bulk and yard waste is a popular service among citizens. We are similar to other communities across the country in this area. Those living in neighborhoods to the north were more favorable than their southern neighbors. Those over 55 were more positive than younger residents and homeowners are happier with the service than renters. Those with income below \$50,000 were more critical than other income groups.

Brush and Bulk Waste Collection (TONS)					
	2019	2020	2021	2022	2023
Brush	3,146	3,871	2,696	2,651	2,474
Bulk Waste	2,559	3,046	3,257	3,187	2,493
Leaf/Grass Collection	975	888	695	702	750
Total	6,680	7,805	6,648	6,540	5,717



## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

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- To protect property values and the environment the Public Works Department assisted in the clean-up of 14 vagrant sites/ illegal dumping and bulk waste violations.
- Effectively controlled and managed year-round curb side pick-up of:
  - Brush
  - Bulk Waste
  - Grass & Leaves
  - Storm Event Debris
- Responded to emergency requests from Hamblen County 911 regarding issues with debris and dead animals on City streets.
- Over 750 tons of leaves and grass are collected curbside annually inside the City limits. The Curb Tender truck vacuums grass trimmings and leaves year-round.
- Implemented ReCollect software to enable a transition to a request-based pick-up of bulk items, which is anticipated to reduce unnecessary route-based mileage for certain vehicles.

## ❑ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

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- Complete yearly safety training requirements.
- Continue to use social media channels to inform citizens of the services we provide, such as scheduled route pick-up dates, holiday schedules and special events.
- Cross train employees on a variety of equipment.
- Continue to fine-tune the use of the ReCollect software and closely monitor operational impacts and measure anticipated cost savings.



### SAFE & SECURE COMMUNITY

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- Work with Codes Division on various trash and litter issues inside the City limits.

## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- Due to the extremely long lead times on vehicles, a budget amendment was adopted to enable the department to issue purchase orders for vehicles that otherwise would have had to wait until FY 2024. Because of the lead time, payment will not be necessary until late FY 2024 and early FY 2025 when vehicles are expected to be delivered.

## ❑ Significant Changes for FY 2025

- Public Works will be implementing a new program of scheduled bulk and brush collection via mobile apps, citizen call-ins and City web site. Staff will closely monitor operational impacts and anticipated savings over the course of the year as the new software program is fine-tuned.



## □ Personnel Summary

PUBLIC WORKS BRUSH & BULK	FY21	FY22	FY23	FY24	FY25
SUPERINTENDENT	1	1	1	1	1
HEAVY EQUIPMENT OPERATORS	0	0	0	0	0
MEDIUM EQUIPMENT OPERATORS	7	7	7	7	7
UTILITY WORKER	3	3	3	3	3
TOTAL PUBLIC WORKS BRUSH & BULK	11	11	11	11	11

## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>43160 - Public Works Brush &amp; Bulk</i>				
111 SALARIES & WAGES	422,055	510,960	503,641	524,623
112 OVERTIME	3,751	15,000	4,469	15,000
134 CHRISTMAS BONUS & LONGEVITY	4,588	4,155	3,674	4,020
210 FICA	25,282	32,868	30,755	33,706
212 MEDICARE	5,913	7,687	7,193	7,883
213 TCRS CONTRIBUTION	63,716	80,419	76,359	82,471
214 EMPLOYEE HEALTH INS	150,091	170,815	168,997	170,875
217 EMPLOYEE LIFE INS	2,339	2,943	2,665	3,022
219 WORKERS COMPENSATIONS INSURANCE	10,758	11,660	14,829	16,315
226 CLOTHING/UNIFORM/SHOES	7,101	8,500	6,572	8,500
310 POSTAL SERVICE	0	50	0	50
330 LEGAL NOTICES	0	400	0	100
345 TELEPHONE SERVICES	1,776	1,700	1,735	1,700
351 MEDICAL SERVICES	445	1,000	560	1,000
359 OTHER PROFESSIONAL SRVCS	0	5,000	0	2,000
361 REPAIR & MAINTENANCE-VEHICLES	11,278	12,500	8,893	13,000
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	1,500	25,000	3,000	25,000
375 MEMBERSHIPS & DUES	206	0	206	250
378 EDUCATION - SEMINARS & TRAINING	255	500	175	500
383 TRAVEL-BUSINESS EXPENSES	0	500	0	500
399 OTHER CONTRACTED SERVICES	5,031	20,111	5,560	56,000
411 OFFICE SUPPLIES & MATERIALS	448	300	250	300
419 SMALL TOOLS & EQUIP	407	6,500	2,017	5,000
424 JANITORIAL SUPPLIES	0	150	100	150
429 GENERAL OPERATING SUPPLIES	4,989	4,000	4,000	4,000
431 GASOLINE & DIESEL FUEL	98,526	96,250	94,520	96,250
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	99,128	105,000	104,960	105,000
510 INSURANCE - GENERAL LIABILITY	14,399	15,839	13,477	14,825
523 PROPERTY (CONTENTS) INSURANCE	2,446	2,642	2,490	2,740
562 LANDFILL FEE/DISPOSITION CHARGES	290,706	400,000	346,583	400,000
910 LAND	350,000	0	0	0
971 MOTOR EQUIPMENT	14	0	0	0
999 OTHER CAPITAL OUTLAY	0	60,110	82,000	0
<i>43160 - Public Works Brush &amp; Bulk</i>	<i>1,577,148</i>	<i>1,602,559</i>	<i>1,489,680</i>	<i>1,594,780</i>



# Communication Shop

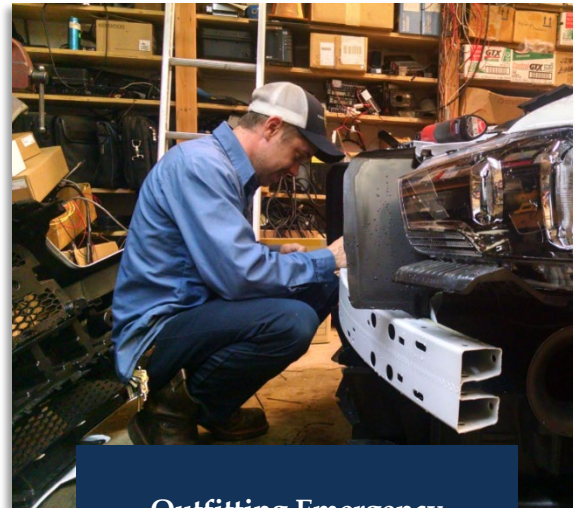
This Communication Shop provides all maintenance and technical support for radio voice and data communications for City departments. With the exception of the Police Department's Mobile Data Terminals (MDT), this division maintains and installs all electronic equipment in vehicles for the Public Safety and Public Works Departments. The division assists in the maintenance of the City's traffic signal system.

## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- The City of Morristown operates and maintains a Land Mobile Radio (LMR) infrastructure that services the Police, Fire and Public Works Departments. This division also maintains radio towers to support public safety functions.
- To ensure efficient continuation of the LMR infrastructure the Communication Division monitors the following:
  - Base Stations
  - Building Power
  - Towers & Tower Foundations
  - Uninterruptible Power Supplies
  - Ethernet Switches
  - Batteries
  - Antennas
  - Building Structures
  - Microwave Links
  - Radio Frequency Cables
  - Backup Generators & Fuel System
  - Video Surveillance
- The Division supported and maintained several critical electronic systems at the Morristown Regional Airport, including:
  - Precision Approach Path Indicators (PAPI). PAPI assists by providing visual glide slope guidance in non-precision approach environment.
  - Runway End Identifier Lights (REIL). The REIL system provides identification of the end of the runway.
  - Medium Approach Light System with Runway Alignment (MALSR). MALSR is medium approach lighting installed in airport runway approach zones along the extended centerline of the runway.



Outfitting Emergency Vehicles





## SAFE & SECURE COMMUNITY

- Maintained City owned radio system at Morristown Hamblen County Emergency 911 Center.
- Completed annual safety training requirements.



## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Verified all communication and lighting components for any newly outfitted city vehicles were in proper working order prior to going into service.
- Maintained the following systems in all Police, Fire and Public Works Vehicles:
  - Radios (Portable & Vehicle Mounted)
  - Lighting Systems & Sirens
  - Video Monitoring Equipment
  - Antennas
  - Switch Boxes
  - GPS Equipment
  - Radar

### □ Goals for FY 2025



## HIGH PERFORMING ORGANIZATION

- Continue maintenance on Fire, Police and the Public Works Department radios. Radios have been converted from LMR to TACN LMR.

### □ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be under budget.

### □ Significant Changes for FY 2025

- No significant budget changes are anticipated in FY 2025.

### □ Personnel Summary

PUBLIC WORKS COMMUNICATION SHOP	FY21	FY22	FY23	FY24	FY25
COMMUNICATIONS TECHNICIAN	1	1	1	1	1
ASSISTANT COMMUNICATIONS TECHNICIAN	1	1	1	1	1
TOTAL PUBLIC WORKS COMMUNICATION SHOP	2	2	2	2	2



## □ Budget Expense Detail

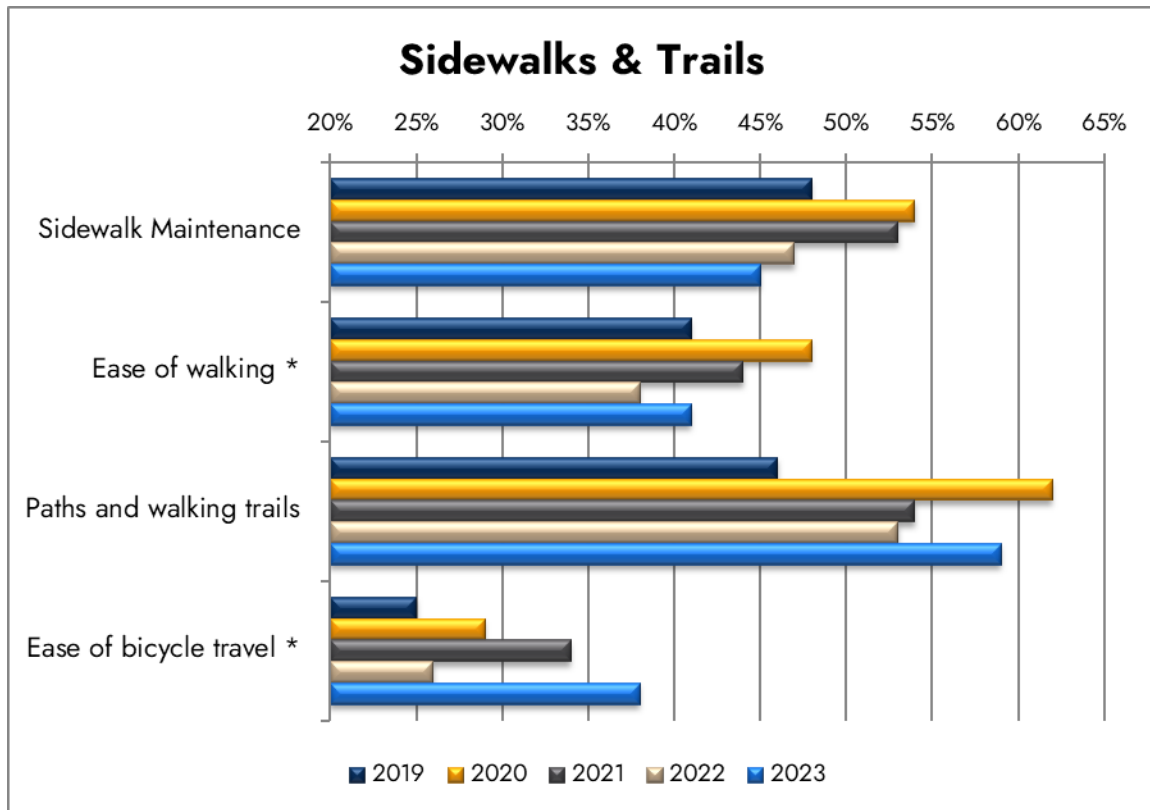
Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>43175- Public Works Communication Shop</i>				
111 SALARIES & WAGES	120,051	133,199	133,227	154,378
112 OVERTIME	15,827	17,500	14,089	17,500
134 CHRISTMAS BONUS & LONGEVITY	1,476	1,487	1,487	1,515
210 FICA	8,296	9,436	9,027	10,751
212 MEDICARE	1,940	2,207	2,111	2,515
213 TCRS CONTRIBUTION	20,837	23,087	22,573	26,304
214 EMPLOYEE HEALTH INS	21,083	31,231	31,133	31,323
217 EMPLOYEE LIFE INS	562	767	541	889
219 WORKERS COMPENSATIONS INSURANCE	1,956	2,120	2,468	2,715
226 CLOTHING/UNIFORM/SHOES	620	1,600	630	1,600
341 ELECTRICITY	3,785	3,800	4,266	4,500
345 TELEPHONE SERVICES	1,079	2,000	1,020	1,300
351 MEDICAL SERVICES	84	100	56	100
359 OTHER PROFESSIONAL SRVCS	0	200	0	200
360 REP & MAINT-COMMUNICATIONS	0	350	0	350
361 REPAIR & MAINTENANCE-VEHICLES	0	1,000	200	1,000
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	0	1,000	0	1,000
363 REPAIR & MAINTENANCE- OFFICE EQUIPMENT	0	400	0	400
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	0	1,000	750	1,000
371 SUBSCRIPTIONS & BOOKS	0	300	0	300
375 MEMBERSHIPS & DUES	180	220	180	220
378 EDUCATION - SEMINARS & TRAINING	0	2,000	0	1,000
383 TRAVEL-BUSINESS EXPENSES	0	2,000	0	1,000
399 OTHER CONTRACTED SERVICES	785	480	700	480
411 OFFICE SUPPLIES & MATERIALS	0	300	295	300
419 SMALL TOOLS & EQUIP	832	1,000	823	1,000
424 JANITORIAL SUPPLIES	0	50	0	50
429 GENERAL OPERATING SUPPLIES	0	1,500	1,558	1,500
431 GASOLINE & DIESEL FUEL	4,257	4,375	4,125	4,375
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	3,211	2,500	1,500	2,500
510 INSURANCE - GENERAL LIABILITY	3,899	4,289	2,692	2,965
523 PROPERTY (CONTENTS) INSURANCE	804	869	563	620
533 EQUIPMENT- RENTAL/LEASE	0	1,000	0	1,000
971 MOTOR EQUIPMENT	0	0	0	210,000
999 OTHER CAPITAL OUTLAY	0	20,000	7,650	0
<i>43175 - Public Works Communication Shop</i>	<i>211,564</i>	<i>273,367</i>	<i>243,664</i>	<i>486,650</i>



# Sidewalks

The City of Morristown maintains 375,244 ft. (over 71 miles) of sidewalks. This division is responsible for the construction and repair of sidewalks and handicapped ramps within the City.

## □ Performance and Workload Measures



Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

\*- reflects an area rated below the national benchmark

We saw improvement in most of these areas reflecting improvements in the community’s transportation network for non-vehicle travel. Satisfaction with sidewalk maintenance continued a declining trend and with a positive rating of 45% we are below our average of 49%.

The availability of paths and walking trails had a very significant jump in 2020, and although the next two surveys fell responses in 2023 increased to a 59% favorable rating. This is well above historic levels and second only to the highest rating we’ve seen (2020). We have been working to add to the greenway system; many of our residents discovered our trails due to COVID restrictions. With limited activities available under health restrictions, our walking trails saw much more activity. With the influx of new residents with continued growth, the appreciation of walking trails is improving. We remained below other communities in the ease of walking and bicycle travel. Unfortunately, we have compared unfavorably in these areas every year we have conducted the survey. Continued efforts to add walking trails in parks, to extend the greenway, and fill gaps in our sidewalk system are intended to improve opportunities to walk and bike.



Sidewalks					
	2019	2020	2021	2022	2023
Sidewalk Repaired (Linear ft)	1,604	502	1,077	297	415
Sidewalk New Installation (Linear ft)	2,112	1,669	1,256	9,224	7,233
Work Orders Generated	12	15	30	18	13
Work Orders Completed	12	15	30	18	13

## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Public Works strives to make the city's sidewalks safe, accessible, and well-maintained. To reduce city liability, sidewalks are inspected yearly to remove overhanging trees and trip hazards. These repairs ensure safety for walkers and ensure all routes are accessible to those in wheelchairs.
- Contractors laid approximately 3,447 feet of new residential and commercial sidewalk over calendar year 2023 at the following locations:
  - Blue Jay Way
  - Cottonseed Way
  - Erica Greene Cir.
  - W. Andrew Johnson Hwy.
  - Bellwood Farms
  - Berna Way
  - Cliff Street
  - Evan Greene Plz.
  - Reece St.
  - Southwood Subdivision
- Responded to 13 citizen sidewalk complaints.
- Complied with all standards set by the Americans with Disabilities Act (ADA), ensuring public facilities are accessible to those who use wheelchairs, scooters, or other mobility devices. Followed a plan to update older facilities to bring them into compliance.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Repaired 415 feet of sidewalk in various locations across the city.
- The City installed new ADA compliant sidewalk ramps on S Cumberland St, N Henry St, Lincoln Ave, E 6<sup>th</sup> N St, Davis St, and Winners Circle Rd.
- In conjunction with new development, new sidewalk was installed along Erica Greene Cir and W AJ Hwy (455 linear feet and 4 ADA ramps) and along W AJ Hwy at Bellwood Farms (700 linear feet and 5 ADA ramps).

## ❑ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

- Support the Department of Planning and Community Development in seeking grant opportunities for the improvement of sidewalks.





## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Perform repairs prior to, or in conjunction with, the annual paving program and special requests.
- Install or repair sidewalks for transportation and recreational use in compliance with the Americans with Disabilities Act.
- Multimodal projects for sidewalk and greenway improvements will continue in the environmental review and right-of-way acquisition phases in anticipation of construction.

### □ Comments on FY 2023 Actual and FY 2024

#### Projections:

- Expenditures are expected to be under budget.

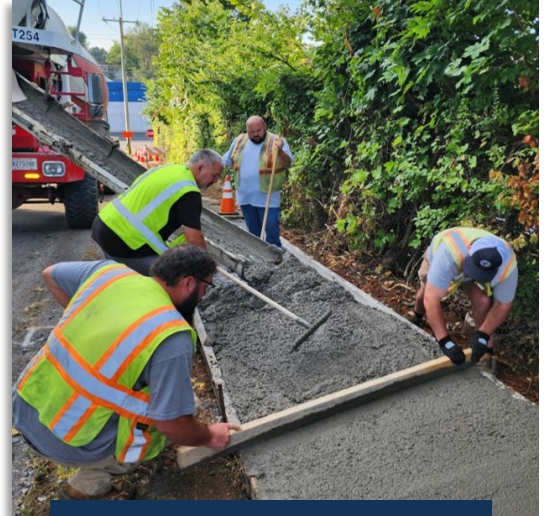
### □ Significant Changes for FY 2025

- There are no significant changes in FY 2025.

### □ Personnel Summary

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

### □ Budget Expense Detail



**New Sidewalk  
Installation**

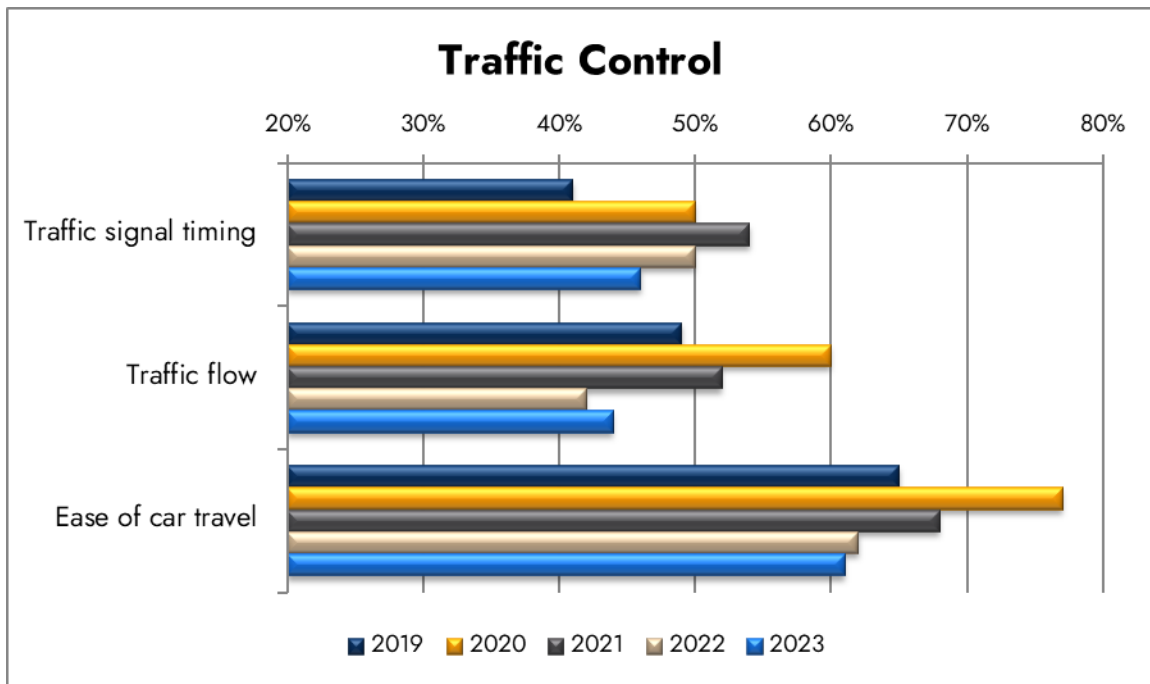
Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>43180 - Public Works Sidewalks</i>				
330 LEGAL NOTICES	0	200	0	0
399 OTHER CONTRACTED SERVICES	0	0	1,926	0
451 CONCRETE PRODUCTS	6,423	20,000	7,500	20,000
455 CRUSHED STONE & SAND	0	3,000	0	3,000
931 ROADS, STREET, AND PARKING LOTS	39,002	175,000	80,000	981,926
<i>43180 - Public Works Sidewalks</i>	<i>45,425</i>	<i>198,200</i>	<i>89,426</i>	<i>1,004,926</i>



# Traffic Devices

This program is responsible for installing traffic control devices in coordination with the Traffic Coordinating Committee or “Traffic Team.” The Public Works Department is responsible for the 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 relative to 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: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

Favorable ratings for traffic signal timing showed improvement beginning in 2017. The installation of the ITS (Intelligent Transportation System) coordinating traffic signals on the major east/west corridor through town was largely responsible for this improvement. It appears that increased traffic from growth is taxing the system and ratings are declining. A similar system will be installed on the north/south corridor with the RAISE grant project that should improve public satisfaction and we are undertaking a study to review the ITS system to ensure it is operating at optimal levels.

Resident ratings for both ease of travel by car and traffic flow are below historic averages. Responses were generally consistent across geographic areas, with those in the northwest more critical of traffic flow than others. Several projects are underway that may help offset the congestion caused by continuing growth and development. The new connection between Crockett Trace and Thompson Creek Road completed this year provides a much improved connection for travel in east Morristown. Other projects to improve Highway



11E, East Morris Blvd and Central Church Road are still in design or other preliminary phases and will not have an impact on traffic in 2024. The corridor study for State Route 160 included improvements for intersections at both MLK Parkway and Sulphur Springs Road. TDOT will begin a project in 2025 that will improve both safety and the flow of traffic at these locations.

<b>Traffic Signal Call Log</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Non Emergency Calls for Service	1,071	1,006	1,239	1,257	273
Emergency Calls for Service	31	17	21	40	83
Emergency Calls for Service (After Hours)	41	45	51	48	123
Total Calls for Service	1,143	1,068	1,311	1,345	479

<b>Workorders</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Call Generated Workorders	1,153	1,344	1,369	1,345	188
Technician Generated Workorders	275	368	321	415	497
Total Workorders	1,428	1,712	1,690	1,760	685

<b>Repairs Due to Damage</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Signal Heads	15	12	11	29	27
Pedestrian Signals	6	8	5	4	32
Tether Wires	5	4	1	1	3
Signal Poles	0	2	1	0	0
Traffic Signal Cabinets	0	0	1	0	2
Total Repairs	26	26	19	34	64



Signal Head Maintenance					
	2019	2020	2021	2022	2023
Signal Head Replaced	21	19	17	29	8
Red LED's Replaced	4	6	10	7	4
Yellow LED's Replaced	11	8	7	9	2
Green LED's Replaced	9	7	11	4	22
Red Arrow LED's Replaced	5	4	2	8	0
Yellow Arrow LED's Replaced	1	3	3	7	1
Green Arrow LED's Replaced	3	3	6	5	0
Loop Detection Repairs	0	0	0	0	2
Radar Detection Upgrades By Approach	28	26	25	19	19
Fiber Communications Upgrades	7	1	2	3	0
Intersection Upgrades	7	5	1	3	4
New Signalized Intersections	2	2	1	0	2
Ground Mounted Equipment Semi-annual Maintenance	132	132	134	134	132
Intersection - Overhead Hardware Inspections	11	10	7	15	0

## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Changed 2 intersections from Loop Wire Detection to Radar Detection for improved performance and reliability. These were the final intersections planned for conversion.
- Replaced 2 obsolete traffic signal cabinets and equipment.
- Intersection timings and coordination along the route of Morris Blvd. have been updated.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Maintained 67 signalized intersections with 581 traffic signal heads, 132 pedestrian heads and 11 warning signal heads.
- Maintained and monitored all aspects of the Traffic Signal System.
- Completed the required six-month inspection, cleaning and testing for all ground-based hardware including cabinets, pedestrian poles, etc. This included controller and monitor testing with testing equipment obtained through the SR34 ITS project.
- Certified all traffic signal monitors in operation system.



## □ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

- Upgrade traffic signal cabinets and signals, including changing signals at 10 intersections to include reflective signal heads, upgrading 2 intersection cabinets, and adding new battery backups at 4 intersections.
- Complete the required bi-annual inspection, cleaning and testing for all ground-based hardware including cabinets, pedestrian poles, etc.
- Certify all traffic signal monitors in our operating system.



### THRIVING, LIVABLE NEIGHBORHOODS

- Complete inspection of all traffic signals, hardware, equipment, and fixtures.
- Continue to monitor and maintain all signalized intersections.

## □ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be under budget.

## □ Significant Changes for FY 2025

- There is no significant change in the FY 2025 budget.

## □ Personnel Summary

- No personnel are assigned to this account.

## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>43190 - Public Works Traffic Devices</i>				
310 POSTAL SERVICE	1,624	3,000	1,800	3,000
341 ELECTRICITY	30,444	42,000	29,650	35,000
345 TELEPHONE SERVICES	16,248	12,000	13,832	15,000
359 OTHER PROFESSIONAL SRVCS	0	1,500	0	1,500
360 REP & MAINT-COMMUNICATIONS	0	4,000	0	4,000
361 REP & MAINT-VEHICLES	0	1,500	0	1,500
365 REP & MAINT-TRAFFIC SIGNALS	254,367	220,000	214,280	250,000
371 SUBSCRIPTIONS & BOOKS	0	250	0	250
375 MEMBERSHIPS & DUES	0	650	0	650
378 EDUCATION - SEMINARS & TRAINING	250	2,000	0	1,000
383 TRAVEL-BUSINESS EXPENSES	0	1,000	0	1,000
399 OTHER CONTRACTED SERVICES	8,800	15,000	8,800	15,000
419 SMALL TOOLS & EQUIP	4,084	6,000	4,000	6,000
429 GENERAL OPERATING SUPPLIES	168	0	50	0
<i>43190 - Public Works Traffic Devices</i>	<i>315,985</i>	<i>308,900</i>	<i>272,412</i>	<i>333,900</i>



# Pavement Management Program

This Pavement Management Program provides for the resurfacing, maintenance and improvements to existing streets and for construction of new streets within the City limits. Adequate pavement is essential to the safety and comfort of the traveling public as well as the economic well-being of the City of Morristown. Funding for these items is provided by gas tax money collected by the State of Tennessee and allocated to the City.

## ❏ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Completed Thompson Creek Rd Phase II improvements between Crockett Trace Drive and E Morris Blvd.
- Developers constructed new streets in the following subdivisions, which are anticipated to be dedicated to the City:
  - Southwood Phase III
  - Millstone Subdivision Phase I



### THRIVING, LIVABLE NEIGHBORHOODS

- Through the Transportation Improvement Program (TIP):
  - Morris Blvd, from Highway 25 to US 11E is in the Design Phase.
  - Central Church Road widening is in the Design Phase.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Paved 8 miles as part of the Annual Street Maintenance Project.
- Rejuvenated 10 miles of City Streets as part of Annual Street Maintenance.
- Completed construction of Thompson Creek Road Phase II improvements.
- Completed design phase and the majority of the right-of-way acquisition necessary for the E. Morris Boulevard paving project east of Highway US-25E. Bid letting is expected in the first half of FY 2025.

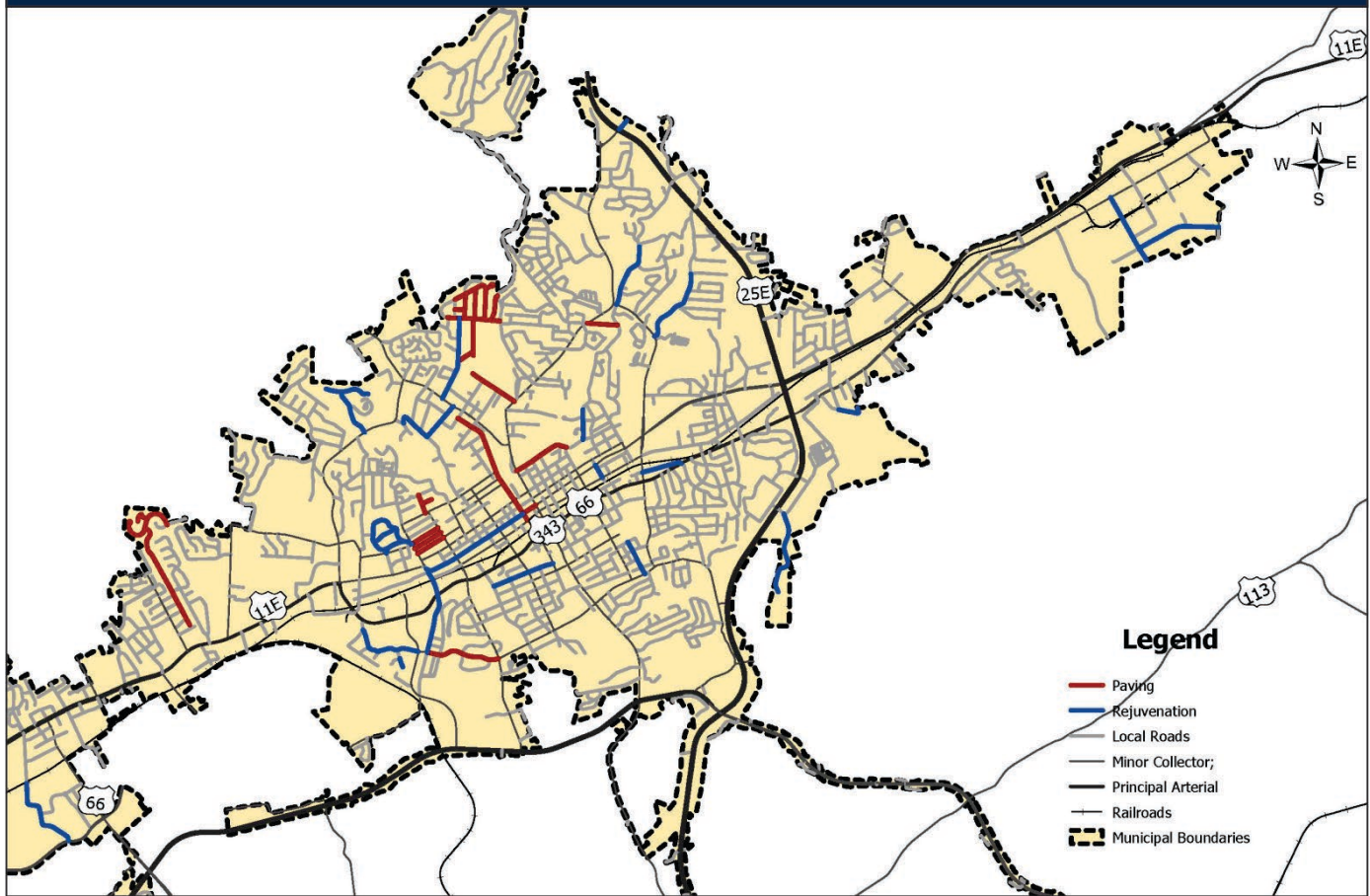


### What is Street Rejuvenation?

Street rejuvenation is a process involving a special sealant and strengthener called "Reclamite" that is applied to certain roadways. This process extends the life of the roadway up to 5 additional years before repaving is required, thus reducing costs and making the most of City tax dollars.



# Completed Annual Street Maintenance FY24



## Paving

- |                    |                |                    |                    |
|--------------------|----------------|--------------------|--------------------|
| • N. Henry St.     | • S. Outer Dr. | • Watercrest St.   | • Grandview Dr.    |
| • W. 1st North St. | • E. Outer Dr. | • Summit Ln.       | • Medlin St.       |
| • Lincoln Ave.     | • N. Outer Dr. | • Summit Ridge Dr. | • W. 4th North St. |
| • E. 6th North St. | • Hilltop St.  | • Davis St.        | • W. 5th North St. |
| • Landmark Dr.     | • Murray Dr.   | • Wildwood Dr.     | • Drinnon Dr.      |
| • Grandview St.    | • Orchard St.  | • Spoone Ave.      | • Utility St.      |
|                    |                |                    | • Tiptop Cir.      |

## Rejuvenation

- |                      |                       |                        |                        |
|----------------------|-----------------------|------------------------|------------------------|
| • Callaway Dr.       | • Progress Pkwy.      | • Virginia Ave.        | • Brights Pike         |
| • Cherokee Park Rd.  | • Richardson St.      | • Windridge Ln.        | • Darbee Dr.           |
| • Cleveland Ave.     | • Ryder Ln.           | • W. 1st North St.     | • Evans Ave.           |
| • Housley Cir.       | • S. Fairmont Ave.    | • Walters State CC Dr. | • Hamblen Ave.         |
| • Lorino Park Rd.    | • Sherwood Dr.        | • Howell Rd.           | • Jeffrey Ln.          |
| • Neikirk Dr.        | • Thomas R. James Dr. | • Appley Rd.           | • Old Liberty Hill Rd. |
| • Old White Pine Rd. | • Vantage View Dr.    | • Berkline Dr.         | • Rosedale Ave.        |



## □ Goals for FY 2025



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Implement the next phase of the pavement program and Annual Street Maintenance.
- Pave 8 miles and rejuvenate 4.75 miles of City Streets as part of Annual Street Maintenance. The 4.75 miles to be rejuvenated are those street sections that were paved in FY 2021. The rejuvenation technique is ideally applied 4 to 5 years following initial paving to reintroduce chemicals to the pavement, thereby extending the life of the roadway.
- Complete Walters Dr and Cherokee Dr Roundabout.
- Complete design and ROW phase for Central Church Road widening project.



Street Paving Project

## □ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be under budget.

## □ Significant Changes for FY 2025

- No significant changes.

## □ Personnel Summary

- No personnel are assigned to this area.

## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>43300 - Public Works Pavement Management System</i>				
330 LEGAL NOTICES	0	500	0	0
399 OTHER CONTRACTED SERVICES	36,602	0	34,113	0
958 STREET INFRASTRUCTURE IMP - LOCAL	654,317	1,490,625	1,510,996	1,536,000
958 STREET INFRASTRUCTURE IMP - TDOT	0	1,821,374	68,214	1,791,630
959 STREET INFRASTRUCTURE IMP - REJUVINATION	0	200,000	227,726	100,000
<i>43300 - Public Works Pavement Management System</i>	<i>690,919</i>	<i>3,512,499</i>	<i>1,841,049</i>	<i>3,427,630</i>





# PARKS & RECREATION DEPARTMENT





# Parks & Recreation Organization Chart



## 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.



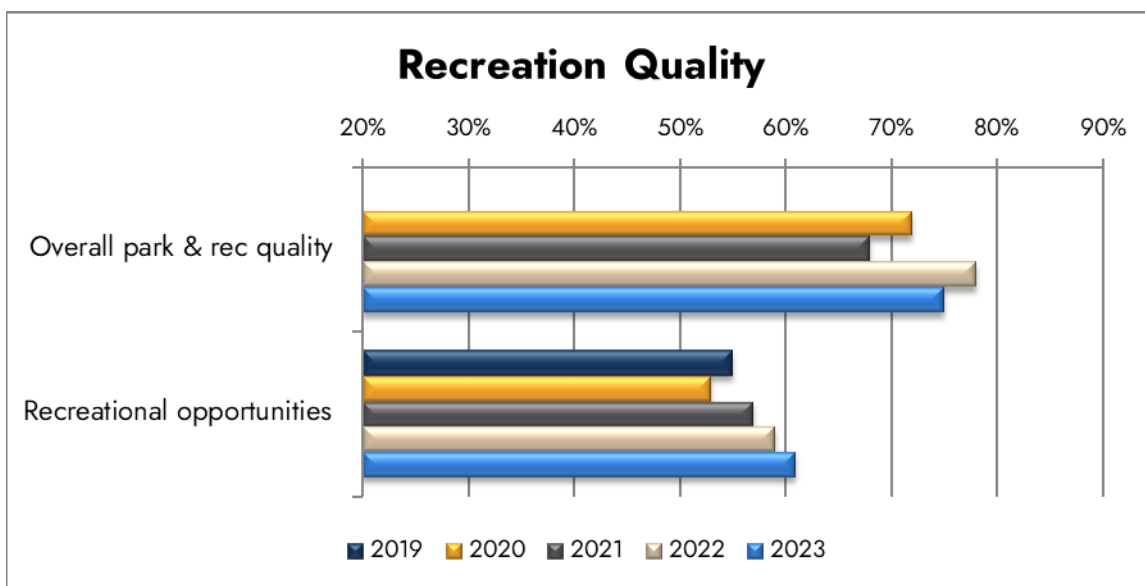
# Parks & Recreation Administration

Parks and Recreation Administration has the responsibility of planning, coordinating and general administration of the entire Parks and Recreation Department and park system. Staff oversees the day-to-day operations and continuously reviews the needs of the department. An eleven-member Parks and Recreation Advisory Board, appointed by City Council, advises the department as to how best to serve the citizens of Morristown with the resources available to them.

## □ Performance and Workload Measures



Source: 2023 Citizen Survey



Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”



When asked to evaluate the overall quality of parks and recreation opportunities, Morristown residents gave a 75% favorable rating which is similar to other communities across the nation. Those living in neighborhoods in the southeast of the community had a lower opinion about the quality of our programs. Those over 55 were happier about recreation than younger residents.

There is an improving trend in the favorable assessment of recreational opportunities in Morristown. While ratings have not varied significantly over time in this area, 61% is the highest we have seen for recreation opportunities. With this score, we are comparable to other communities across the nation. Those living in the northwest are more favorable than residents living in neighborhoods to the east of the community. Homes where an older adult is living were more favorable than others.

## ❏ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- The Parks and Recreation Advisory Board and Morristown Parks and Recreation Department meet regularly to guide recreational opportunities for Morristown.
- Continued and updated partnerships with the following:
  - Lakeway Tennis Association
  - Morristown USA-BMX
  - Blue Grass Disc Golf Association
  - Morristown Disc Golf Association
  - NFL Flag Football
  - American Youth Soccer Association
  - Lakeway Soccer League
  - Adult Hispanic Soccer League
  - Youth Fall Baseball League
  - Hamblen County School District Athletics such as Middle and High School Soccer, Boys High School Baseball, Girls Softball, Boys and Girls Soccer and Track.
- 541 players from 30 states participated in the 2023 Tennessee State Disc Golf Championship Tournament.
- Created community tailgate for the Tennessee Volunteers vs Kentucky Football game.

Flag Football



### THRIVING, LIVABLE NEIGHBORHOODS

- Worked with Ready By 6 to secure funding from Colortech to expand the Storybook Trail at Civic Park with two new sets of story panels.
- Park Maintenance rebuilt three infields this offseason: Tucker-Frazier, McAmis-Sempkowski and King
- Greatly expanded the programming opportunities through the Talley Ward Community Center with program offerings such as summer camps, crocheting, ballet and tumbling, pickleball and bingo.





## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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- Started a winter rye program on soccer fields to help keep them playable year-round instead of closing the fields in the winter months
- Started tracking utilization rates this year of the city's park properties and amenities in an effort to better know what is valued by the public



## A HEALTHY & VIBRANT CITY

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- Hosted the Hall of Fame Banquet with University of Tennessee Softball Coach Karen Weekly as the featured speaker.

### ☐ Goals for FY 2025



## HIGH PERFORMING ORGANIZATION

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- Continue working with the Morristown Landing staff to coordinate efforts to enhance Parks & Recreation programs and events and to optimize usage of the Landing.



## THRIVING, LIVABLE NEIGHBORHOODS

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- Continue to apply for grant funding opportunities and pursue area partnerships.



## A HEALTHY & VIBRANT CITY

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- Continue to work with and grow Healthy Hamblen activities and events.
- The parks department has now officially joined with the Chamber of Commerce and Downtown Morristown to jointly host the First Friday concert series. This effort expanded the number of concerts from five to eight, with six hosted at the Downtown Green and two hosted at Fulton-Hill Park. The partnership also allows for the series to be extended to begin earlier in Spring until later in the Fall than in prior years.
- Plan early to host a re-imagined Hall of Fame banquet to show appreciation to Parks & Recreation volunteers, coaches, and officials.

### ☐ Comments on FY 2023 Actual and FY 2024 Projections:

- Expenditures are expected to be within the adopted budget.
- In FY 2024, the Parks & Recreation Administration division was divided to add a newly created Parks & Recreation Athletics division. Certain expenditures were realigned to begin accounting for Athletics-related costs separately.

### ☐ Significant Changes for FY 2025:

- No significant changes are planned for FY 2025.



## □ Personnel Summary

PARKS & RECREATION ADMINISTRATION	FY21	FY22	FY23	FY24	FY25
PARKS & REC DIRECTOR	1	1	1	1	1
RECREATION SUPERINTENDENT	1	1	1	1	1
ATHLETIC COORDINATOR	1	1	1	0	0
ATHLETIC SUPERVISOR	1	1	1	0	0
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
<b>TOTAL PARKS &amp; RECREATION ADMINISTRATION</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>3</b>

Note: With the creation of a Parks & Recreation Athletics Division in FY 2024, the Athletics Coordinator and Athletics Supervisor positions shifted to the Athletics Division.

## □ Budget Expense Detail

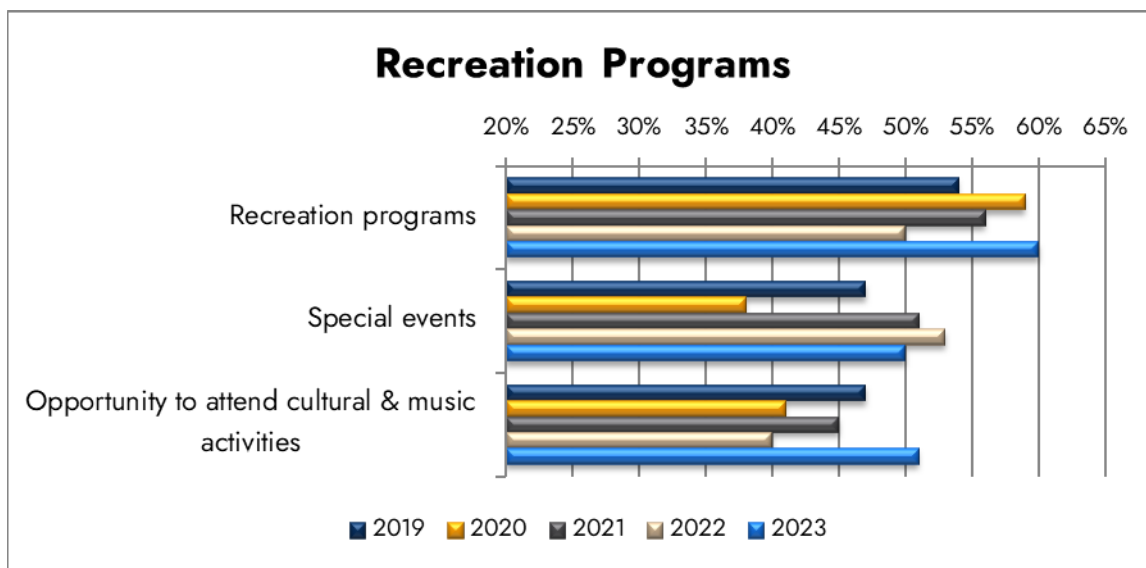
Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>44410 - Parks &amp; Recreation Administration</i>				
111 SALARIES & WAGES	283,322	243,782	219,059	236,654
112 OVERTIME	558	0	125	500
134 CHRISTMAS BONUS & LONGEVITY	1,008	2,159	830	875
210 FICA	17,160	15,249	12,808	14,758
212 MEDICARE	4,013	3,567	3,113	3,452
213 TCRS CONTRIBUTION	42,722	37,310	33,376	36,109
214 EMPLOYEE HEALTH INS	71,050	47,036	46,669	47,006
217 EMPLOYEE LIFE INS	1,440	1,404	1,194	1,363
219 WORKERS COMPENSATIONS INSURANCE	4,890	3,180	6,170	6,790
226 CLOTHING/UNIFORM/SHOES	0	300	0	500
310 POSTAL SERVICE	14	300	15	300
321 PRINTING SERVICES	55	200	0	200
330 LEGAL NOTICES	0	200	50	200
341 ELECTRICITY	7,930	5,200	7,836	8,500
342 WATER & SEWER	2,364	1,200	3,935	4,000
343 NATURAL GAS & PROPANE	3,827	2,400	3,200	3,600
345 TELEPHONE SERVICES	6,790	4,800	6,598	6,800
351 MEDICAL SERVICES	0	200	56	200
371 SUBSCRIPTIONS & BOOKS	199	200	299	200
375 MEMBERSHIPS & DUES	1,285	1,200	1,830	1,200
378 EDUCATION - SEMINARS & TRAINING	1,705	1,200	0	2,000
383 TRAVEL-BUSINESS EXPENSES	2,612	2,500	0	2,500
399 OTHER CONTRACTED SERVICES	342	8,200	9,710	7,300
411 OFFICE SUPPLIES & MATERIALS	1,736	1,200	1,050	1,200
413 OFFICE EQUIPMENT	1,893	300	176	0
510 INSURANCE - GENERAL LIABILITY	1,340	834	1,346	1,485
523 PROPERTY (CONTENTS) INSURANCE	276	179	282	310
533 EQUIPMENT- RENTAL/LEASE	4,382	3,500	4,103	3,500
999 OTHER CAPITAL OUTLAY	23,806	0	0	0
<i>44410 - Parks &amp; Recreation Administration</i>	<i>486,719</i>	<i>387,800</i>	<i>363,830</i>	<i>391,502</i>



# Parks & Recreation Programs

The Parks and Recreation Program Division provides multiple recreational programs and activities to meet the needs of the community on a year-round basis. Programs include athletics, special events, arts, and leisure time activities to the community. The objective of programs is to provide recreational opportunities to youth and adults while advocating 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. We encourage recreation to foster health and wellness for our great community.

## □ Performance and Workload Measures



Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

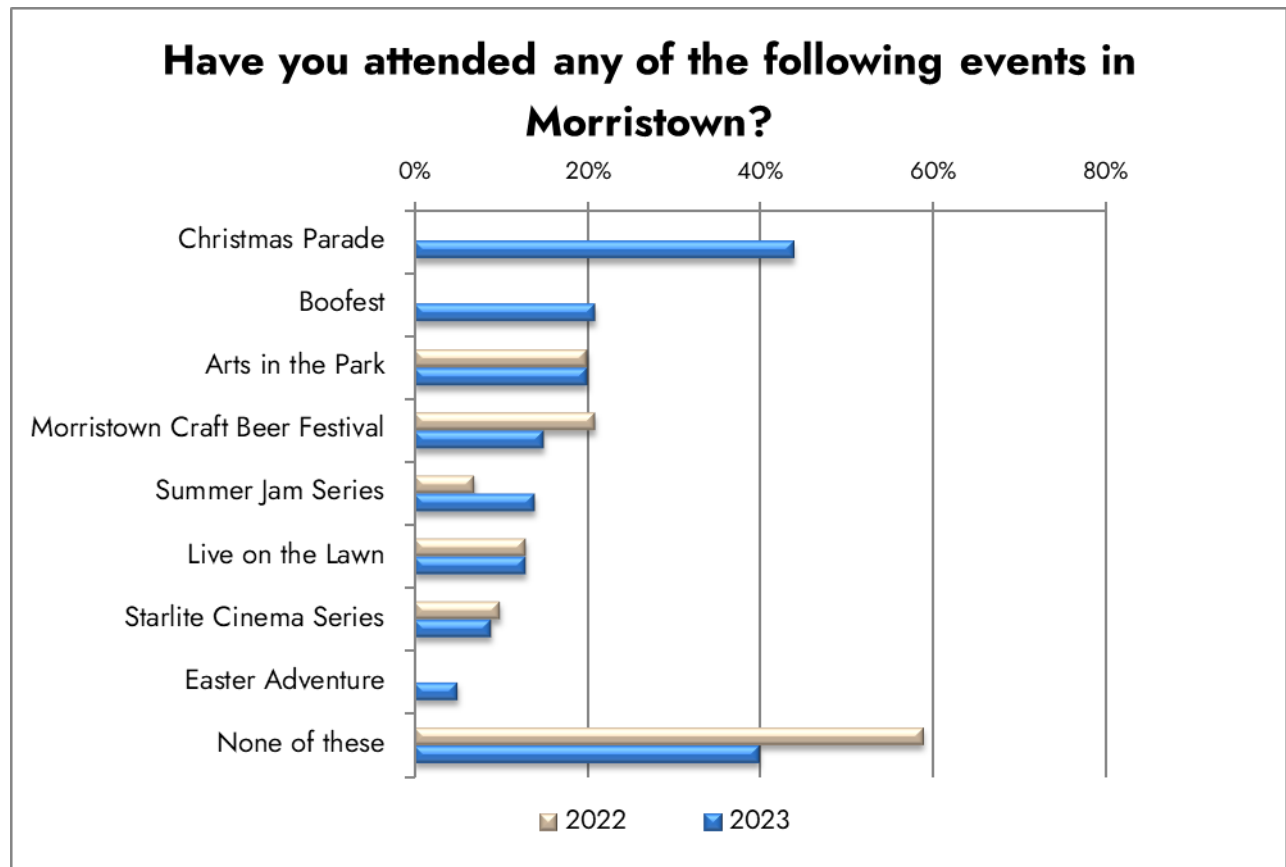
Favorable responses evaluating the quality of recreation programs were 50% last year, a new low. That score rebounded significantly to a 60% approval rating in 2023. A favorable rating of 60% is above our average and the highest we have seen since 2015. We are comparable to our peers across the nation. Residents over 55 were happier than younger neighbors about the program offerings. Homes which include children were less satisfied than those that include older residents.

Ratings of special events had a score of 50% – down slightly from last year which set a high point for special events. This service area dropped dramatically in 2020 and cancelation of events due to COVID restrictions certainly played a significant part in this decline. Historically we have been struggling to catch up to other communities. This is the second year in a row special event ratings have been comparable to other communities; we have fallen below our peers in seven of the last eleven years. Hopefully we can build on this improving trend with the slate of events planned for the coming year. There were no significant differences among demographic or geographic groups.

The opportunity to attend cultural and music events showed a dramatic improvement. The 51% positive assessment is the highest we have seen in Morristown. We are comparable to other communities across the



nation. We have been comparable to other communities in eight of the last thirteen years. Those over 55 were the most favorable of all age groups. Families with lower incomes were generally more satisfied with cultural opportunities.



Source: 2023 Citizen Survey

More residents attended the annual Christmas parade than any other event, but the Halloween Boofest continues to be a well-attended event. Music events like the Summer Jam and Live on the Lawn series seem to be gaining in popularity. Plans to continue enriching these events by cooperation with other local groups such as the Chamber of Commerce should help to boost attendance and popularity.



<b>Morristown Parks and Recreation Events Programming</b>					
<b>Event</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Events at Fred Miller Park</b>					
BOO Fest	6,000	0*	3,000	4,000	5,000
Easter Eggsellent Adventure	1,200	0*	0*	800	500
Starlite Cinema (average attendance)	213	140	51	50	75
Kids Fun Fair	500	0*	640	300	200
Wet N Wild Wednesday	400	0*	300	200	450
Scarecrows in the Park (Displays/ Attendees)	9/400	9/ 0	15/0	12	15
Fall Fest	500	0*	300	225	250
Christmas In The Park/ Santa Helpers	600	100	400	1,200	200
<b>Events at Other Locations</b>					
Bluegrass Festival					5,000
Howls & Pals					30
Back To School Bash					300
K9 Carnival					100
Arts in the Park (Partner Program)	1,350	0*	650	1,000	2,000
Touch a Truck @ Frank Lorino Park	1,600	40 vehicles	800	2,500	2,500
Tree Lighting Ceremony	514	40	300	300	200
Walk Across Hamblen - (Partner Program) Teams		58	0*	0	22
Monday Mile Avg. Attendance (Partner Program)		13	10	15	15
<b>Talley Ward Center Programming</b>					
<b>Event</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Free Play: Open court (users per day)	35	0*	23	33	23
Hot Wheels Derby (cars)	144	0*	0*	75	183
Art Camp	8	0*	0*	12	14
Baseball Camp					14
Basketball Camp					28
Tennis Camp					17
Volleyball Camp					20
Celebration Camp					5
Pickle Ball (Weekly average)	36	36	24	70	48
Room Rentals	145	49	44	159	119
HCBOE Art Camp (Partner Program)		1,035	0*	350	discont.
Girls Incorporated Sport Day (Partner Program)		250	0*	0	discont.

\*Events cancelled due to COVID

## ☐ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Created a sponsorship packet to include all events and programs restructuring the requests and advertising for consistency.

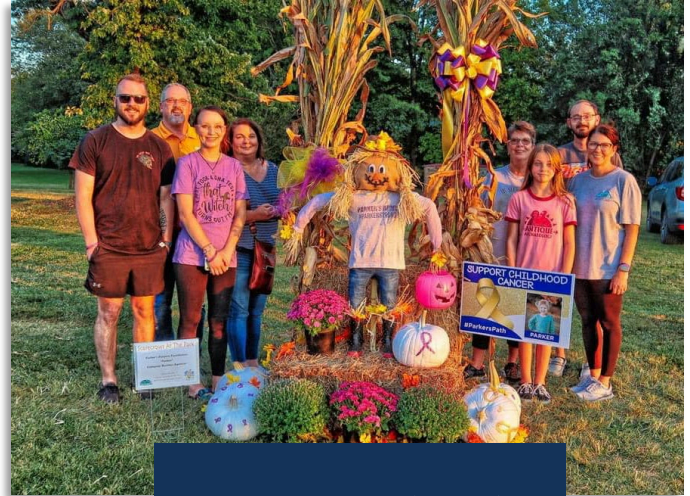


- Included a QR code in advertising that links registrants directly to the Rec Desk Portal for easy access to registration.
- Continued to enhance program and event marketing with billboards, social media ads, videos, local radio, and television spots, as well as sandwich boards positioned in parks and at events.



## A HEALTHY & VIBRANT CITY

- Ran Day Camps during summer break with the Celebration Camp for children with developmental disabilities and an Art Camp with local artists contributing.
- Secured a dance and tumbling instructor to offer classes at Talley Ward Recreation Center.
- Following a successful inaugural event, collaborated with Downtown Morristown and the Chamber of Commerce to host the second annual Bluegrass Festival with bands representing different variations of bluegrass music, games, vendors, food trucks and antique tractors.
- Incorporated a 5K race to kickoff the Bluegrass Festival.
- Partnered with the Art Council and relocated the annual Arts in the Park event to the Farmers Market Green and Pavilion. The change increased participation and visibility.
- Added Howls and Pals, Canine Carnival, and the fall Tailgate Party to our lineup of Special Events.
- Expanded usage/rental opportunities in the Talley Ward Recreation Center gymnasium for Saturday evening pickleball and Sunday indoor soccer serving up to 220 participants each weekend.



Scarecrows at the Park

## □ Goals for FY 2025



## HIGH PERFORMING ORGANIZATION

- Seek new instructors for a variety of classes to be offered at Talley Ward Recreation Center to maximize the opportunities given and space utilized.
- Continue to upgrade and update the building and amenities at Talley Ward Recreation Center to increase program opportunities and management of programs.



## A HEALTHY & VIBRANT CITY

- Build upon the partnership with the Morristown Chamber of Commerce to combine our Summer Concert series, bringing together our resources to offer an enhanced and more consistent series.
- Continue to enhance existing Special Events by adding or adjusting offerings within the events.
- Continue to cultivate arts within our programs.
- Build upon Wellness programs in partnerships and collaborations with community and instructors using Talley Ward Recreation Center and the parks.



## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to remain within budget.

## ❑ Significant Changes for FY 2025

- No significant changes are planned.

## ❑ Personnel Summary

PARKS & RECREATION PROGRAMS	FY21	FY22	FY23	FY24	FY25
RECREATION CENTER SUPERVISOR	1	1	1	1	1
RECREATION PROGRAM COORDINATOR	1	1	1	1	1
TOTAL PARKS & RECREATION PROGRAMS	2	2	2	2	2

## ❑ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>44420 - Parks &amp; Recreation Programs</i>				
111 SALARIES & WAGES	104,802	118,503	119,008	117,607
112 OVERTIME	0	1,000	170	1,000
114 WAGES & SALARIES TEMP EMP	41,749	0	0	2,500
134 CHRISTMAS BONUS & LONGEVITY	1,295	1,306	1,305	1,330
210 FICA	8,841	7,491	7,326	7,592
212 MEDICARE	2,068	1,752	1,713	3,717
213 TCRS CONTRIBUTION	16,282	18,327	18,070	18,195
214 EMPLOYEE HEALTH INS	31,461	31,168	30,855	31,164
217 EMPLOYEE LIFE INS	577	683	633	677
219 WORKERS COMPENSATIONS INSURANCE	1,956	2,120	2,723	2,995
221 UNEMPLOYMENT INSURANCE	47	0	0	0
330 LEGAL NOTICES	489	200	100	200
341 ELECTRICITY	13,524	15,000	13,320	14,000
342 WATER & SEWER	7,347	11,500	9,949	10,000
343 NATURAL GAS & PROPANE	3,073	4,000	3,000	3,500
345 TELEPHONE SERVICES	890	1,500	742	1,000
351 MEDICAL SERVICES	0	200	0	200
359 OTHER PROFESSIONAL SRVCS	2,359	7,250	3,150	3,850
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	0	4,000	4,000	4,000
375 MEMBERSHIPS & DUES	9,871	16,000	10,592	10,000
378 EDUCATION - SEMINARS & TRAINING	0	500	345	500
383 TRAVEL-BUSINESS EXPENSES	314	0	0	1,200
399 OTHER CONTRACTED SERVICES	103,349	120,000	118,300	0
419 SMALL TOOLS & EQUIP	2,416	6,000	2,301	2,000
429 GENERAL OPERATING SUPPLIES	70,382	80,000	79,687	15,000
510 INSURANCE - GENERAL LIABILITY	14,622	16,085	16,361	18,000
523 PROPERTY (CONTENTS) INSURANCE	3,015	3,257	3,069	3,380
533 EQUIPMENT- RENTAL/LEASE	19,155	32,500	18,205	32,500
689 OTHER MISCELLANEOUS EXPENSES	0	2,500	0	2,500
801 GRANTS & OTHER SUBSIDIES	1,934	0	728	0
999 OTHER CAPITAL OUTLAY	0	0	0	125,000
<i>44420 - Parks &amp; Recreation Programs</i>	<i>461,818</i>	<i>502,842</i>	<i>465,652</i>	<i>433,607</i>



# Parks & Recreation Athletics

The Parks and Recreation Athletics Division provides multiple recreational programs and activities for the community on a year-round basis with an emphasis on individual and team athletics. This is a new division of Parks & Recreation beginning in FY 2024, carved out of the Parks & Recreation Administration and Programs divisions. The objective of athletics is to provide sport-based recreational opportunities to youth and adults while advocating skills, sportsmanship, and good citizenship. Athletic events are held at Talley-Ward Community Center, various gyms in the area, the Morristown Landing, as well as key parks within our system. Activities of this division prioritize athletics opportunities for Morristown residents as well as visiting teams. The division prioritizes traditional recreation formats while also accommodating more competitive “travel” teams and organizations.

## □ Performance and Workload Measures

Scheduled Adult Athletics games/matches played					
	2019	2020	2021	2022	2023
Fall Softball Games	90	0*	108	101	102
Men Volleyball Games	159	0*	0*	0	0
Women Volleyball Games	749	0*	504	438	540
Coed Volleyball Games	78	0*	30	126	207
Men Basketball Games	403	368	0*	272	249
Women Basketball Games	0	0*	0*	0	0
Men Spring Softball Games	168	0*	180	174	133
Women Spring Softball Games	0	0*	0*	0	0
Adult Cornhole				64	0
Women Grass Volleyball				72	68
Adult Kick Ball Games	66	0	64	89	86
Adult Soccer Spring	134	0	148	160	160
Adult Soccer Fall	136	0	150	160	160
Total Adult Games	1,983	368	1,184	1,656	1,705

*\*2020/2021 League Cancelled due to the pandemic.*



Adult League Participation										
	2019		2020		2021		2022		2023	
Sport	Teams	Leagues	Teams	Leagues	Teams	Leagues	Teams	Leagues	Teams	Leagues
Fall Softball	20	2	0*		22	2	19	2	20	4
Men Volleyball	8	1	0*		0*	0*	0	0	0	0
Women Volleyball	33	7	0*		28	6	25	5	30	6
Coed Volleyball	6	1	0*		6	1	7	1	13	2
Mens Basketball	49	8	49	8	0*	0*	49	5	59	6
Women Basketball	0	0	0*		0*	0*	0	0	0	0
Men Spring Softball	20	2	0*		19	4	24	4	19	4
Women Spring Softball	0	0	0*		0*	0*	0*	0*	0	0
Coed Spring Softball	9	1	0*		0*	0*	0*	0*	0	0
Adult Kick Ball	12	1	0*		10	1	13	2	16	2
Adult Soccer Spring	28	4	0*		32	4	40	4	40	4
Adult Soccer Fall	27	4	0*		34	4	40	4	40	4
Adult Cornhole							16	1	0	0
Women Grass Volleyball							16	4	14	2
Total Teams	212	31	49	8	151	22	249	32	251	34

Youth Sports Participation				
		Little League Baseball / Softball	Youth Basketball	Youth Flag Football
2019	Teams	70	59	
	Players	987	480	
	Leagues	11	8	
2020	Teams	0*	58	
	Players	0*	491	
	Leagues	0*	8	
2021	Teams	67	0*	
	Players	641	0*	
	Leagues	8	0*	
2022	Teams	72	54	
	Players	838	515	
	Leagues	9	8	
2023	Teams	72	72	24
	Players	916	663	208
	Leagues	9	9	4

\*2020/2021 League Cancelled due to the pandemic.



## ❑ Significant Accomplishments FY 2024:



### HIGH PERFORMING ORGANIZATION

- The Athletics division has included more training and focused meetings for game staff to improve quality and consistency.
- Evaluated and streamlined sport by-laws for consistency and improved procedures.
- Streamlined avenues for communication with participants and game officials with the Rec Desk software and Team Reach app.
- Added Morristown Landing and Manley Intermediate School as west end locations for youth basketball.



### A HEALTHY & VIBRANT CITY

- In addition to our annual City Championship for boys' minor and little league programs, we introduced the City Championship for girls' minor and little league softball programs.
- In collaboration with area counties, we created and participated in the inaugural Championship in youth basketball and hosted the second annual championship at the Morristown Landing with 20 teams in FY 2024.
- Ran several sport related Day Camps during summer break to include Baseball, Basketball, Volleyball, and Tennis.
- Added Flag Football to our youth sports opportunities and completed our first league with 218 participants making up 23 teams.



Summer Baseball Camp

## ❑ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

- Bring pay for game officials in line with other organizations and entities competing for the same officials.
- Secure sponsorships and upgrade youth sport uniforms.



### A HEALTHY & VIBRANT CITY

- Increase participant/team numbers in adult volleyball, softball, and kickball.
- Offer Cheerleading along with Flag Football in the summer.
- Offer Youth volleyball as the newest youth sport.

## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- This budget, specific to Athletics, did not exist as a standalone division in FY 2023. Expenditures are expected to be within budget for FY 2024.



## ❑ Significant Changes for FY 2025

- No significant changes are planned for FY 2025.

## ❑ Personnel Summary

PARKS & RECREATION ATHLETICS	FY21	FY22	FY23	FY24	FY25
ATHLETIC COORDINATOR	0	0	0	1	1
ATHLETIC SUPERVISOR	0	0	0	1	1
TOTAL PARKS & RECREATION ATHLETICS	0	0	0	2	2

Note: Though no personnel are shown prior to FY 2024, these positions were still a part of the Personnel Summary for Parks & Recreation Administration in those years.

## ❑ Budget Expense Detail

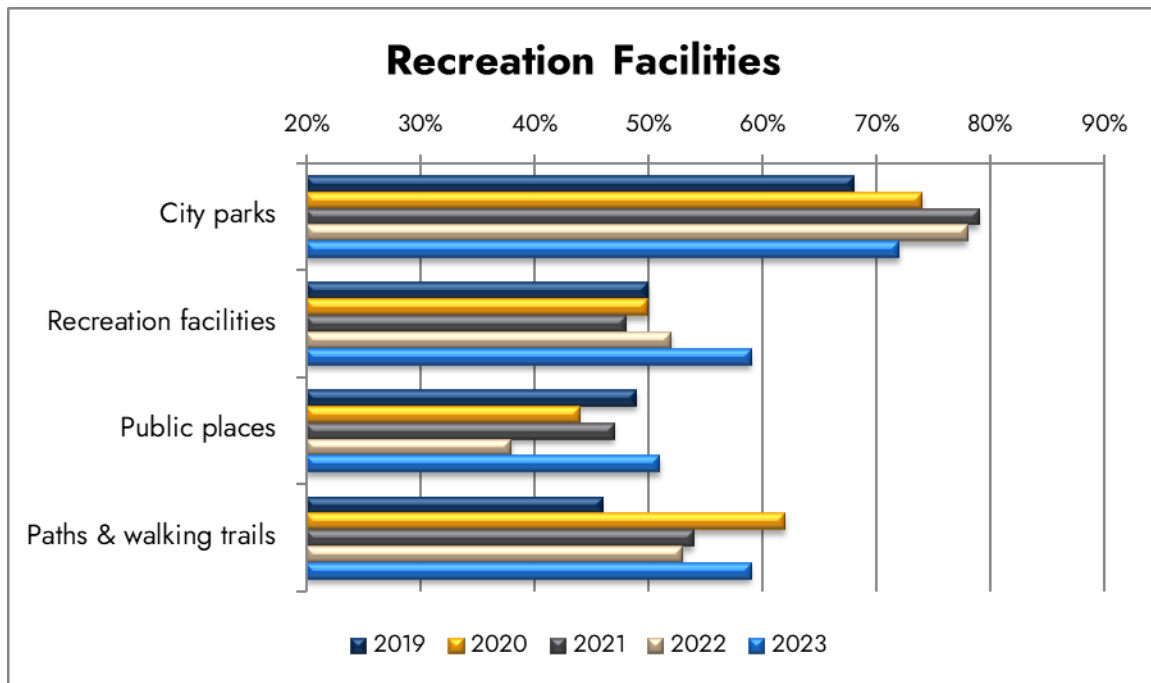
Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>44425 - Parks &amp; Recreation Athletics</i>				
111 SALARIES & WAGES	0	115,383	111,737	109,672
112 OVERTIME	0	1,000	0	1,000
114 WAGES & SALARIES TEMP EMP	0	145,225	88,758	145,225
134 CHRISTMAS BONUS & LONGEVITY	0	365	365	390
210 FICA	0	7,239	12,119	15,890
212 MEDICARE	0	1,693	2,834	3,717
213 TCRS CONTRIBUTION	0	17,711	17,083	16,849
214 EMPLOYEE HEALTH INS	0	31,154	31,229	31,130
217 EMPLOYEE LIFE INS	0	665	561	632
219 WORKERS COMPENSATIONS INSURANCE	0	2,120	0	2,335
226 CLOTHING/UNIFORMS/SHOES	0	200	0	200
310 POSTAL SERVICE	0	200	0	200
341 ELECTRICITY	0	2,800	0	2,800
342 WATER & SEWER	0	800	0	800
343 NATURAL GAS & PROPANE	0	1,600	0	1,600
345 TELEPHONE SERVICES	0	2,200	0	2,200
359 OTHER PROFESSIONAL SRVCS	0	5,750	75	5,750
375 MEMBERSHIPS & DUES	0	800	0	15,000
378 EDUCATION - SEMINARS & TRAINING	0	800	0	0
383 TRAVEL-BUSINESS EXPENSES	0	1,000	0	1,000
399 OTHER CONTRACTED SERVICES	0	0	0	127,000
411 OFFICE SUPPLIES & MATERIALS	0	800	0	800
413 OFFICE EQUIPMENT	0	200	0	200
419 SMALL TOOLS & EQUIP	0	0	0	2,000
429 GENERAL OPERATING SUPPLIES	0	0	0	75,000
510 INSURANCE - GENERAL LIABILITY	0	640	0	705
523 PROPERTY (CONTENTS) INSURANCE	0	120	0	135
<i>44425 - Parks &amp; Recreation Athletics</i>	<i>0</i>	<i>340,465</i>	<i>264,761</i>	<i>562,230</i>



# Parks Maintenance

The Parks and Recreation Maintenance Division is responsible for maintenance of all City Parks. There are 16 parks consisting of 378.3 acres that the division is responsible for maintaining. Maintenance operates out of three sites: the General Maintenance building at Pauline St., Frank Lorino Park, and Wayne Hansard Park.

## □ Performance and Workload Measures



Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

Ratings of the quality of city parks fell but were close to the levels seen with the improving trend in recent years. We have remained comparable to other communities in the survey program every year. Those living in neighborhoods on the north side of the city were happier about facilities than those living in the southeast. More favorable ratings were given by those over 55 and those living in single family detached residences. Homes with older residents were more favorable than those which include children.

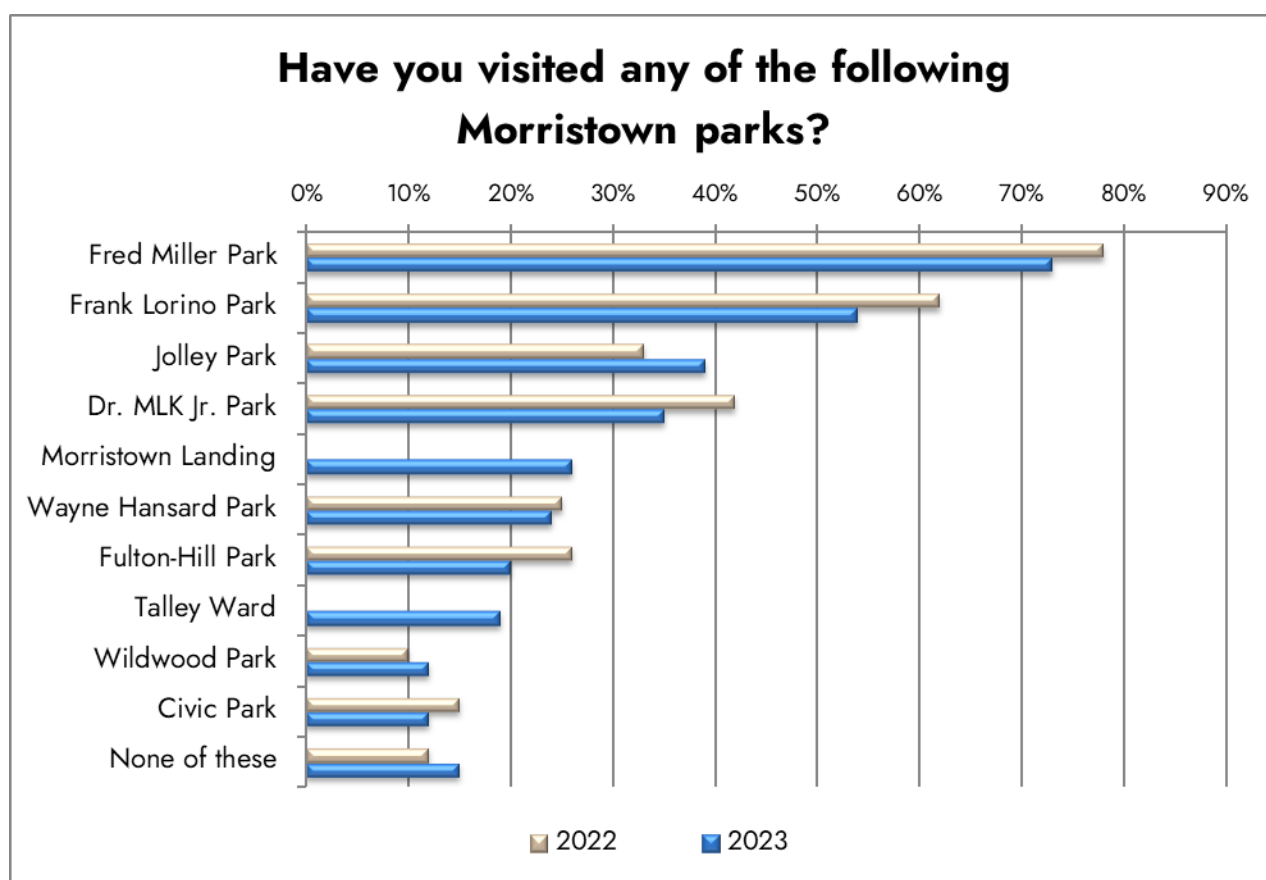
With a favorable rating of 59%, the assessment of the quality of our recreation facilities jumped significantly. Being similar to other communities is an improvement. We fell below other communities in nine of thirteen years. Opening the inclusive Jolley Park and Morristown Landing Recreation & Event Center had an impact in improving this rating. Those living in the northwest were the most favorable and those in homes on the south side of the city were less positive. Those over 55 were more satisfied than younger residents. Families with lower incomes (under \$50,000) were less favorable than those with higher incomes.

When respondents were asked to assess Morristown’s public places as areas where people want to spend time, 51% gave a favorable rating. This significant increase equals the highest score we have received for public places which was set in 2015. With this rating we once again find ourselves similar to peers across



the nation. We find more favorable ratings in the southwest of the city and homes where children are present. Investment in public places where people want to spend time will continue to be an area of emphasis in the coming years to strengthen this aspect of our community.

The availability of paths and walking trails had a very significant jump in 2020, and although the next two surveys fell from this high, the increase seen in 2023 places us well above historic levels. It is likely that many of our residents discovered our trails during COVID restrictions. With limited activities available under health restrictions, our walking trails saw much more activity. Construction of an additional leg of the Turkey Creek Greenway along with trails in Fulton-Hill Park appears to have been well received by residents. The favorable rating of 59% is a major improvement from historic levels. We will continue to incorporate paths and trails into our capital planning. We currently have grants to extend the Turkey Creek Greenway and tie walking paths together on a major east/west corridor. The improvements on Cumberland Street also include a major enhancement to our trail system. Unfortunately, due to the lengthy lead times associated with major grant projects, they will not be available for public use for a few years. This remains an area of opportunity for improvement.



*Source: 2023 Citizen Survey*

Fred Miller Park, the major park in the center of Morristown is one of the most utilized parks in the community. Frank Lorino Park, the major park for athletic facilities, remains one of our most important facilities. We are working to make significant improvements to this park's fields with upgraded lighting, irrigation and other enhancements. The Morristown Landing Recreation & Event Center is new and has been an outstanding success. In 2022 we issued bonds which will allow for improvements in Lorino, Fulton-Hill, Wayne Hansard, and Wildwood parks. With these enhancements, we will provide greater facilities and expanded opportunities for residents across the city.



<b>Parks &amp; Recreation Facilities</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Service Population</b>					
City of Morristown	29,547	29,547	30,431	30,431	31,425
Hamblen County	63,740	63,740	64,999	64,999	65,168
<b>Parks</b>					
Number of Parks	16	16	17	17	17
Park Acreage	378.3	378.3	378.3	380.1	380.1
Greenways/Trails (Miles)	4.3	4.3	6.3	6.3	6.3
Playgrounds	10	10	11	11	11
Shelters - 1,200 Square Feet or Larger	4	4	5	5	5
Shelters - 900 Square Feet or Smaller	16	16	19	19	19
Gazebo	1	1	1	1	1
Amphitheater/Stage	2	2	2	2	2
<b>Athletic Fields</b>					
Football Fields	3	3	3	3	3
Soccer Fields	8	8	8	8	8
Softball Fields 275'	4	4	4	4	4
Softball Fields 250'	1	1	1	1	1
Softball Fields 200'	3	3	3	3	3
Baseball Fields 300'	2	2	2	2	2
Baseball Fields 200'	4	4	4	4	4
Outdoor Batting Cages	6	6	6	6	6
Tennis Courts @ FLP	8	8	8	8	8
Outdoor Pickle Ball Courts @ FLP	3	3	8	8	8
Outdoor Basketball Courts	4	4	4	4	4
<b>Special Facilities</b>					
Centers	1	1	1	1	1
BMX Track @FLP	1	1	1	1	1
Skate Park @FLP	1	1	1	1	1
Disc Golf Courses	3	3	3	1	2
Splash Pad	1	1	1	1	1
Horseshoe pits (8 sets)	1	1	1	1	1
Pump Track @ FLP	1	1	1	1	1
Pedestrian Park Area @ Fulton-Hill	1	1	1	1	1
Colonnades/Courtyard @ Fulton-Hill	1	1	1	1	1
Great Lawn @ Fulton-Hill	1	1	1	1	1
<b>Amenities</b>					
Restrooms (Sets-Men/Women)	26	26	27	27	27
Concessions	9	9	8	8	8

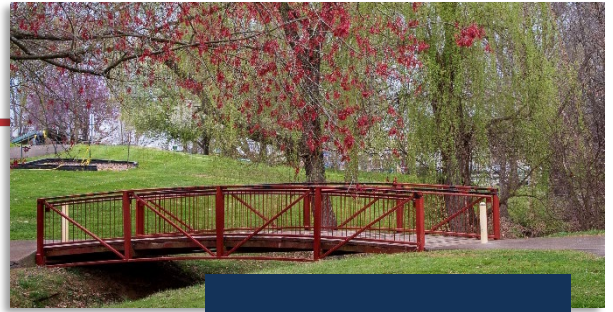


## ❏ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Continued making updates to the department's Maintenance Operations Manual.
- Replaced two bridges at Fred Miller Park.
- Connected the maintenance department to the new recreation software so they have a live look at the scheduled activities.



Bridge Repair at  
Fred Miller



### HEALTHY & VIBRANT CITY

- Parks staff continued its updated daily process to keep parks open, clean, and sanitized.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Worked with local contractor to remove diseased, dead, and dangerous trees/limbs at various parks.
- Continued monthly updates and repairs as identified by Risk Management.
- Worked with tournament directors to provide a more professional game day experience.
- This year due to increased park usage, park staff has had to take on a bigger role enforcing schedules and reservations.

## ❏ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

- Review maintenance staffing to best optimize how to proceed with future operations.
- Continue inspecting tree canopies to target damaged trees for trimming and removal at all parks.
- Work with staff and administration to target Master Plan recommendations.
- Prioritize and plan for larger-scale repair & maintenance items such as playground replacement, athletic lighting, fencing needs, building repairs, and equipment needs.



### THRIVING, LIVABLE NEIGHBORHOODS

- Pursue external funding opportunities to increase the impact of local resources.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Continue to work with Safety Coordinator on inspection processes for playgrounds and other amenities.
- Work with Morristown Tree Board and City Arborist staff on various projects in parks targeting landscaping, inspections, and tree replacement.



- Continue to budget for replacement of aging structures and amenities if/when maintenance and repair is no longer feasible.

#### ❑ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be in line with the budget.

#### ❑ Significant Changes for FY 2025

- Includes the purchase of a replacement truck.
- New lighting and irrigation systems are being installed that will be more efficient and easier to manage remotely. While savings are expected, staff will monitor closely to better understand impacts on future budget years.
- Includes the installation of an upgraded irrigation control system at Wayne Hansard Park.

#### ❑ Personnel Summary

PARKS & RECREATION MAINTENANCE	FY21	FY22	FY23	FY24	FY25
PARK MAINTENANCE SUPERVISOR	1	1	1	1	1
ASSISTANT PARK MAINTENANCE SUPERVISOR	1	1	1	1	1
CREW LEADER	3	3	3	3	3
MAINTENANCE WORKER I	4	4	4	5	5
MAINTENANCE WORKER II	1	1	1	1	1
TOTAL PARKS & RECREATION MAINTENANCE	10	10	10	11	11

The budget includes funding sufficient for 7 FTEs, giving the flexibility to fill positions throughout the year as either full-time, part-time, or seasonal as may be needed by the department.



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>44430 - Parks &amp; Recreation Maintenance</i>				
111 SALARIES & WAGES	432,106	488,054	437,808	505,544
112 OVERTIME	1,660	5,000	3,642	5,000
114 WAGES & SALARIES TEMP EMP	220,181	300,479	269,094	300,479
134 CHRISTMAS BONUS & LONGEVITY	4,165	4,384	3,547	3,742
210 FICA	39,325	30,842	43,325	50,516
212 MEDICARE	9,197	7,213	10,133	11,815
213 TCRS CONTRIBUTION	66,585	75,462	67,084	78,018
214 EMPLOYEE HEALTH INS	151,012	170,716	129,177	170,792
217 EMPLOYEE LIFE INS	2,439	2,811	2,449	2,912
219 WORKERS COMPENSATIONS INSURANCE	10,622	11,660	22,897	20,790
330 LEGAL NOTICES	552	500	500	500
341 ELECTRICITY	80,972	83,000	72,000	80,000
342 WATER & SEWER	73,754	75,000	76,798	75,000
345 TELEPHONE SERVICES	2,926	4,000	3,600	4,000
351 MEDICAL SERVICES	445	750	224	750
359 OTHER PROFESSIONAL SRVCS	0	1,000	0	500
361 REPAIR & MAINTENANCE-VEHICLES	3,792	7,500	550	6,500
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	1,990	16,000	4,500	10,000
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	35,600	28,000	28,000	28,000
378 EDUCATION - SEMINARS & TRAINING	0	800	180	800
383 TRAVEL-BUSINESS EXPENSES	0	1,000	0	1,000
399 OTHER CONTRACTED SERVICES	152,128	160,000	168,650	160,000
419 SMALL TOOLS & EQUIP	5,652	11,500	9,500	11,500
424 JANITORIAL SUPPLIES	17,560	15,000	15,000	11,500
429 GENERAL OPERATING SUPPLIES	40,229	50,000	46,000	50,000
431 GASOLINE & DIESEL FUEL	26,205	25,000	30,000	25,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	37,903	40,000	25,000	40,000
446 SPLASH PAD SUPPLIES	4,372	7,000	2,000	7,000
451 CONCRETE PRODUCTS	0	6,000	3,923	6,000
455 CRUSHED STONE & SAND	4,749	14,000	5,000	14,000
465 ASPHALT	0	25,000	1,200	25,000
510 INSURANCE - GENERAL LIABILITY	19,252	21,178	19,332	21,270
523 PROPERTY (CONTENTS) INSURANCE	3,970	4,288	4,041	4,445
533 EQUIPMENT- RENTAL/LEASE	612	4,000	1,600	2,000
562 LANDFILL FEES/DISPOSITION CHARGES	5,942	8,000	5,000	8,000
922 BUILDING STRUCTURES	0	0	0	120,000
960 MACHINERY & EQUIPMENT	37,031	16,000	4,525	57,097
971 MOTOR EQUIPMENT	233	54,000	14	40,000
999 OTHER CAPITAL OUTLAY	43,677	500,000	57,717	0
<i>44430 - Parks &amp; Recreation Maintenance</i>	<i>1,536,838</i>	<i>2,275,137</i>	<i>1,574,010</i>	<i>1,959,470</i>





## OTHER DEPARTMENTS, AGENCIES & BUDGET ACCOUNTS



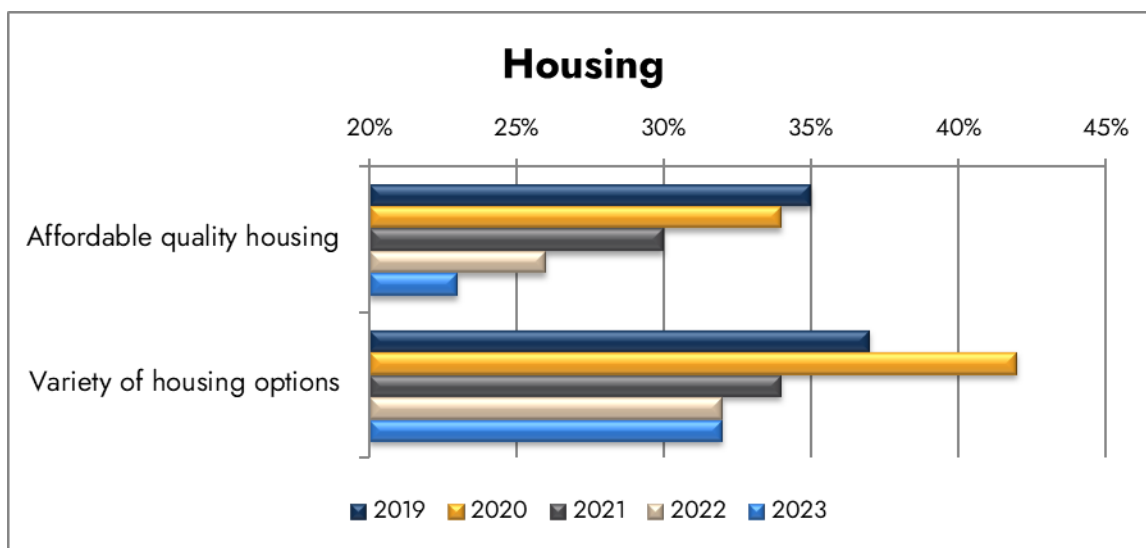


# CDBG

The City of Morristown is an entitlement jurisdiction, receiving an annual allocation of Community Development Block Grant (CDBG) funds from the U.S. Department of Housing and Urban Development (HUD). CDBG grants are used for a wide range of housing and community development activities directed toward neighborhood revitalization, economic development, and improved community facilities and services. CDBG provides vital funding to projects and services within the community that directly impact the lives of our low- and moderate-income citizens. CDBG also provides the flexibility to fund a myriad of activities, fill gaps where needed, and attract additional resources to projects.

CDBG entitlement funds and City general funds are utilized to assist City of Morristown with the three national objectives of the HUD CDBG program. These three objectives are to: benefit low- and moderate-income persons; aid in the prevention or elimination of slums or blight; and meet community development needs having a particular urgency. A primary aim of CDBG is the development of healthy communities.

## □ Performance and Workload Measures



Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

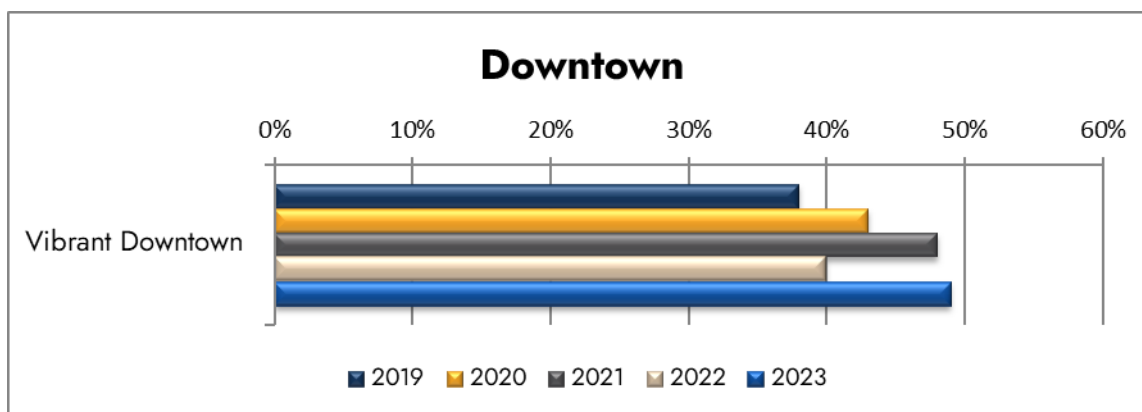
Resident responses about the availability of affordable quality housing continued the decline seen in recent years, setting a new low for the thirteen-year survey program. Even with the lower ratings, we are similar to other communities. Residents seeking single family detached housing were more critical about affordable housing options than those in attached housing units.

With our population swelling spurred by job growth, the housing market is struggling to keep pace. Although there has been strong growth in housing construction, the supply is not keeping pace with demand. Competition has driven prices higher and longer-term residents are competing for housing with those who are moving to the region. Our housing costs are increasing but are below some of our neighboring cities. With Morristown’s historically low prices, newcomers still see housing here as a bargain. As



Morristown grows, the appropriate balance between entry level housing and more costly alternatives will be a challenge. To attract retail development and improve our overall financial wellbeing as a community, we would like to see more middle and upscale housing. It will also be important to provide affordable housing options for the workforce needed for local manufacturing.

Responses about the variety of housing options continued the declining trend with the improved rating in 2020 appearing to be an outlier. With only a 32% positive rating we remain at the record low set in 2022. Despite the historically lower rating, we are comparable to others across the nation. Especially low ratings were given by younger residents 18-34 who are entering the housing market. Residents in the northeast of the community are more satisfied than others, especially those in the southwest of our community. Providing housing alternatives is a concern across the country. Much like the national housing market, we are failing to meet resident expectations for a variety of housing. With higher interest rates and the higher costs of building materials, new housing construction remains strong in Morristown, but the cost is more of a challenge for younger people.



*Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”*

Citizen reports of a vibrant downtown rebounded to 49% in 2023, signaling a return to a trend of growing satisfaction. This is above the 39% average for this rating and up significantly from the low of 24% when we first asked this question in 2013. Resident ratings of the downtown are in keeping with what we see across the nation. Those living in the northwest of Morristown were the most critical, joined by those with higher incomes.

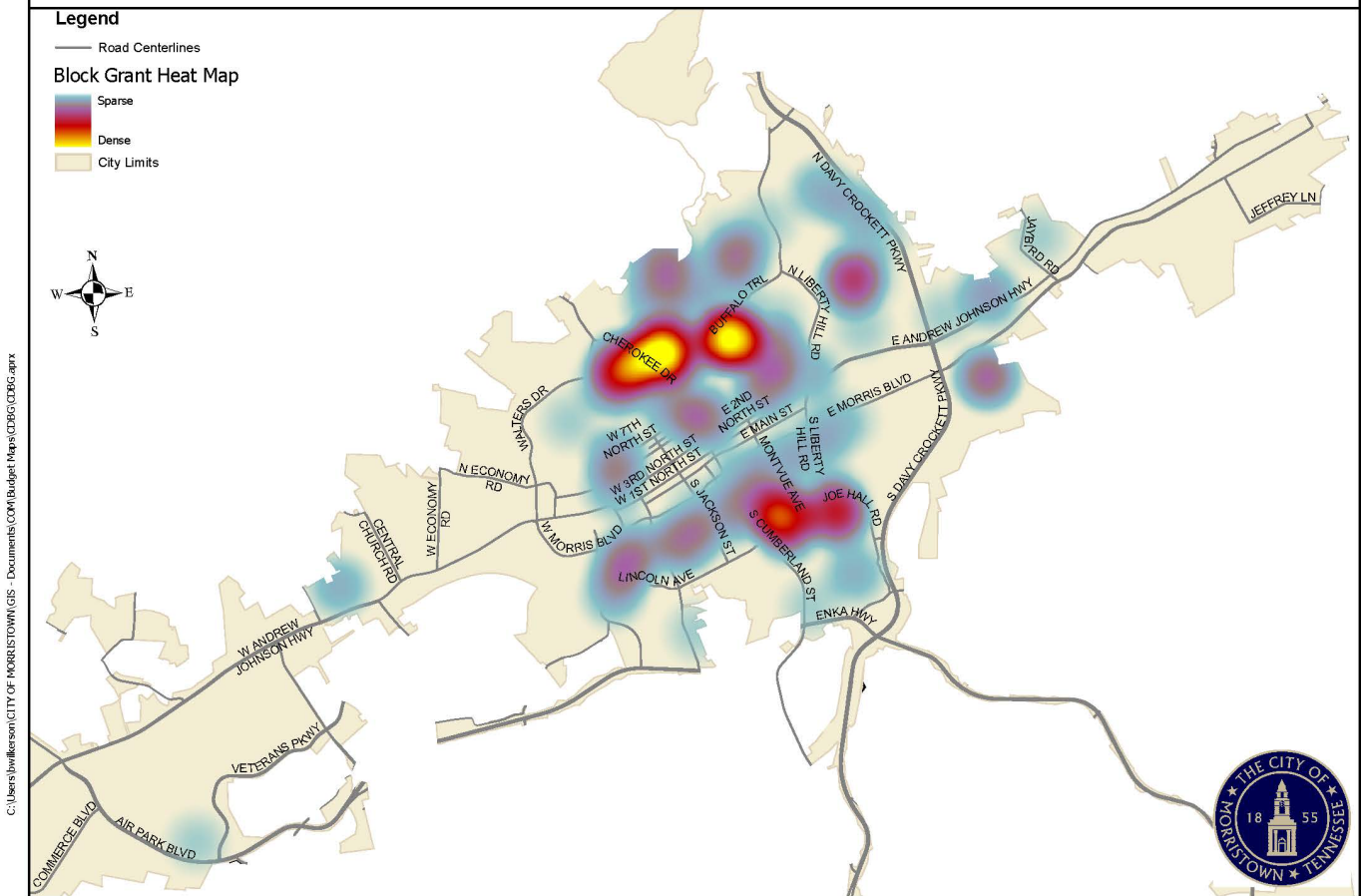
Our CDBG façade grant program provides incentives for downtown property owners to invest in buildings that help generate increased activity in the central business district. The façade program has helped increase both appearance and commercial activity downtown. The CDBG funded project to improve access to water for fire protection at the rear of buildings is stimulating investment in downtown buildings. We have five renovation projects underway where owners were awarded historic preservation grants. This is expected to help continue and accelerate reinvestment and business activity downtown.

Historically, the high-profile former Belk and Bradley Hardware locations have been symbols of decline downtown. We were delighted to see a major redevelopment effort with the Belk and Bradley buildings coming into new ownership. A renovation project was dealt a heartbreaking setback when the Belk building was lost to fire and declared a total loss. Fortunately, the adjoining buildings were saved, and the owner is making plans to rebuild Belk in keeping with the historic character of Main Street. This project will bring commercial and retail activity back to this main corner of the central business district.



## Community Development Block Grants

### Homeowner Rehab and Emergency Repair Program 1999 to March 2024



## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Continued monitoring of the Community Development program & projects.
- Completed the Consolidated Five-Year Plan, the Annual Action Plan and the Consolidated Annual Performance and Evaluation Report (CAPER) with assistance from an outside consultant.
- Conducted a Needs Assessment with good response to the online survey prepared by BluLynx Consulting.
- Updated the City's CDBG Policies Manual.
- Amended the subrecipient agreement with the Knoxville-Knox County Community Action Committee relative to the Emergency Repair program, increasing the limit per project from \$5,000 to \$10,000.
- Maintained accountability for all required reporting.





- Continued efforts to receive HOME grant funding through THDA to utilize funds for housing needs in the community.
- Successfully demonstrated conformance to HUD policies and guidelines through administering all funded grants, projects, and programs.
- Successfully administered/monitored the following six grant programs:

❑ **Central Services homeless prevention program** (\$15,000 funded). Funding is utilized for direct client services to help prevent homelessness including rent, utility, and mortgage payments to prevent eviction. In 2023, CDBG dollars were paired with other resources to assist 977 households, representing 3,529 individuals.

❑ **Citizens Public Services Survey** (\$12,400 funded through CDBG and \$12,400 paid from the City's general fund). The survey was developed to provide a statistically valid report of resident opinions about the community and services provided by local government. The survey results are used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement, policy making and tracking changes in residents' opinions about government performance. Additional mailouts were added in FY 2024 to increase responses.

❑ **Homeowner rehab & emergency repair/demolition program** (\$100,000 funded). The focus for this program is to assist the greatest number of residents possible. Smaller rehab and emergency repair jobs allow for many more families/individuals to be assisted. Due to the rise in material and labor costs the number of projects has been declining. In 2023, eight (8) repair projects were completed costing \$60,801.

❑ **Façade grant program** (\$60,268 funded). Eligible applicants are awarded funds to help repair/rehab the exterior of structures on the main entrance corridors to our City with a 50% match required from the business or property owners. Over 100 grants have been awarded since 2009. The business community continues to show interest in the Façade Program. Seven projects were funded in FY 2024.

❑ **HMIS-Homeless Management Information System** (\$5,000 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 the TN Valley Coalition for the Homeless (TVCH) as they operate and maintain the system. This program is monitored monthly.

❑ **Public Facilities & Infrastructure** (\$119,770). CDBG funds were identified as a possible resource for certain improvements at Fulton-Hill Park. In FY 2024, staff began working with a design team for potential park improvements, which would include possible projects at Fulton-Hill Park.



## Façade Grant Project



### □ Goals for FY 2025



#### HIGH PERFORMING ORGANIZATION

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- New Consolidated Plan will be completed/adopted in June 2024. The Plan covers CDBG goals and activities for the next five years.
- Enhance program website.
- Continue training and maintaining certifications.
- Monitor the Community Development program including projects and activities.
- Prepare and complete all required reports and assessments in a timely manner.
- Conduct outreach to minority populations to improve engagement in CDBG planning activities with particular emphasis on improving outreach to Hispanic groups.
- Complete reports and studies as required to remain in compliance with all federal funding programs.
- Provide for continued function of the HMIS and homeless prevention programs.
- Provide support for all program monitoring visits from THDA, the Federal Labor Dept., the City's auditors, and/or HUD.
- Oversee Grant/Project Administration, including the National Citizen Survey.



#### THRIVING, LIVABLE NEIGHBORHOODS

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- Continue the Homeowner rehabilitation/Emergency repair program which will include the estimated renovation or repair of 8-10 homes.
- Through the façade grant program, help business owners repair/rehab their businesses that are located on the main entrance corridors to our city.





## STRONG & DIVERSE ECONOMY

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- Assist area Non-Profits as appropriate and continue to foster relationships and partnerships with various agencies engaged in all manners of community development.
- Enhance existing commercial district through Façade improvements.



## A HEALTHY & VIBRANT CITY

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- Construct improvements at Fulton-Hill Park with remaining CV money and Public Facilities and Infrastructure funding for 2024.
- Assist agencies that provide services to the homeless and those at risk of homelessness.

### ❑ Comments on FY 2023 Actual and FY 2024 Projection

- CDBG operations for the fiscal year ending June 30, 2024, will be slightly under budget. Unencumbered CDBG funding for Homeowner Rehabilitation, Public Facilities and Infrastructure, and CDBG-CARES will carry forward.

### ❑ Significant Changes for FY 2025

- The City received \$415,976 in additional funding through The Coronavirus Aid, Relief, and Economic Security (CARES) Act, which has not been fully expended. The City will expend the funds in accordance with the guidelines that have been established by the federal government. Because remaining CARES funding is included in the FY 2025 budget in addition to the estimated annual entitlement grant, the total is larger than the typical budget year. The allocation for FY 2025 has not been released from HUD yet because of the delay in the passing of the Federal Budget Bill in March 2024. The amounts listed below are estimates based on the CDBG allocation we think we will receive.
- Funding allocation for FY 2025 has not yet been released by HUD. As such, the following are estimates for projects proposed for FY 2025:

Homeowner Rehab/Emergency Repair (held over from prior year)	\$ 46,715
Public Facilities and Infrastructure Improvements	\$ 48,318
Business Façade Program	\$ 50,000
Homeowner Rehab/Emergency Repair	\$ 99,498
MHCS Homeless prevention	\$ 15,000
HMIS	\$ 5,000
Administration	<u>\$ 54,000</u>
Total	\$318,531

Coronavirus Aid, Relief, and Economic Security (CARES) Act balance of \$290,108 will be used for Improvements to Fulton-Hill Park.



## □ Personnel Summary

CDBG	FY21	FY22	FY23	FY24	FY25
CDBG COORDINATOR	1	1	1	1	1
<b>TOTAL CDBG</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Note: This position is only partially funded from CDBG – in proportion to time spent on CDBG projects. General funds from Finance cover non-CDBG-related time.

## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>46510 - Community Development Administration</i>				
111 SALARIES & WAGES	14,817	14,075	8,461	17,423
134 CHRISTMAS BONUS & LONGEVITY	0	286	0	25
210 FICA	894	891	520	1,082
212 MEDICARE	209	209	122	253
213 TCRS CONTRIBUTION	2,248	2,179	1,284	2,647
214 EMPLOYEE HEALTH INS	3,355	3,894	1,935	3,908
217 EMPLOYEE LIFE INS	83	81	37	100
219 WORKERS COMPENSATIONS INSURANCE	978	265	1,234	1,360
310 POSTAL SERVICE	0	50	0	50
330 LEGAL NOTICES	2,286	2,500	2,487	2,500
375 MEMBERSHIPS & DUES	550	800	550	800
378 EDUCATION - SEMINARS & TRAINING	0	1,500	231	1,500
383 TRAVEL-BUSINESS EXPENSES	0	1,000	0	1,000
399 OTHER CONTRACTED SERVICES	9,950	49,900	54,900	20,900
411 OFFICE SUPPLIES & MATERIALS	134	500	216	500
413 OFFICE EQUIPMENT	1,695	0	0	0
645 CENTRAL SERVICES	0	15,000	15,000	15,000
801 GRANTS & SUBSIDIES	561,628	319,770	236,613	622,288
801 GRANTS & SUBSIDIES - CARES ACT	0	290,108	0	290,108
801 GRANTS & SUBSIDIES - HOME Grant	0	0	254,507	0
<i>46510 - Comm. Development Administration</i>	<i>598,827</i>	<i>703,008</i>	<i>578,097</i>	<i>981,444</i>



# Social Services

This account is utilized by the City to support social service agencies. Council has established a cap of \$250,000 annually for funding as applied for by social service agencies.

## ☐ Comments on FY 2023 Actual and FY 2024 Projections

- FY 2023 actual and FY 2024 projections are expected to be as budgeted.

## ☐ Significant Changes for FY 2025

- There are no significant changes proposed for FY 2025.

## ☐ Personnel Summary

- No personnel are assigned to this area.

## ☐ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>44600 - Social Services</i>				
641 ALPS	13,000	13,000	13,000	13,000
643 BOYS & GIRLS CLUB, INC	16,500	16,500	16,500	26,500
646 CHILD ADVOCACY	1,000	1,000	1,000	1,000
648 GIRLS, INC.	15,000	15,000	15,000	15,000
649 HELPING HANDS	7,125	7,125	7,125	7,125
650 KMH	19,950	19,950	19,950	19,950
651 MATS	8,000	8,000	8,000	8,000
652 M-H CHILD CARE CENTERS	23,925	23,925	23,925	23,925
655 ROSE CENTER	13,000	13,000	13,000	13,000
656 SENIOR CITIZENS CENTER	48,625	48,625	48,625	48,625
657 SENIOR CITIZENS HOME ASSISTANCE	5,000	0	0	0
658 STEPPING OUT	5,000	5,000	5,000	2,500
659 MCNABB CENTER	32,875	32,875	32,875	24,650
660 BOYS & GIRLS CLUB SWIM TEAM	10,000	10,000	10,000	0
663 DIVERSITY TASK FORCE / HOLA	16,000	16,000	16,000	8,000
666 HC*EXCEL	0	0	0	2,500
667 HOLA	0	0	0	8,000
668 M-H IMAGINATION LIBRARY ADVISORY COUNCIL	5,000	5,000	5,000	5,000
669 FRIENDS OF HOSPICE	10,000	10,000	10,000	10,000
670 HOLSTON UM HOME FOR CHILDREN	0	2,500	2,500	2,500
671 MORRISTOWN COMPOSITE SQ. CIVIL AIR PATROL	0	2,500	2,500	0
<i>44600 - Social Services</i>	<i>250,000</i>	<i>250,000</i>	<i>250,000</i>	<i>239,275</i>



# Airport

Morristown Regional Airport is a vital recruiting and sustainability tool for business and industry in the Lakeway Region. It also supports local general aviation enthusiasts. There are no regular full-time employees funded in this division. A general fixed base operator under contract with the City is responsible for the day-to-day operation at the airport. Both Avgas and Jet-A fuel services, emergency flight services, hanger rental, flight training, aviation maintenance training, and aviation maintenance for piston aircraft, are available at Morristown Regional Airport.

## ❏ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

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- Completed annual update of Capital Improvement Program as required by Tennessee Aeronautics Commission.
- Continued in a multi-year process to update the Airport Layout Plan – a plan that will serve to guide and support future capital improvement efforts. FY 2024 included the continuation of several interim phases of the project; completion is slated for late in FY 2025.
- The Morristown Municipal Airport Commission provided strong and consistent leadership in the advancement of the airport.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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- Reviewed all longstanding ground leases, resulting in CPI-based lease adjustments to three corporate leases.
- Worked with the Airport Commission to establish a standard base ground lease rate to be applied to new ground leases going forward, which provides better transparency for potential lessees.
- Partnered with Public Works and contractors as needed to ensure that maintenance needs were addressed in a timely manner. Repair and maintenance ranges from lighting repair/replacement to troubleshooting gate malfunctions and grounds issues such as vegetative overgrowth in fencing.
- Continued utilizing data gathering equipment to identify the number and types of operations at the airport to monitor and report as needed. The airport typically sees 400 to 600 operations (landings and takeoffs) per week.



### SAFE & SECURE COMMUNITY

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- Upgraded Gate 5 to include dedicated, hardwired internet service, which will improve reliability for Gate 4, 5, and eventual Gate 6.
- Contracted for the removal of overgrowth along fence rows between Gates 3 and 4 and around the detention pond to reduce foreign object debris and unsightly conditions.





## STRONG & DIVERSE ECONOMY

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- Established a development agreement with a private sector partner involving a large ground lease at the west end of the airport, which will enable the construction of taxiway extensions and corporate hangars consistent with the master plan for the area in the prior fiscal year. When built out, the developed area could add as much as 50% more lease space to the airport property.
- Established a ground lease with the Experimental Aviation Association (EAA) to enable the organization to construct its own hangar on the airfield. The EAA's new home will include standard hangar space to house aircraft as well as to build aircraft with organization membership. Meeting and classroom space will serve the EAA's educational mission and the general promotion of aviation.



## A HEALTHY & VIBRANT CITY

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- Worked with the local EAA chapter to promote various educational activities engaging youth with interest in aviation.

### □ Goals for FY 2025



## HIGH PERFORMING ORGANIZATION

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- Continue maximizing use of local funding to leverage grant opportunities.
- Complete annual update of Capital Improvement Program as required by Tennessee Aeronautics Commission.
- Planned operations and maintenance of the airport is such that recurring revenue generated from hangar/ground leases and from the fixed base operator are sufficient to cover all general costs. Major design and capital projects are funded largely through federal and state grant sources with only minimal local match required.



## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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- Pursue land acquisition according to the current Airport Layout Plan and priority of the Capital Improvement Program.
- Continue to work with Tennessee Aeronautics Department (TAD) as the Airport Layout Plan could impact the eventual design of the taxiway relocation.
- Pursue construction of the western taxiway area extension and other future expansion opportunities or other capital projects and partnerships that may continue to increase the availability of hangars.
- Successfully complete the replacement of the medium intensity runway lighting.
- Ensure that construction by others under development agreements and ground leases are completed in a satisfactory manner.





## STRONG & DIVERSE ECONOMY

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- See through the completion of the western taxiway expansion through public-private partnership, including the beginning of construction of corporate hangars anticipated in the area.



## A HEALTHY & VIBRANT CITY

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- Continue to work with the fixed base operator to provide better customer service to all users of Morristown Regional Airport.
- Support events that continue to highlight the airport and the services and training available there – including aviation-related workforce training.

### □ Comments on FY 2023 Actual and FY 2024 Projections

- FY 2023 Actuals were well under budget. FY 2024 budget was set considerably higher than prior years due to three large projects anticipated: Replacement of Medium Intensity Runway Lighting, Extension of the Western Taxiway, and Renovation of the TCAT Hangar and classroom buildings. The runway lighting construction project began as planned in FY 2024. However, negotiation of a public-private partnership related to the western taxiway will see that construction cost carried by a private sector partner. Additionally, plans related to the TCAT hangar and classroom building were placed on hold in FY 2024 as TCAT and the City work together to consider alternative plans. As such, a large part of the budgeted expenditure will be untouched. Likewise, because grant dollars were to be associated with those projects, the revenue side will actualize a lesser amount than budgeted.

### □ Significant Changes for FY 2025

- Because the FY 2024 budget included three large capital projects, FY 2025 appears as a significant reduction. Basic operating costs, repair and maintenance remain consistent with prior years. Other Contracted Services will include the final design and bidding of a project to rehabilitate certain sections of airport apron. That project is called for in the airport's capital improvement plan (ACIP) as approved by the FAA, which will only require a 5% local match.

### □ Personnel Summary

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



## □ Budget Expense Detail

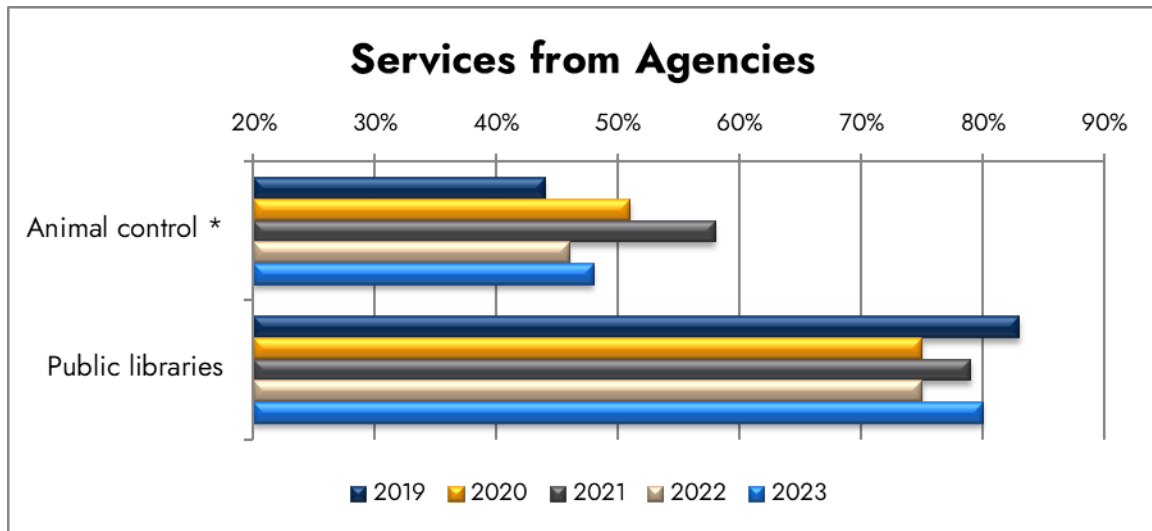
Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>48100 - Airport</i>				
330 LEGAL NOTICES	1,140	1,000	940	1,000
341 ELECTRICITY	29,155	26,000	27,337	27,000
342 WATER & SEWER	24,536	21,000	24,714	25,000
343 NATURAL GAS & PROPANE	2,617	3,000	3,119	3,500
345 TELEPHONE SERVICES	3,238	3,300	3,185	3,300
359 OTHER PROFESSIONAL SRVCS	0	5,000	0	4,000
362 REPAIR & MAINTENANCE-OPERATIONS EQUIPMENT	19,948	10,000	2,822	8,000
364 REPAIR & MAINTENANCE-BLDG./GROUNDS	17,758	15,000	16,220	18,000
375 MEMBERSHIPS & DUES	80	750	200	500
378 EDUCATION - SEMINARS & TRAINING	0	750	0	500
383 TRAVEL-BUSINESS EXPENSES	0	1,500	0	1,000
399 OTHER CONTRACTED SERVICES	316,986	385,368	162,739	146,400
429 GENERAL OPERATING SUPPLIES	2,111	5,000	2,120	0
999 OTHER CAPITAL OUTLAY	33,898	3,325,000	94,252	775,000
<i>48100 - Airport</i>	<i>451,467</i>	<i>3,802,668</i>	<i>337,648</i>	<i>1,013,200</i>



## Other Agencies

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

### □ Performance and Workload Measures:



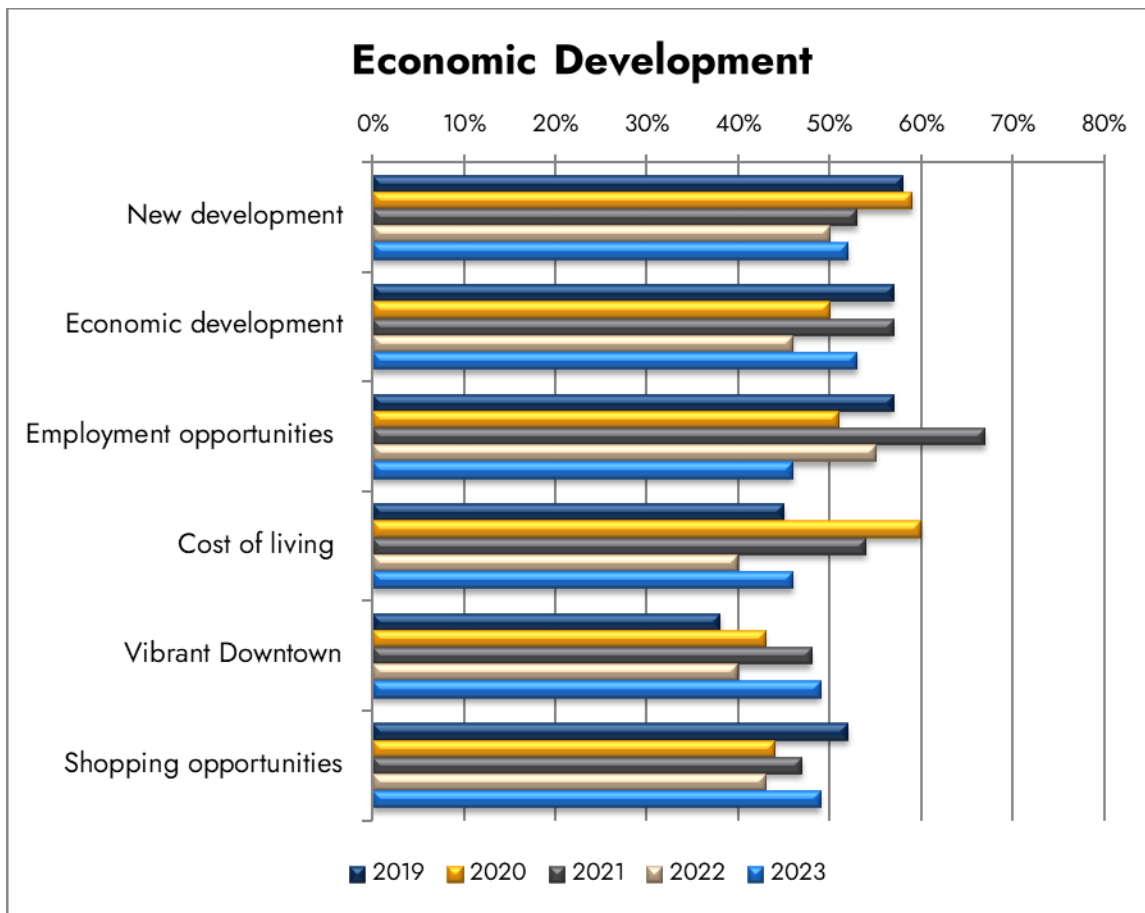
Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

\*- reflects an area rated below the national benchmark

Following a new high for animal control services in 2021 and a considerable decline in 2022, positive responses improved slightly in 2023. In recent years, the community has made significant changes in this service area with the relocation of the Humane Society building. The City and County also implemented an intergovernmental agreement whereby the County provides animal control services and the Humane Society houses animals. Previously, the Humane Society was under contract for both animal control and shelter services. These changes provide improved service levels but in the last two years the Humane Society has struggled with their objective of being a no kill facility. Increased demand has nearly overwhelmed their capacity.

Satisfaction with the regional library has remained relatively consistent in recent years. The library continues to make adjustments in operations and programming in response to changing customer expectations and the ways technology changes the ways residents seek information.





Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

While local industry continues to expand, as is reflected in the number of vacant positions across the community, survey response shows reduced satisfaction with employment opportunities. This could be a matter of perception or it could suggest that there is an expectation for employment opportunities in other types of industries. Ratings for economic development show a rebound to familiar levels following a decline in 2022.

Following a record high set in 2020 for resident evaluation of the cost of living, we saw a two-year decline and a slight rebound in 2023. The incredible demand for housing in recent years created upward pressure on housing costs. Despite the increases in local costs, Morristown continues to compare favorably to other localities. As interest rates increased at the end of 2023 and beginning of 2024, Morristown has begun to see a leveling-off of pricing and a cooling of the pace for new construction, though there remains a considerable amount of active new construction underway.

Favorable response relative to downtown returned to an increasing trend for recent years after a one-year decline. In 2023, several building owners were awarded historic preservation grants from the State of TN, which has kicked off a number of major renovation projects and is anticipated to bring additional activity to downtown. Critical to this effort is the addition of residential units in upper floors of several of these projects, which will add to housing stock for the city as well as become a positive factor for businesses downtown. Downtown was dealt a considerable setback in January 2024 when a fire destroyed a vacant department store building that was slated for redevelopment. Thankfully the owner is still pursuing a redevelopment with commercial and residential uses in mind. It will be interesting to review these survey results about the downtown area in 2024 following four (4) months of road closures along the blocks impacted by the fire.



❑ Comments on FY 2023 Actual and FY 2024 Projections

- The City and Hamblen County continue to use the adopted formula for funding the Hamblen County Emergency Communications District.
- In FY 2023 the budget required an amendment late in the fiscal year to for amounts paid to the Chamber of Commerce in relation to tourism/development. This is driven by an increase in Hotel/Motel tax collections. A similar amendment will be necessary late in FY 2024.
- The FY 2023 budget included a one-time outlay of \$18,100 to upgrade the security camera system for the Morristown-Hamblen Library. This was considered a separate contribution and not to be calculated in the maintenance of effort amount.

❑ Significant Changes for FY 2025

- Most “other agencies” budgets include increases compared to prior years due to increases in general operational costs.

❑ Personnel Summary

- No personnel are assigned to this area.

❑ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
81000 - Other Agencies				
610 ANIMAL CONTROL	167,346	220,540	149,971	226,216
612 E-911 DISTRICT	259,880	259,880	259,880	311,412
614 PUBLIC LIBRARY	329,500	335,700	335,700	360,000
616 ECONOMIC DEVELOPMENT (HOTEL TAX)	470,485	377,500	427,051	401,500
619 EMERGENCY MANAGEMENT AGENCY	52,632	71,000	57,895	79,923
620 TIF PAYMENTS	318,818	361,000	292,895	340,000
637 LAMTPO LOCAL MATCH	23,888	35,000	23,720	20,798
662 CROCKETT TAVERN MUSEUM	9,500	10,000	10,000	10,000
81000 - Other Agencies	1,632,049	1,670,620	1,557,112	1,749,849



# General Fund Debt Service

This account is used to pay out the City's debt obligations.

## □ Comments on FY 2023 Actual and FY 2024 Projections

- FY2023 actual are as expected, and FY 2024 projections are as budgeted. The City issued 2023 General Obligation Bonds during October 2023.

## □ Significant Changes for FY 2025

- The decrease in the budgeted amounts for FY 2025 reflects the retirement of the 2011 Capital Outlay Note that retired during October 2023.

## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>49100 - General Fund - Debt Service</i>				
292 CAPITAL OUTLAY - ISSUANCE OF SBITAs	702,848	0	0	0
711 DEBT PRINCIPAL	3,039,854	3,630,252	3,644,434	3,378,477
731 DEBT INTEREST	2,173,391	2,634,830	2,514,496	2,320,691
798 PAYING AGENT FEES	1,500	5,000	2,500	5,000
<i>49100 - General Fund - Debt Service</i>	<i>5,917,593</i>	<i>6,270,082</i>	<i>6,161,430</i>	<i>5,704,168</i>

## General Fund - Outstanding Debt By Issue

Issue	Original Amount	Rate	Type	Retirement
TML 2009 Public Works Facility	\$ 509,240	2.85%	Variable	2035
TML Refunding 2009	\$ 2,094,495	2.85%	Variable	2035
General Obligation Bonds, Series 2017	\$ 9,710,000	3.18%	Fixed	2042
General Obligation Bonds, Series 2018	\$ 20,342,098	3.23%	Fixed	2042
General Obligation Bonds, Series 2019B	\$ 37,250,000	2.75%	Fixed	2049
General Obligation Bonds, Series 2023	\$ 9,700,000	5.00%	Fixed	2043

The table above reflects the current outstanding debt issues impacting the General Fund. In October 2018 General Obligation Bonds were issued for capital projects and equipment. Included in this same issue was the refunding for several variable rate debt instruments, resulting in significant interest savings. In December 2019 General Obligation Bonds were issued for capital projects and related equipment. In October 2023, General Obligation Bonds were issued for the purpose of financing capital improvement projects. The City currently maintains an Aa3 bond rating.



June 30	TOTAL GENERAL FUND DEBT				
	Principal	Interest	Total	Remaining Balance	
2025	\$ 3,378,477	\$ 2,320,691	\$ 5,699,168	\$	60,930,569
2026	\$ 3,531,894	\$ 2,160,665	\$ 5,692,559	\$	57,398,675
2027	\$ 3,690,312	\$ 1,998,898	\$ 5,689,210	\$	53,708,363
2028	\$ 3,838,730	\$ 1,839,772	\$ 5,678,502	\$	49,869,633
2029	\$ 2,667,717	\$ 1,673,997	\$ 4,341,714	\$	47,201,916
2030	\$ 2,711,704	\$ 1,558,708	\$ 4,270,412	\$	44,490,212
2031	\$ 2,785,691	\$ 1,454,255	\$ 4,239,946	\$	41,704,521
2032	\$ 2,809,678	\$ 1,346,663	\$ 4,156,341	\$	38,894,843
2033	\$ 2,838,666	\$ 1,260,445	\$ 4,099,111	\$	36,056,177
2034	\$ 2,868,222	\$ 1,175,773	\$ 4,043,995	\$	33,187,955
2035	\$ 2,892,955	\$ 1,090,586	\$ 3,983,541	\$	30,295,000
2036	\$ 2,765,000	\$ 999,238	\$ 3,764,238	\$	27,530,000
2037	\$ 2,795,000	\$ 909,163	\$ 3,704,163	\$	24,735,000
2038	\$ 2,830,000	\$ 812,363	\$ 3,642,363	\$	21,905,000
2039	\$ 2,870,000	\$ 714,200	\$ 3,584,200	\$	19,035,000
2040	\$ 2,905,000	\$ 617,951	\$ 3,522,951	\$	16,130,000
2041	\$ 2,945,000	\$ 519,726	\$ 3,464,726	\$	13,185,000
2042	\$ 2,990,000	\$ 416,488	\$ 3,406,488	\$	10,195,000
2043	\$ 1,885,000	\$ 311,475	\$ 2,196,475	\$	8,310,000
2044	\$ 1,385,000	\$ 249,300	\$ 1,634,300	\$	6,925,000
2045	\$ 1,385,000	\$ 207,750	\$ 1,592,750	\$	5,540,000
2046	\$ 1,385,000	\$ 166,200	\$ 1,551,200	\$	4,155,000
2047	\$ 1,385,000	\$ 124,650	\$ 1,509,650	\$	2,770,000
2048	\$ 1,385,000	\$ 83,100	\$ 1,468,100	\$	1,385,000
2049	\$ 1,385,000	\$ 41,550	\$ 1,426,550	\$	-

*City of Morristown Annual Debt Report: [bit.ly/MorristownAnnualDebtReport](http://bit.ly/MorristownAnnualDebtReport)*



# Transfers to Other Funds

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

## ☐ Comments on FY 2023 Actual and FY 2024 Projections:

- Transfer to the Morristown Landing Operations Fund in the amount of \$750,000 for operation costs are as planned. The difference between FY2023 actual and FY 2024 projections is a decrease in the amount being transferred to the General Capital Projects Fund.

## ☐ Significant Changes for FY 2025:

- Transfer to the Morristown Landing Operations Fund in the amount \$600,000 is budgeted for post-opening operation costs. A transfer to the ARPA Fund in the amount of \$2,000,000 is budgeted to cash flow the Morristown Utilities water tank project. This project is funded entirely by the TDEC / ARPA grant and once the project is complete, funds will transfer back to the General Fund.

## ☐ Personnel Summary

- No personnel are assigned to this area.

## ☐ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
92000 - Transfers to Other Funds				
635 ARPA Fund	0	0	0	2,000,000
641 MORRISTOWN LANDING OPERATIONS FUND	769,000	750,000	750,000	600,000
639 CAPITAL PROJECTS FUND	5,992,725	0	0	0
92000 - Transfers to Other Funds	6,761,725	750,000	750,000	2,600,000





# E-CITATION FUND





# Revenue Analysis

The E-Citation fund was first established in August 2017 under T.C.A. 55-10-207. This fund is used to account for the collection and accumulation of revenues from citations issued by the Police Department up to August 2022. Funds collected may only be used for the electronic citation system and program related expenditures and related expenditures for technology, equipment, repairs, replacement and training to maintain electronic citation program.

No additional revenues should be generated in the fund.

## □ Significant Changes for FY 2025

- As this fund was established to specifically track revenues and expenditures associated with the implementation of the E-Citation program, which has now been fully implemented, only minimal expenditure will be budgeted for the purposes of expending revenues received that must be expended for E-Citation related purposes. Beginning in FY 2024, the majority of ongoing maintenance of the new software program is now borne by other Police Department general funds.

## Revenue Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>121- E-Citation Revenue</i>				
43382 ELECTRONIC E-CITATION FEES	5,492	2,000	328	0
49800 TRANSFER FROM ARPA FUND	247,500	0	0	0
<i>TOTAL E-CITATION REVENUE</i>	<i>252,992</i>	<i>2,000</i>	<i>328</i>	<i>0</i>
	276,224	71,793	97,291	1,890

## Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>42124 - Other Public Safety</i>				
399 OTHER CONTRACTED SERVICES	6,500	2,000	25,500	1,500
999 OTHER CAPITAL OUTLAY	172,767	0	0	0
590 TRANSFER TO ARPA FUND	0	69,793	69,901	0
<i>42124 - Other Public Safety</i>	<i>179,267</i>	<i>71,793</i>	<i>95,401</i>	<i>1,500</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 result of convictions.

## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- Motor Equipment expenditures exceeded the original budget in FY 2023 due to increased upfitting and equipment charges, which was addressed in a mid-year budget modification.
- FY 2024 expenditures are within budget.

## ❑ Significant Changes for FY 2025

- No significant changes are planned for FY 2025.

# Revenue Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>126-000 - Narcotics Fund Revenue</i>				
34900 PROGRAM INCOME	42,193	39,000	46,611	42,000
36330 SALE OF EQUIPMENT	0	0	10,822	0
36400 JUDGEMENTS AND RESTITUTION	80,774	2,500	5,552	4,000
<i>Total Narcotics Revenue &amp; Transfers</i>	<i>122,967</i>	<i>41,500</i>	<i>62,985</i>	<i>46,000</i>



# Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>42170 - Narcotics</i>				
345 TELEPHONE SERVICES	2,683	6,500	3,463	4,500
355 COMPUTER/DATA SERVICE	0	100	0	100
361 REPAIR & MAINTENANCE-VEHICLES	644	1,000	974	1,000
375 MEMBERSHIPS & DUES	0	0	14	0
378 EDUCATION - SEMINARS & TRAINING	8,500	0	0	0
399 OTHER CONTRACTED SERVICES	77,695	29,040	19,274	29,040
411 OFFICE SUPPLIES & MATERIALS	0	2,000	1,859	2,000
413 OFFICE EQUIPMENT	2,684	4,500	1,783	7,500
419 SMALL TOOLS & MINOR EQUIPMENT	3,534	19,110	18,319	2,000
429 GENERAL OPERATING SUPPLIES	2,206	3,000	989	3,000
431 GASOLINE & DIESEL FUEL	5,909	12,500	6,500	12,500
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	4,306	5,000	1,831	5,000
694 UNDERCOVER EXPENSES	1,190	35,000	0	25,000
695 K-9 SUPPLIES	13,822	28,000	14,624	13,660
960 MACHINERY & EQUIPMENT	0	0	11,300	0
971 MOTOR EQUIPMENT	88,396	0	0	0
<i>42170 - Narcotics SUBTOTAL</i>	<i>211,569</i>	<i>145,750</i>	<i>80,930</i>	<i>105,300</i>





# 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 the City of Morristown for general administration items and by respective members of the organization in the case of studies or planning projects that are specific to one or more participating organizations.

## Revenue Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>172 - LAMTPO Revenue</i>				
33641 GENERAL FUND TRANSFER	23,888	35,000	34,770	20,798
33645 TRANSPORTATION PLANNING REIMB STATE	219,350	204,632	235,136	121,821
33800 OTHER COUNTY REVENUE	14,000	10,890	0	0
<i>Total LAMPTO Revenue &amp; Transfers</i>	<i>257,238</i>	<i>250,522</i>	<i>269,906</i>	<i>142,619</i>

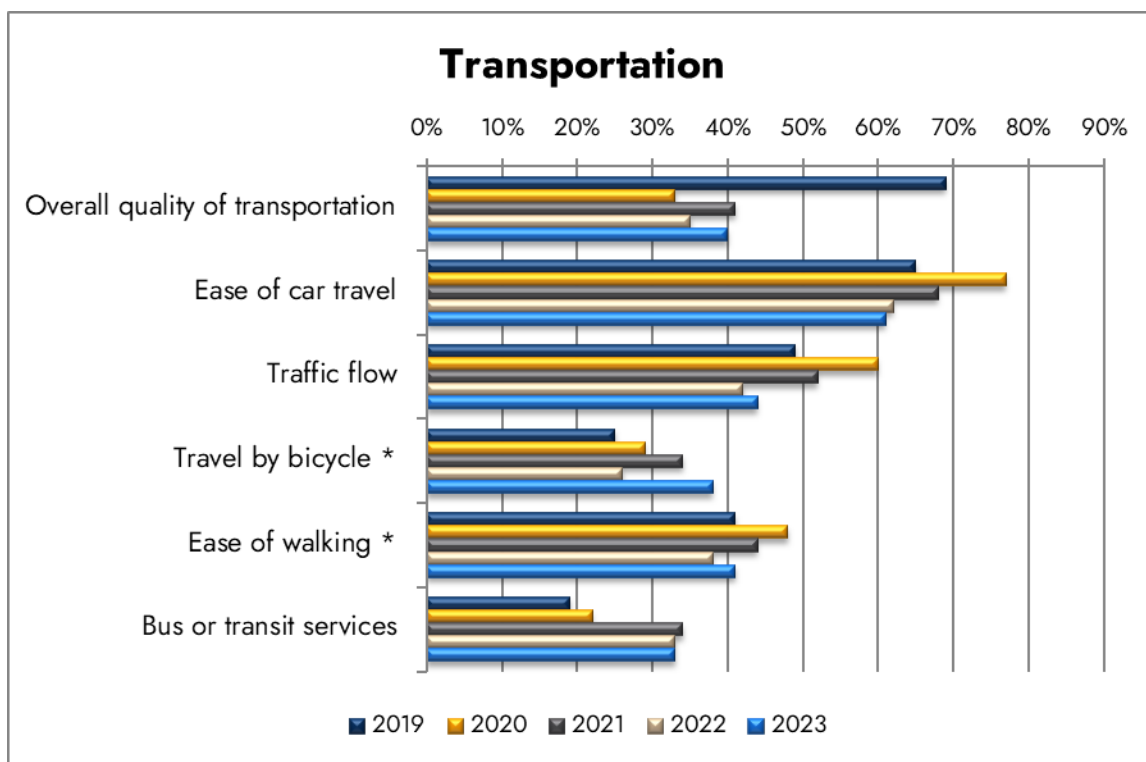


# Transportation Planning Administration

The U.S. Census Bureau officially designates the Morristown area as the Lakeway Metropolitan Area, which has resulted in the formation of the Lakeway Area Metropolitan Transportation Planning Organization (LAMTPO). The area consists of Morristown, Jefferson City, White Pine, Bean Station, Hamblen County, and portions of Jefferson, Grainger, and Hawkins counties, and LAMTPO is responsible for coordinating transportation planning efforts among these jurisdictions – particularly as it relates to federally-funded transportation projects. This account is used to account for the expenditures of the LAMTPO.

Most expenditures are covered by Federal revenue, but matching amounts are required from participating members for some projects. The City of Morristown covers the matching amount associated with the general administration of the LAMTPO.

## □ Performance and Workload Measures



Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

\*- reflects an area rated below the national benchmark

Adjustments to the structure of the survey is likely to have influenced some responses beginning in 2020. In 2020 the question began explicitly mentioning cycle, bus and walking where the previous question asked about “overall mobility”. It appears that in previous years, responses were more focused on auto travel, which has been much stronger than our ratings for paths, buses, etc. Favorable ratings for the overall transportation system increased slightly this year and have been in keeping with responses since the question was adjusted. The assessment by Morristown residents for overall transportation is much the same



as our peers across the country. Responses were generally consistent across geographic areas, with the harshest ratings continuing to come from the first ward in the northwest of the City. White residents were more critical than other racial and ethnic groups.

Resident ratings for both ease of travel by car and traffic flow were comparable to recent years following a general decline from the peak scores seen in 2020. Ratings in the past two years are akin to ratings from ten years ago. Responses were generally consistent across geographic areas, with the most critical ratings for traffic flow coming from the first ward in the northwest of the city.

Although travel by bicycle increased to match our highest rating in the 13-year survey program, nontraditional travel by bicycle and walking ratings both remain below the national benchmark. Those living in neighborhoods in the northwest of Morristown were the most critical about the availability of cycling opportunities and our lowest ratings for ease of walking were in the southeast of the community. Resident rating of the ease of walking was generally more favorable with older citizens, with those under 34 most displeased. It is hoped that the multimodal project that will fill gaps in sidewalks along the major east-west corridor will help address some concerns about nontraditional travel. Improvements in the South Cumberland corridor with the RAISE grant project should also help in these nontraditional transportation areas. Unfortunately, these projects will not be completed by next year. The expected completion date is 2026.

Resident responses regarding transit services continued to maintain the clear improvement we saw with the launch of the new fixed route bus system. Previously the transit system was an on-demand point to point system. The transit system in Morristown is comparable to other communities across the country. Renters were more favorable about transit than homeowners. Those living in northwest neighborhoods and those over 55 were more critical of the transit system than their neighbors.

## ❑ Significant Accomplishments FY 2024



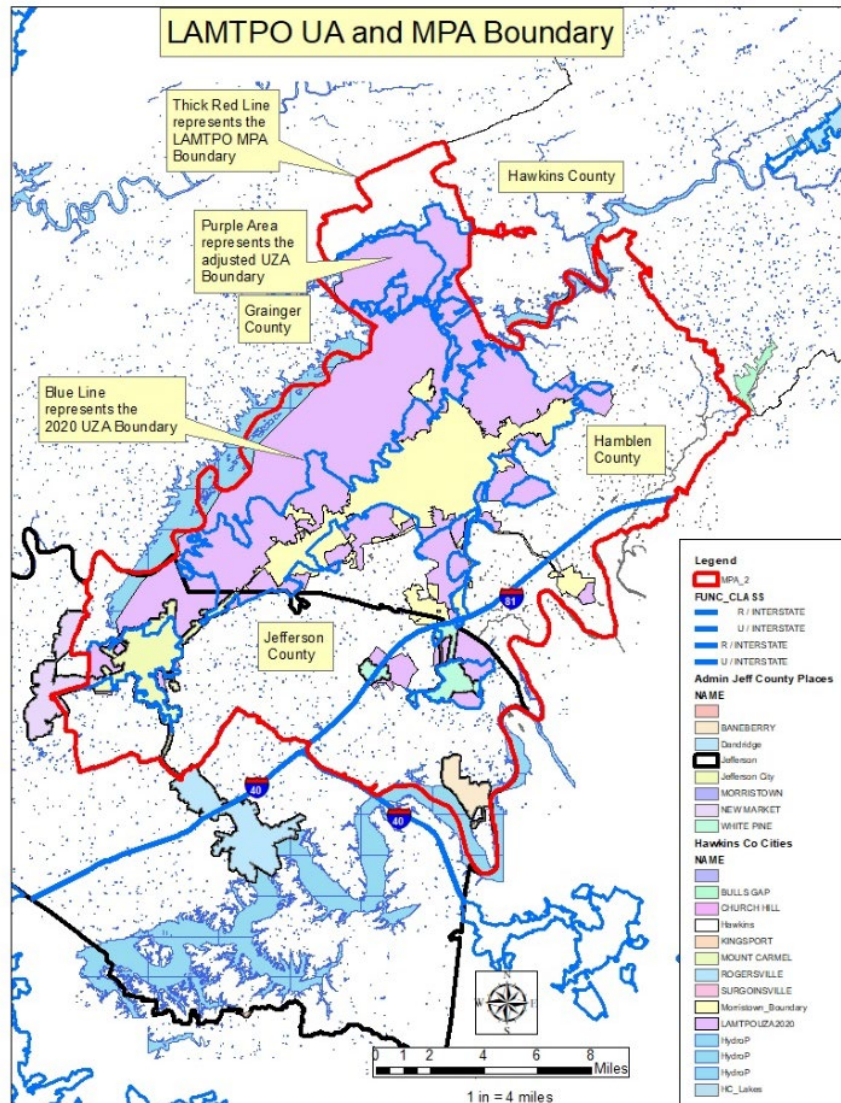
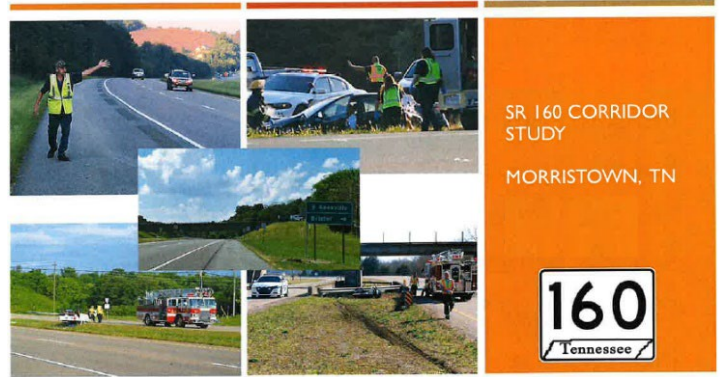
### HIGH PERFORMING ORGANIZATION

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- Completed the FFY 2024-2025 Unified Planning Work Program (UPWP).
- Completed the Transit Center Feasibility Study
- Completed the SR34/US Hwy 11E Corridor Study in Jefferson City
- Updated the FFY2023-2026 TIP. Morristown Projects in the current TIP are:
  - Central Church Rd improvements (NEPA Phase) from W Andrew Johnson Hwy to Connie St.
  - SR343 Complete Streets and ITS Traffic Signal Coordination Project
- Worked with TDOT on the US Hwy 11E/E Andrew Johnson Hwy widening project
- Celebrated the 3rd anniversary of the fixed route system operated by Lakeway Transit in conjunction with the East Tennessee Human Resource Agency (ETHRA). This is Morristown's first fixed-route public transportation system.
- Received two awards for the SR343 S. Cumberland Street Complete Street Project.
  - TNAPA Outstanding Project for Small Jurisdiction
  - ACEC Outstanding Project



- Completed the SR160 Corridor Study
- Completed the US Hwy 11E Corridor Study (Jefferson City)
- Updated LAMTPO's Prospectus and By-Laws
- Updated Street Functional Classification
- Adopted Coordinated Public Transit-Human Services Transportation Plan (CPT-HSTP)
- Updated the Public Participation Plan (PPP)
- Adopted the Bus Stop and Bus Bay Document
- Started the 2050 Metropolitan Transportation Plan (MTP)
- Adopted and later amended the 2024-2025 UPWP
- Adopted the PM1 Safety Performance Measures and the PM2 and PM3 Performance Measures
- Worked with TDOT on the TN Modernization Act (TMA) - Build With Us
- Based on 2020 U.S. Census the LAMTPO Urbanized Area (UA) and Metropolitan Planning Area (MPA) boundaries were updated. Jurisdictions included are: the cities of Morristown, White Pine, and Jefferson City, and portions of Grainger, Hamblen, Hawkins, and Jefferson counties.







## SAFE & SECURE COMMUNITY

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- Worked with TDOT, FHWA, and FTA to adopt the PM1, PM2, and PM3 Performance Measure targets and requirements.



## A HEALTHY & VIBRANT CITY

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- In conjunction with the Knoxville TPO, completed the Transportation Air Quality Conformity Determination Report
- Began update of the 2017 Intelligent Transportation System (ITS) Plan

## □ Goals for FY 2025



## HIGH PERFORMING ORGANIZATION

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- Develop the 2050 Long Range Transportation Plan (LRTP) (Anticipate Completion May 2025)
- Continue updating data pertaining to LAMTPO as it is released by the US Census.
- Continue working with the local agencies and TDOT to identify critical facilities within the LAMTPO region.
- Continue working with TDOT, TDEC, and the Knoxville TPO concerning Air Quality determination for the region.
- Continue working with the TDOT and Knoxville TPO concerning freight and Travel Demand Modeling (TDM).
- Continue supporting the Lakeway Transit System in conjunction with ETHRA.
- Continue working with ETHRA to improve the demand response service in the LAMTPO region.
- Maintain/update the Human Services Transportation Coordination Plan (HSTCP). (Summer 2024)
- Continue working with ETHRA in applying for various TDOT public transportation grants.
- Continue working with the local agencies wishing to pursue various transportation grants throughout the year.
- Continue working with the local agencies in pursuing Transportation Corridor Studies to improve and enhance the LAMTPO roadway network.
- Update the Title VI, LEP and DBE documents. (Summer 2024)
- Update the functional street classification for LAMTPO. (Summer 2024)
- Continue working with the local agencies in updating corridor studies, such as 25E.
- Coordinate with the City of Morristown, TDOT and FHWA on the FY2022 RAISE Grant SR343 Complete Streets and ITS Traffic Signal Coordination Project



## THRIVING, LIVABLE NEIGHBORHOODS

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- Provide an efficient, safe and secure multimodal transportation system.
- Effectively manage financial resources for the transportation network.
- Reduce traffic congestion.
- Maintain infrastructure conditions.



- Support ETHRA in identifying and securing a location in Morristown for a transit operations and maintenance facility.
- Work with ETHRA and Lakeway Transit to continuously consider bus stops and routes to improve upon the overall system.



## HEALTHY & VIBRANT CITY

- Support environmental sustainability.
- In conjunction with the Knoxville TPO, complete the Transportation Air Quality Conformity Determination Report.
- Continue helping local agencies apply for multimodal grants through TDOT.

### ☐ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be under budget.

### ☐ Significant Changes for FY 2025

- There are no significant changes to this account.

### ☐ Personnel Summary

LAMTPO	FY21	FY22	FY23	FY24	FY25
LAMTPO COORDINATOR	1	1	1	1	1
TOTAL LAMTPO	1	1	1	1	1

### ☐ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>41761 - LAMTPO - Administration</i>				
111 SALARIES & WAGES	73,734	78,524	66,135	83,200
134 CHRISTMAS BONUS & LONGEVITY	836	842	842	87
210 FICA	4,485	4,921	4,077	5,164
212 MEDICARE	1,049	1,151	954	1,208
213 TCRS CONTRIBUTION	11,312	12,040	9,395	12,635
214 EMPLOYEE HEALTH INS	15,647	15,667	13,053	15,686
217 EMPLOYEE LIFE INS	409	452	362	479
219 WORKERS COMPENSATIONS INSURANCE	978	1,060	1,234	1,360
310 POSTAL SERVICE	274	500	169	500
330 LEGAL NOTICES	8,463	13,200	7,836	13,200
341 ELECTRICITY	0	0	0	1,000
342 WATER & SEWER	0	0	0	400
343 NATURAL GAS & PROPANE	0	0	0	200
345 TELEPHONE SERVICES	0	0	0	400
351 MEDICAL SERVICES	28	0	28	0
383 TRAVEL-BUSINESS EXPENSES	872	5,000	1,090	5,000
399 OTHER CONTRACTED SERVICES	168,366	110,805	164,731	2,100
533 EQUIPMENT - RENTAL/LEASE	0	2,100	0	0
<i>41761 - LAMTPO Administration SUBTOTAL</i>	<i>286,453</i>	<i>246,262</i>	<i>269,906</i>	<i>142,619</i>





# SOLID WASTE FUND



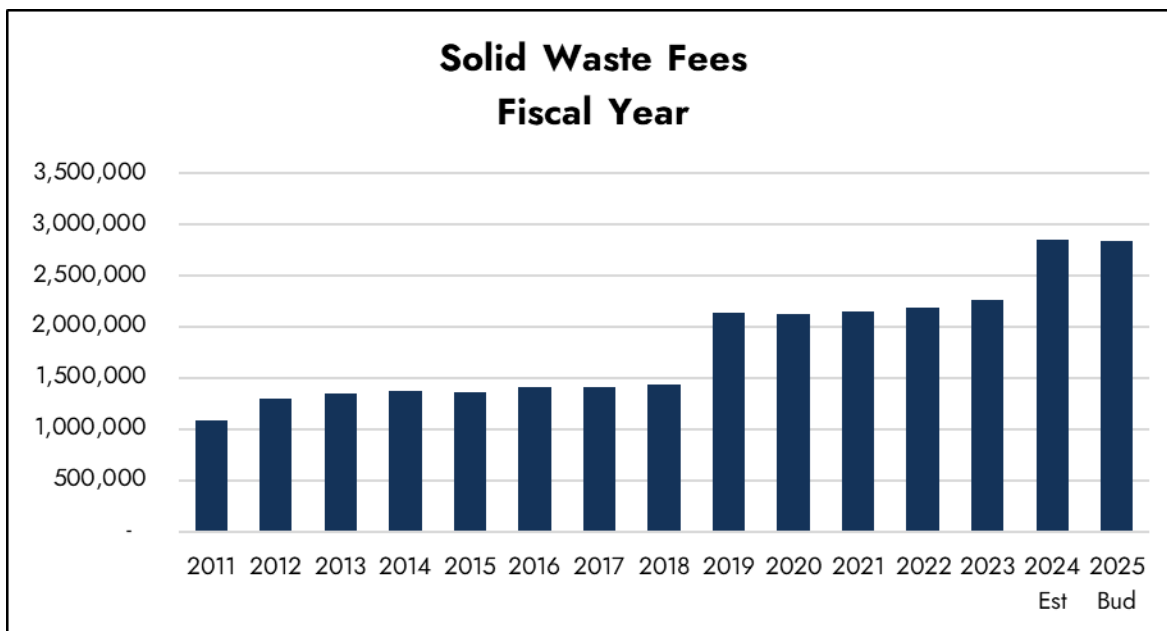


# Revenue Analysis

Prior to FY 2011, the cost of sanitation services was financed entirely through a transfer from the General Fund. Between FY 2011 and FY 2019, the City began converting this operation into a self-supporting fund where user fees support the cost of the service.

Though it took some time to accomplish the conversion, as of FY 2019, with a rate of \$15 per sanitation can per month, General Fund resources were no longer needed to supplement the system. In the following years, the fund balance increased allowing for the purchase of automated refuse trucks and the reorganization of staff.

Over FY 2022 and 2023, the Solid Waste Authority approved two tipping fee increases at the landfill, increasing fees by 31% over that period. This latest increase made it necessary to increase the City's rate per can to \$20 per month. The City continuously monitors this fund balance and evaluates methods of service delivery to provide the highest quality service at the most economical rates possible.



## Revenue Detail

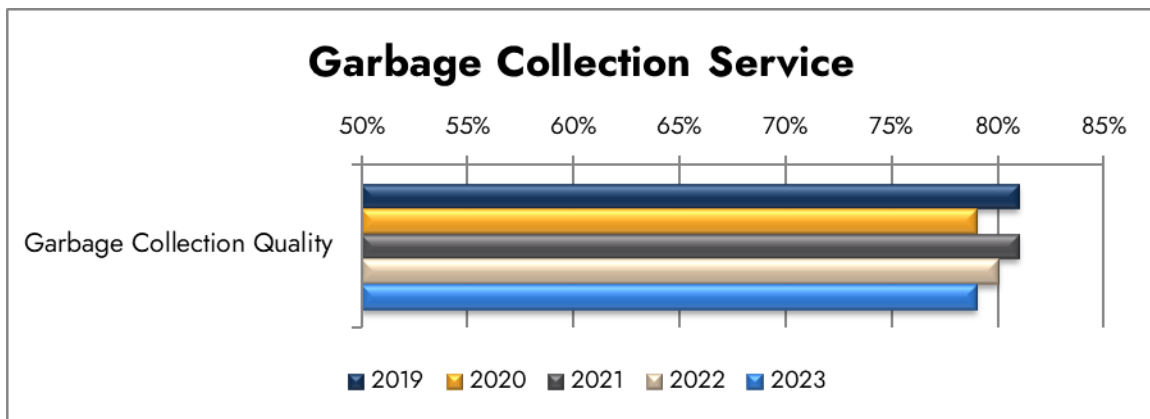
Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>Fund 435 - Solid Waste Fund Revenue</i>				
37310 SOLID WASTE FEES	2,244,241	2,832,000	2,857,739	2,840,000
36300 SALE OF CITY PROPERTY	23,895	1,000	19,599	1,000
36720 INSURANCE & CUSTOMER REIMBURSEMENT	0	0	446	0
<i>Total Solid Waste Revenue &amp; Transfers</i>	<i>2,268,136</i>	<i>2,833,000</i>	<i>2,877,784</i>	<i>2,841,000</i>



# Sanitation

The sanitation division is charged with the collection of residential and small commercial, household refuse. The refuse is placed at the curb in ninety-five gallon roll out carts each week.

## □ Performance and Workload Measures



Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”

Ratings of the quality of garbage collection services have been consistent over the years of the citizen survey, a rating of 79% continues that stability. We remain comparable to other communities across the nation. Residents who live in the northeast of the city were happiest about our garbage service. Homeowners are more favorable than renters; the City does not provide garbage collection in larger multifamily developments. Otherwise, there were few differences among demographic groups. We had expected that changing to automated collection and the adjustments in how residents place cans for pick up would contribute to lower scores, but education programs evidently eased the transition.

Waste Collection (TONS)					
	2019	2020	2021	2022	2023
Household Refuse (Tons)	10,575	11,295	10,975	10,691	10,012
Brush	3,146	3,871	2,696	2,651	2,474
Bulk Waste	2,559	3,046	3,257	3,187	2,493
Leaf/Grass Collection	975	888	695	702	750
Misc. (Construction Material)	191	329	849	863	1,915
Total	17,446	19,429	18,472	18,095	17,644

## □ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Serviced approximately 13,206 residential sanitation carts within the city limits on a weekly basis. These carts are serviced by three (3) fully automated sanitation trucks and one (1) rear loader.



- Transported 10,012 tons of household garbage to the city landfill.
- Noted a significant decrease in bulk waste and increase for construction materials. These changes are attributed to the opening of a Class III area at the landfill to better separate construction materials.
- Completed over 2,243 work order requests for customer service issues, cart repairs and/or replacements.
- Received 4,500 calls for sanitation related issues.
- The Solid Waste Department strives to ensure that trash pick-up is as convenient and easy as possible for all citizens. Residents who are physically unable to take their garbage to the curb for collection can qualify for disability collection services. Garbage carts are collected at the home and returned to the home.

## ❑ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

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- In conjunction with the city's Safety and Training Coordinator, provide employees specialized training on Workplace Safety to reduce the chance of on-the-job accidents.
- Complete annual safety training requirements.
- Provide garbage service to residents who are physically unable to take their cart to the curb for collection.
- Participate in Touch-a-Truck hosted by the Parks and Recreation Department at Frank Lorino Park to educate the community about the roles and responsibilities of the Public Works Department. Touch-a-Truck is a hands-on event allowing children and parents to see, touch and explore heavy duty equipment and large vehicles.

## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- Various vehicle repair items such as parts were higher than anticipated, requiring a mid-year budget amendment.
- In FY 2024, Public Works implemented routing and scheduling software that will assist with the efficiency and effectiveness of sanitation, recycling, and bush & bulk routes. This project increases capital with a one-time expenditure and contracted services for ongoing support.

## ❑ Significant Changes for FY 2025

- With the implementation of the new routing and scheduling software in the second half of FY 2024, efficiencies and savings will become more evident in FY 2025.
- The budget includes the purchase of one new automated sanitation truck.



## □ Personnel Summary

SOLID WASTE SANITATION	FY21	FY22	FY23	FY24	FY25
HEAVY EQUIPMENT OPERATOR	3	3	3	3	3
MEDIUM EQUIPMENT OPERATOR	1	1	1	1	1
UTILITY WORKER	4	1	1	1	1
TOTAL SOLID WASTE SANITATION	8	5	5	5	5

## □ Budget Expense Detail

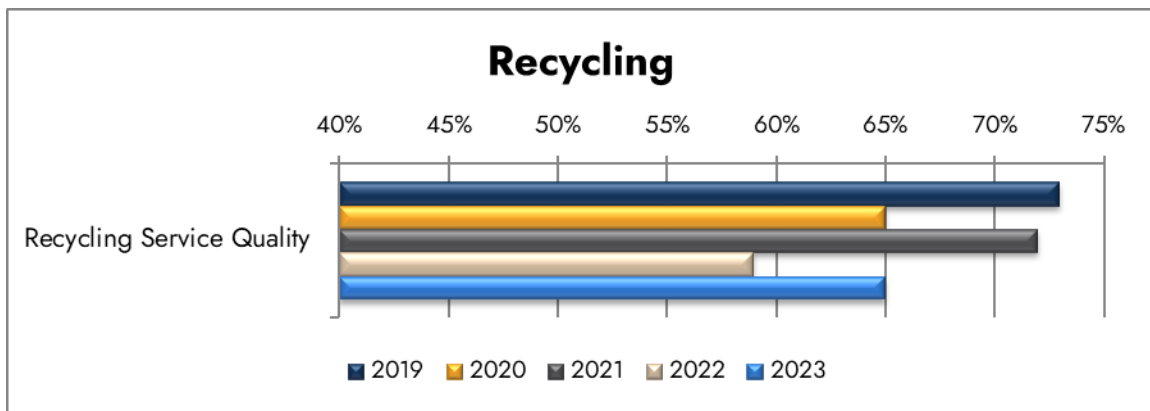
Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>FUND 435 - Sanitation</i>				
111 SALARIES & WAGES	227,160	230,963	225,767	246,633
112 OVERTIME	5,801	5,800	15,304	5,800
134 CHRISTMAS BONUS & LONGEVITY	3,071	3,581	2,529	2,590
210 FICA	13,978	14,902	14,678	15,812
212 MEDICARE	3,269	3,485	3,433	3,698
213 TCRS CONTRIBUTION	34,915	36,461	36,954	38,687
214 EMPLOYEE HEALTH INS	84,586	77,637	63,407	77,704
217 EMPLOYEE LIFE INS	1,253	1,330	1,275	1,421
219 WORKERS COMPENSATIONS INSURANCE	7,824	5,300	13,364	14,700
226 CLOTHING/UNIFORM/SHOES	4,871	5,500	3,532	5,500
310 POSTAL SERVICE	0	50	0	50
321 PRINTING SERVICES	386	2,000	550	2,000
330 LEGAL NOTICES	2,024	3,200	1,720	2,800
345 TELEPHONE SERVICES	0	700	0	0
351 MEDICAL SERVICES	249	900	190	900
361 REPAIR & MAINTENANCE-VEHICLES	513	10,000	10,514	10,000
378 EDUCATION - SEMINARS & TRAINING	174	500	285	500
399 OTHER CONTRACTED SERVICES	136,994	150,611	138,246	177,000
411 OFFICE SUPPLIES & MATERIALS	313	300	237	300
429 GENERAL OPERATING SUPPLIES	1,904	2,500	1,492	2,500
431 GASOLINE & DIESEL FUEL	99,854	125,000	91,456	125,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	138,486	125,000	112,743	150,000
487 SOLID WASTE CONTAINERS	37,675	75,000	74,910	75,000
510 INSURANCE - GENERAL LIABILITY	12,794	14,074	12,847	14,135
523 PROPERTY (CONTENTS) INSURANCE	2,638	2,850	2,685	2,955
562 LANDFILL FEE/DISPOSITION CHARGES	477,577	563,946	497,820	565,000
960 MACHINERY & EQUIPMENT	0	60,110	94,861	0
971 MOTOR EQUIPMENT	0	500,000	455,621	550,000
43210 - Sanitation SUBTOTAL	1,298,309	2,021,700	1,876,420	2,090,685



# Recycling

The City of Morristown offers bi-weekly recycling collection that occurs on the same day as bulk pick-up. The recycling division funds two positions and provides for the maintenance of a semi-automated sanitation truck for the recyclables collected. Recycle carts are available free of charge for citizens of Morristown.

## □ Performance and Workload Measures



Quality ratings for recycling rebounded from last year’s low rating. With a favorable assessment by 65% we are lower than our average rating and dramatically lower than our best score of 83% seen in 2018. Our scores remain similar to those across the nation. With disruptions in the market for recycled materials we have had to adjust what materials we can collect. These changes are likely to have contributed to lower ratings. Neighborhoods in the north of the city are more satisfied than those living in the south of the city.

Lower income families (under \$100,000) are less positive about recycling than higher income groups. The City does not service the larger apartment complexes and these residents have a much lower score than those who own their home.

Recycling (TONS)					
	2019	2020	2021	2022	2023
Tons	871	948	939	998	956
% Increase / Decrease	9%	9%	-1%	6%	-4%
% Diverted from Landfill	7.6%	7.7%	7.9%	8.5%	8.7%



Total Diverted from Landfill (TONS)					
	2019	2020	2021	2022	2023
Recycling	871	948	939	999	956
Brush	3,146	3,871	2,696	2,651	2,474
Leaf/Grass Collection	975	888	695	702	750
White Goods	39	48	41	44	49
Tires	50	63	52	151	116
Oil and Electronics	13	15	14	14	17
Total Diverted from Landfill	5,094	5,833	4,437	4,561	4,362
Total Waste Stream	17,446	19,429	18,472	18,095	17,644
% Diverted from Landfill	29.2%	30.0%	24.0%	25.2%	24.7%

## ❑ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- Approximately 956 tons of recyclable material were delivered to the Hamblen County landfill.
- The BOPAE (Batteries, Oil, Paint, Antifreeze & Electronics) Collection Event diverted 10.64 tons of recycling from the landfill.
  - Batteries: .74 tons
  - Cardboard: .34 tons
  - Paint: 3.05 tons
  - Bulbs: .20 tons
  - Electronic Waste: 7.63 tons
  - Plastic: .44 tons
  - Shred Paper: 1.18 tons
  - Oil: 1.74 tons
- The HHW (Hazardous Household Waste) Collection Event diverted 29.02 tons of material from the landfill.
- Two tire events and Public Works collected 116 tons of used tires.
- Completed 610 service requests for customer service, pick-ups, and repairs.
- Resolved 3,154 recycling-related phone calls.



### THRIVING, LIVABLE NEIGHBORHOODS

- The city adheres to an easy single stream recycling system to reduce valuable materials going into the landfill. Recycling services were provided to 4,696 residences.
- The city offers door side pickup for citizens that might have difficulty getting their recycling carts to the street.
- Participated in the annual Household Hazardous Waste, Free tire recycling, and BOPAE (Batteries, Oil, Paint, Antifreeze & Electronic) events at the Hamblen County Landfill.



❑ Goals for FY 2025



HIGH PERFORMING ORGANIZATION

- Set an additional 120 carts for citizens new to the city recycling program.
- With the implementation of the new routing and scheduling software in the second half of FY 2024, efficiencies and savings will become more evident in FY 2025.

❑ Comments on FY 2023 Actual and FY 2024 Projections:

- Expenditures are expected to be under budget. A sanitation truck budgeted to be purchased in this division in FY 2024 was reclassified mid-year to be purchased out of the sanitation division.

❑ Significant Changes for FY 2025:

- No significant changes are planned.

❑ Personnel Summary

SOLID WASTE CURBSIDE RECYCLING	FY21	FY22	FY23	FY24	FY25
HEAVY EQUIPMENT OPERATOR	1	1	1	1	1
UTILITY WORKER	1	1	1	1	1
TOTAL SOLID WASTE CURBSIDE RECYCLING	2	2	2	2	2



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>FUND 435 - Curbside Recycling</i>				
111 SALARIES & WAGES	77,745	82,144	81,516	87,510
112 OVERTIME	975	750	212	750
134 CHRISTMAS BONUS & LONGEVITY	370	381	535	750
210 FICA	4,709	5,164	4,855	5,519
212 MEDICARE	1,101	1,208	1,136	1,291
213 TCRS CONTRIBUTION	11,998	12,633	12,614	13,503
214 EMPLOYEE HEALTH INS	33,349	31,010	31,922	31,034
217 EMPLOYEE LIFE INS	420	473	465	504
219 WORKERS COMPENSATIONS INSURANCE	6,243	2,120	2,472	2,720
226 CLOTHING/UNIFORM/SHOES	1,342	1,600	1,203	1,600
310 POSTAL SERVICE	0	25	0	25
321 PRINTING SERVICES	0	0	69	0
330 LEGAL NOTICES	76	100	0	100
351 MEDICAL SERVICES	361	200	112	200
361 REPAIR & MAINTENANCE-VEHICLES	485	2,500	677	2,500
383 TRAVEL-BUSINESS EXPENSES	25	400	30	400
399 OTHER CONTRACTED SERVICES	67,808	77,000	51,274	77,000
411 OFFICE SUPPLIES & MATERIALS	386	400	214	400
431 GASOLINE & DIESEL FUEL	14,171	20,000	15,588	20,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	15,627	15,000	14,497	15,000
487 SOLID WASTE CONTAINERS	16,250	50,000	50,004	50,000
510 INSURANCE - GENERAL LIABILITY	2,254	2,480	2,264	2,490
523 PROPERTY (CONTENTS) INSURANCE	465	503	473	520
<i>44500 - Curbside Recycling SUBTOTAL</i>	<i>256,160</i>	<i>306,091</i>	<i>272,132</i>	<i>313,816</i>



# Solid Waste Debt Service

This account is used to budget and pay the City's debt service payments for Solid Waste Functions.

## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>49180 - Solid Waste Debt Service</i>				
711 DEBT PRINCIPAL	27,015	27,210	27,210	6,781
731 DEBT INTEREST	3,377	2,767	2,771	2,380
798 PAYING AGENT FEES	0	500	0	0
<i>49180 - Solid Waste Debt Service SUBTOTAL</i>	<i>30,392</i>	<i>30,477</i>	<i>29,981</i>	<i>9,161</i>

## Solid Waste Fund - Outstanding Debt By Issue

Issue	Original Amount	Rate	Type	Retirement
TML 2009 Public Works Facility	\$ 162,919	2.85%	Variable	2035

The table reflects the modest debt carried by the Solid Waste Fund. A share of the acquisition costs of the site for the future public works facility is to be retired by this operation. No additional debt is anticipated at this time. The City currently maintains an Aa3 bond rating.



June 30	TOTAL SOLID WASTE FUND DEBT							
	Principal		Interest		Total	Remaining Balance		
2025	\$	6,781	\$	2,365	\$	9,146	\$	79,473
2026	\$	6,976	\$	2,169	\$	9,145	\$	72,497
2027	\$	7,172	\$	1,967	\$	9,139	\$	65,325
2028	\$	7,368	\$	1,760	\$	9,128	\$	57,957
2029	\$	7,596	\$	1,546	\$	9,142	\$	50,361
2030	\$	7,824	\$	1,327	\$	9,151	\$	42,537
2031	\$	8,052	\$	1,101	\$	9,153	\$	34,485
2032	\$	8,280	\$	868	\$	9,148	\$	26,205
2033	\$	8,509	\$	629	\$	9,138	\$	17,696
2034	\$	8,769	\$	382	\$	9,151	\$	8,927
2035	\$	8,927	\$	129	\$	9,056	\$	-

*City of Morristown Annual Debt Report: [bit.ly/MorristownAnnualDebtReport](http://bit.ly/MorristownAnnualDebtReport)*





# STORMWATER UTILITY FUND

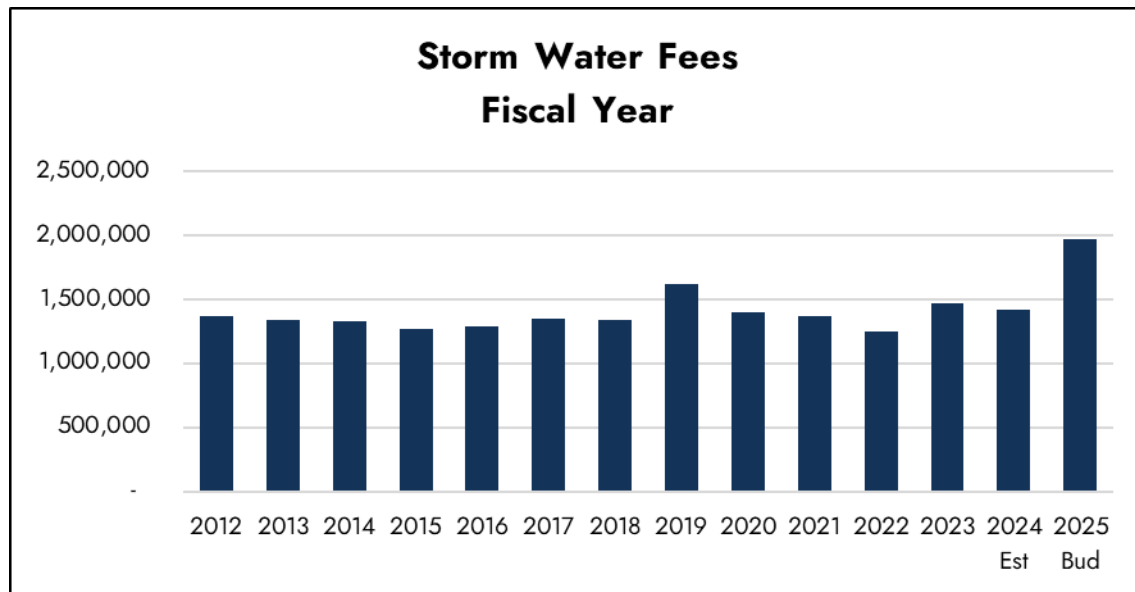




# Revenue Analysis

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 at a rate of one (1) ERU for the handling of their runoff. Commercial property is assessed a fee in proportion to this standard ERU, which is defined as 2,400 square feet. For example, a commercial lot with 24,000 square feet of impervious surface would be assessed a fee based on 10 ERUs. 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.

Since 2011, the rate per ERU has been \$2.50 per month. Effective FY 2025, this rate will increase to \$3.50 per ERU per month. Over time, the cash position and the fund balance of the Storm Water enterprise has declined. It is necessary that the system's rates are sufficient to cover both cash needs for operating as well as to cover the depreciation of capital assets in the system.



## Revenue Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>Fund 440 - Storm Water Fund Revenue</i>				
36120 INTEREST OF INVESTMENT	4,569	1,000	6,757	1,500
36300 SALE OF CITY PROPERTY	0	0	0	0
36700 MISCELLANEOUS	330	0	0	0
36850 BOND PROCEEDS	0	0	0	2,500,000
37245 STORM WATER CHARGES	1,473,193	1,400,000	1,416,952	1,974,000
38150 TRANSFER IN - ARPA FUND		1,367,424	1,867,424	0
<i>Total Storm Water Revenue</i>	<i>1,478,092</i>	<i>2,768,424</i>	<i>3,291,133</i>	<i>4,475,500</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 95 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					
	2019	2020	2021	2022	2023
Stormwater Complaints	254	107	105	116	102
Stormwater Complaints resolved	234	99	97	109	96
Land Disturbance Permits	12	12	15	18	16
State TNGCP Permits Reviewed and Tracked	12	10	14	16	21
Illicit Discharge Complaints	10	9	8	7	10
Illicit Discharge Violations Cited	1	1	1	1	1
Notices of Violation Issued	2	3	3	2	2
Notices of Violation Resolved	2	3	3	2	2
Construction site Inspections	108	101	112	198	261
Turkey Creek Assessment (feet)	22,000	10,500	10,500	10,500	10,500
Stubblefield Creek Assessment (feet)	6,500	5,500	5,500	5,500	5,500
Hot Spot outfalls to Stormwater	368	368	386	386	386
Outfalls to regulatory water	37	37	37	37	37

## □ Significant Accomplishments FY 2024



### HIGH PERFORMING ORGANIZATION

- A new Engineering Technician position has been filled to assist in construction inspections. The position replaced a vacant Medium Operator position to better suit the needs of the department, which is accounted for in Storm Water Drainway Management.
- Reviewed new MS4 State permit and began implementation of the changes.



- Inspected construction of new storm water infrastructure at new developments.
- Responded to citizen complaints of flooding and other storm water related issues.
- Ensured that all City land disturbance activities were properly permitted and maintained.
- Continued mapping of the storm water system.
- Located, mapped, and inspected 20% of outfalls for dry weather screening as required by the MS4 Permit.



## THRIVING, LIVABLE NEIGHBORHOODS

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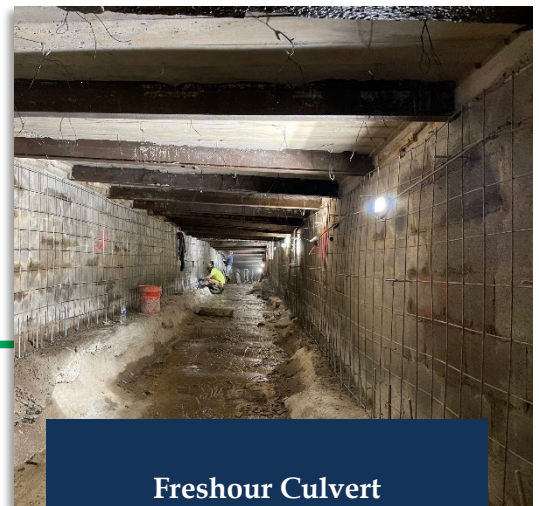
- Identified new projects to be designed.
- Scheduled and repaired many stormwater related issues.



## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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- Completed construction on the following projects:
  - Freshour II
  - MAID Ditch
- Continued to develop GIS tools to inventory the condition of storm water infrastructure and to track inspection locations and results.



Freshour Culvert



## A HEALTHY & VIBRANT CITY

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- Responded to reports of illicit discharges and issued notices of violation where appropriate.

### □ Goals for FY 2025



## HIGH PERFORMING ORGANIZATION

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- Inspect construction of new storm water infrastructure for new developments.
- Ensure that all City land disturbance activities are properly permitted and maintained.
- Continue to 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.



## RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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- Continue planning storm water projects and maintenance based off recent issues and complaints received.
- Continue to inspect and clean the storm water infrastructure.
- Design and Construction of MAID Pond Project.
- Evaluate new stormwater projects for design and construction.



## ❑ Comments on FY 2023 Actual and FY 2024 Projections:

- Expenditures are expected to be under budget.
- The FY 2024 budget included the purchase of a replacement truck for staff.

## ❑ Significant Changes for FY 2025

- There are no significant changes in FY 2025.

## ❑ Personnel Summary

STORM WATER MANAGEMENT	FY21	FY22	FY23	FY24	FY25
SUPERINTENDENT	1	1	1	1	1
TOTAL STORM WATER MANAGEMENT	1	1	1	1	1

## ❑ Budget Expense Detail

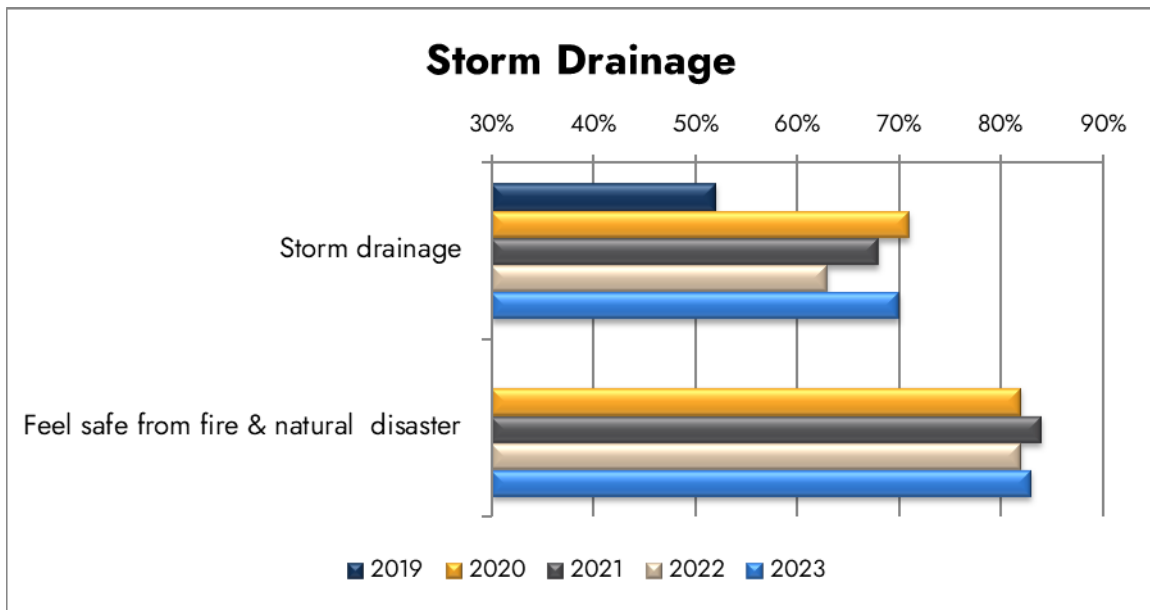
Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>43292 - Storm Water Administration</i>				
111 SALARIES & WAGES	95,300	98,673	99,574	102,654
134 CHRISTMAS BONUS & LONGEVITY	284	289	289	310
204 PENSION EXPENSE	52,788	0	0	0
210 FICA	5,766	6,136	6,030	6,384
212 MEDICARE	1,349	1,435	1,410	1,493
213 TCRS CONTRIBUTION	0	15,013	15,149	15,620
214 EMPLOYEE HEALTH INS	15,730	15,753	15,737	15,770
217 EMPLOYEE LIFE INS	535	568	546	591
219 WORKERS COMPENSATIONS INSURANCE	978	1,060	1,234	1,360
226 CLOTHING/UNIFORM/SHOES	583	1,000	513	1,000
320 POSTAL SERVICE	0	100	0	100
321 PRINTING SERVICES	304	500	352	500
330 LEGAL NOTICES	0	1,000	0	1,000
345 TELEPHONE SERVICES	928	600	1,024	1,080
375 MEMBERSHIPS & DUES	3,966	4,065	3,850	4,065
378 EDUCATION - SEMINARS & TRAINING	703	550	832	550
383 TRAVEL-BUSINESS EXPENSES	482	500	189	500
399 OTHER CONTRACTED SERVICES	161,456	176,500	124,840	150,500
411 OFFICE SUPPLIES & MATERIALS	124	250	180	250
413 OFFICE EQUIPMENT	0	0	1,388	0
431 GASOLINE & DIESEL FUEL	1,101	1,250	1,211	1,250
510 INSURANCE - GENERAL LIABILITY	2,437	2,681	2,447	2,695
523 PROPERTY (CONTENTS) INSURANCE	502	544	511	565
570 GENERAL FUND IN LIEU STORM WATER	14,187	42,679	42,679	42,679
581 GENERAL FUND ADMIN FEE STORM WATER	15,000	45,000	45,000	45,000
971 MOTOR EQUIPMENT	0	50,000	57,832	0
<i>43292 - Storm Water Administration SUBTOTAL</i>	<i>374,503</i>	<i>466,146</i>	<i>422,817</i>	<i>395,916</i>



# Storm Water – Drainway Management

The Storm Water Drainway division is used to account for routine Storm Water issues related to the City's Storm Water System. This division ensures that all storm drains are clear, all pipes are clean and eroded areas are stabilized. This division's work crew is dedicated to the repair and maintenance of the storm water system. Inspection, cleaning, and repair of the storm water system is performed with light and heavy equipment.

## □ Performance and Workload Measures



*Source: 2023 Citizen Survey – Respondents rating “Good” or “Excellent”*

Resident ratings for our stormwater utility remain strong. The 70% approval rating is nearly equal to the highest point set in 2020. Other communities across the nation are similar to Morristown in this service area. We have been comparable to other communities for all but one year since we began the survey (2012). Responses are consistent across the city and among demographic groups.

Beginning in 2020, the survey asked people how safe they feel from fire and natural disaster. The 83% favorable rating is similar to peers across the nation and has been consistent over the four years this has been asked.

Storm Water Drainway Maintenance					
	2019	2020	2021	2022	2023
Miles of Right-of-Way Mowed	275	275	275	275	275
Frequency of Mowing (annual)	6	6	6	6	6
Storm Drain pipe replaced (ft)	901	545	789	379	433
New Storm Drain Lines inspected(ft)	3,284	4,398	6,923	9,258	7,441



## ❑ Significant Accomplishments FY 2024



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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- Inspected 7,441 ft of new Stormwater pipe.
- Completed cleaning regiment of City storm pipes.
- Replaced or repaired 433 ft of drainage tiles.
- Repaired drainage ditches and swales as needed.
- Drainage structures were replaced or repaired throughout the City.
- Sinkholes repaired:
  - 316 Lockmere Dr
  - 3980 W AJ Hwy (near Ingles)
  - 1065 St. Ives Ct
  - 5320 E Morris Blvd
  - 2425 Morningside Dr
  - Veterans Parkway
  - 11E at Hwy 25E on Ramp
  - 202 W Morris Blvd
  - 711 Liberty Hall Dr
  - W 1<sup>st</sup> N St at N Hill Intersection
  - Smythview Dr
  - Public Works
  - 1216 E Main St
  - 1427 Walters Dr

## ❑ Goals for FY 2025



### HIGH PERFORMING ORGANIZATION

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- Implement changes in the new MS4 State permit.
- Continue to map the storm water infrastructure.



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

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- Continue to inspect storm water infrastructure.
- Continue an aggressive maintenance program on the infrastructure.
- Continue to repair and/or replace infrastructure as needed.
- Design for and rehabilitate the MAID pond.
- Design and begin construction of priority projects identified along Havley Springs Branch.

## ❑ Comments on FY 2023 Actual and FY 2024 Projections

- Expenditures are expected to be under budget.

## ❑ Significant Changes for FY 2025

- Budget includes the construction of several large priority projects identified in a FY 2024 study of Havley Springs Branch as well as rehabilitation of the MAID Pond.



## □ Personnel Summary

STORM WATER DRAINWAY MANAGEMENT	FY21	FY22	FY23	FY24	FY25
STORM WATER CREW LEADER	1	1	1	1	1
MEDIUM EQUIPMENT OPERATOR	1	1	1	0	0
HEAVY EQUIPMENT OPERATOR	3	3	3	3	3
UTILITY WORKER	2	2	2	2	2
ENGINEER TECHNICIAN	0	0	0	1	1
TOTAL STORM WATER DRAINWAY MANAGEMENT	7	7	7	7	7

Note: The Engineering Technician position was newly created in FY 2024, and the Medium Operator position was eliminated.



## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>43293 - Storm Water Drainway Management</i>				
111 SALARIES & WAGES	251,195	307,461	299,281	345,021
112 OVERTIME	1,468	2,000	3,605	2,000
134 CHRISTMAS BONUS & LONGEVITY	1,477	1,629	2,435	2,560
210 FICA	15,796	19,288	17,682	21,675
212 MEDICARE	3,694	4,511	4,135	5,069
213 TCRS CONTRIBUTION	0	47,193	46,317	53,032
214 EMPLOYEE HEALTH INS	95,774	124,378	104,396	108,787
217 EMPLOYEE LIFE INS	1,413	1,771	1,737	1,987
219 WORKERS COMPENSATIONS INSURANCE	9,987	7,420	9,092	10,000
226 CLOTHING/UNIFORM/SHOES	3,368	2,000	2,542	2,000
310 POSTAL SERVICE	61	300	0	300
330 LEGAL NOTICES	169	500	126	500
345 TELEPHONE SERVICES	503	1,000	901	2,000
351 MEDICAL SERVICES	330	200	280	200
361 REPAIR & MAINTENANCE-VEHICLES	0	0	65	0
362 REPAIR & MAINT-OPERATIONS EQUIPMENT	500	1,000	275	1,000
366 PERMITS	0	750	350	750
378 EDUCATION - SEMINARS & TRAINING	2,130	2,500	1,372	2,500
383 TRAVEL-BUSINESS EXPENSES	143	250	0	250
386 PUBLIC EDUCATION & TRAINING	0	0	0	0
399 OTHER CONTRACTED SERVICES	175,373	50,000	96,055	50,000
411 OFFICE SUPPLIES & MATERIALS	189	200	203	200
424 JANITORIAL SUPPLIES	0	100	0	100
429 GENERAL OPERATING SUPPLIES	24,507	30,000	26,163	30,000
431 GASOLINE & DIESEL FUEL	26,487	30,000	29,136	30,000
433 VEHICLE PARTS, OIL, FLUIDS, TIRES, ETC	13,836	15,000	14,995	15,000
451 CONCRETE PRODUCTS	10,738	8,080	11,171	8,080
455 CRUSHED STONE & SAND	13,070	25,000	14,603	25,000
510 INSURANCE - GENERAL LIABILITY	6,092	6,701	6,118	6,730
523 PROPERTY (CONTENTS) INSURANCE	1,256	1,357	1,279	1,410
533 EQUIPMENT- RENTAL/LEASE	415	0	0	0
913 EASEMENTS/RIGHT OF WAYS	0	0	4,780	10,000
952 STORM WATER PROJECTS	14,749	100,000	75,794	100,000
960 MACHINERY & EQUIPMENT	3,500	0	0	0
971 MOTOR EQUIPMENT	0	0	21	0
999 OTHER CAPITAL OUTLAY	3,907	1,867,424	1,882,690	2,500,000
<i>43293 - Storm Water Drainway Management SUBTOTAL</i>	<i>682,127</i>	<i>2,658,013</i>	<i>2,657,599</i>	<i>3,336,151</i>



# Storm Water Debt Service/Depreciation

## □ Personnel Summary

- No personnel are assigned to this area.

## □ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
<i>61100 - Storm Water Depreciation</i>				
572 dep-LINES	260,492	295,000	289,044	292,500
573 dep-PLANT & MACHINERY	0	0	0	45,000
574 dep-MOTOR VEHICLES	9,559	90,000	4,228	10,000
575 dep-OFFICE EQUIPMENT	22,880	50,000	22,880	25,000
576 dep-OTHER ASSETS	73,249	63,000	63,422	65,000
<i>61200 - Storm Water Depreciation SUBTOTAL</i>	<i>366,180</i>	<i>498,000</i>	<i>379,574</i>	<i>437,500</i>
<i>49190 Storm Water Debt Service</i>				
711 DEBT PRINCIPAL	0	238,293	238,293	383,390
731 DEBT INTEREST	50,156	54,978	54,998	115,182
798 PAYING AGENT FEES	63	120	63	120
<i>49190 - Storm Water Debt Service SUBTOTAL</i>	<i>50,219</i>	<i>293,391</i>	<i>293,354</i>	<i>498,692</i>

## Storm Water Fund - Outstanding Debt By Issue

Issue	Original Amount	Rate	Type	Retirement
General Obligation Bonds Series 2021A	\$ 2,990,000	2.00%	Fixed	2037
TML 2009 Public Works Facility	\$ 81,459	2.85%	Variable	2035

The table reflects the outstanding debt owed by the Storm Water Utility. The fund shares a portion of the cost of acquisition of the site for the new public works facility. In 2012 there was a joint bond issue for sewer and Storm Water rehabilitation projects. In September 2021 General Obligation Bonds were issued for capital projects and equipment. Included in this issue was the refunding of the 2012 General Obligation Bonds resulting in significant interest savings. In FY 2025, the City anticipates borrowing \$2.5 million for Storm Water Utility capital projects.



June 30	TOTAL STORM WATER FUND DEBT					Remaining
	Principal	Interest	Total		Balance	
2025	\$ 233,390	\$ 50,182	\$ 283,572	\$	2,259,726	
2026	\$ 223,488	\$ 45,484	\$ 268,972	\$	2,036,238	
2027	\$ 218,586	\$ 40,983	\$ 259,569	\$	1,817,652	
2028	\$ 213,684	\$ 36,580	\$ 250,264	\$	1,603,968	
2029	\$ 208,798	\$ 32,273	\$ 241,071	\$	1,395,170	
2030	\$ 198,912	\$ 28,063	\$ 226,975	\$	1,196,258	
2031	\$ 199,026	\$ 24,050	\$ 223,076	\$	997,232	
2032	\$ 189,140	\$ 20,034	\$ 209,174	\$	808,092	
2033	\$ 184,254	\$ 16,214	\$ 200,468	\$	623,838	
2034	\$ 174,385	\$ 12,491	\$ 186,876	\$	449,453	
2035	\$ 164,453	\$ 8,964	\$ 173,417	\$	285,000	
2036	\$ 145,000	\$ 5,700	\$ 150,700	\$	140,000	
2037	\$ 140,000	\$ 2,800	\$ 142,800	\$	-	

*City of Morristown Annual Debt Report: [bit.ly/MorristownAnnualDebtReport](http://bit.ly/MorristownAnnualDebtReport)*





# MORRISTOWN LANDING OPERATIONS FUND





# Budget Analysis

Due to the fact that day-to-day transactions will take place at the contractor level with SFM, the approved city budgeted allocation needs only to show the net cost expected to be paid based on periodic reports and bills from the contract operator. Below the city's budget detail is a more detailed budget created with assistance from SFM to better understand the actual operation.

## Revenue Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
Fund 123 - Morristown Landing Operations Fund				
41120 Lease/Rentals	0	0	65,680	65,680
49800 TRANSFERS IN	769,000	750,000	825,000	600,000
Total Morristown Landing Operations Revenue	769,000	750,000	890,680	665,680

## Supplemental Budget Detail

This detail is based on projections at the contractor level and should not be construed as line-by-line budget appropriation. The contract operator (SFM) will adjust programming based on the demands for the facility and the programs they will offer.

### Revenues:

Memberships	\$1,187,400
Sports Tournaments	\$ 217,382
Local Programs	\$ 519,050
Facility Rentals	\$ 92,000
Food & Beverage	\$ 523,750
Sponsorships & Other	\$ 236,356

Total Revenues: \$ 2,775,938

### Expenses:

Programmatic Expenses	\$1,409,595
Payroll Exp & Non-Program Personnel	\$ 657,600
Facility Expenses	\$ 596,476
Operating Expenses	\$ 712,267

Total Expenses: \$ 3,375,938



# Morristown Landing Operations Fund

In the Spring of 2017 the City purchased a site off Merchants Greene that would become the home of Morristown Landing. Design began in 2018 and construction began in early 2021. The facility was completed and opened in early 2023.

The City contracted with Sports Facilities Management (SFM) to operate the facility and works closely with the SFM management team on various key decision points to ensure the facility meets the needs and expectations of Morristown's residents. FY 2024 was the first full fiscal year of operations.

In order to track the cost of this operation, this fund is established to account for Landing related revenue and expenditures.

## ❑ Significant Accomplishments FY 2024:



### RESPONSIBLE MANAGEMENT OF CITY'S PHYSICAL ASSETS

- Continued to work with the architect and contractor to complete punch list items to fully close out the original construction project.
- Worked with the architect and operations team to design upgrades to the catering kitchen to create a full-service kitchen capable of serving 200+ guest events with plated dining options in-house.



### A HEALTHY & VIBRANT CITY

- SFM continued outreach to schools, tournament organizations, teams, community organizations, and others to continue building interest and securing customers that might make the Landing the home for their organizations and events.
- SFM continued to develop its management team and reorganize certain staff members to better accommodate the larger-than-anticipated demand for venue-based special events.
- SFM continued to build upon sponsorship and partnership opportunities to enhance the experience of members and visitors and the overall operations of the facility.



### HIGH PERFORMING ORGANIZATION

- The Landing operations team continues to see success from the promotion of various program offerings – the most impressive of which has been the growth of memberships from 1,900 to more than 5,770 in the last year.





❑ Goals for FY 2025:



RESPONSIBLE MANAGEMENT OF CITY’S PHYSICAL ASSETS

- Continue to work with the SFM team to identify economies that might be available in shared services such as preventive maintenance and service contracts, landscape services, etc.
- Bid out and oversee upgrades to the catering kitchen to create a full service kitchen to better enable staff to service customers requesting large plated dining options.



HIGH PERFORMING ORGANIZATION

- Meet or exceed membership expectations and expectations for use by tournament organizations, event/venue users, and others.



A HEALTHY & VIBRANT CITY

- Continue fostering the relationship with Covenant Health to build upon community-focused public health and wellness offerings.

❑ Comments on FY 2023 Actuals and FY 2024 Projections

- With FY 2024 being the first full fiscal year of operations, staff has been monitoring progress closely. A budget amendment was necessary to provide an additional transfer amount late in the fiscal year.

❑ Significant Changes for FY 2025

- The planned transfer for Landing operations in FY 2025 is reduced compared to FY 2024. This gradual reduction is expected to continue over the next few years.

❑ Personnel Summary

- No personnel are assigned to this area.

❑ Budget Expense Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
56900 Other Social, Cultural, and Recreational				
399 OTHER CONTRACTED SERVICES	1,004,765	750,000	1,024,054	600,000
56900 Other Social, Cultural and Recreational SUBTOTAL	1,004,765	750,000	1,024,054	600,000





# ARPA FUND





# Revenue Analysis

Projects to be completed with ARPA/SLFRF funds are typically large in scale and some are anticipated to cross over multiple fiscal years. Though projects undertaken may span multiple years, the funding source is not recurring.

## Revenue Detail

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
Fund 122 - American Rescue Plan Fund				
44110 INVESTMENT INCOME	58,773	5,000	34,909	10,000
44990 OTHER LOCAL REVENUE	377,549	0	0	0
47401 ARPA GRANT	2,830,750	2,119,248	2,202,619	0
47402 ARPA GRANT - TDEC	0	4,000,000	0	4,000,000
TRANSFERS IN	0	69,793	69,793	2,000,000
Total American Rescue Plan Revenue	3,267,072	6,194,041	2,307,321	6,010,000



# American Rescue Plan Act (ARPA)

This account is used to pay or transfer funds for specific projects allowable under the Coronavirus State and Local Fiscal Recovery Funds (SLFRF), a part of the American Rescue Plan Act (ARPA).

## ❑ Significant Accomplishments FY 2024

- The city allocated \$4,000,000 of the ARPA and TDEC funding to partner with Morristown Utilities for the construction of a new water tank near Exit 12. The project is underway and anticipated for completion in FY 2025.
- ARPA funding available through TDEC was used to address two considerable stormwater infrastructure concerns. The City's direct ARPA allocation was also used to supplement these projects at Freshour and a ditch project in the MAID industrial park.
- The City's direct ARPA allocation is being used to cover 20% of the cost of the ARPA/TDEC projects.
- In an effort to enhance capacity for outdoor events, ARPA funds were used to upgrade the electrical system at the Farmers Market, the Downtown Green, and along West Main Street to better support festivals, markets, food trucks, and a variety of outdoor events.
- ARPA funding was used to supplement several other public facilities projects funded predominately by other sources:
  - Replacement of the slate roof areas of the historic Rose Center.
  - Flooring restoration at City Center.
  - Sewer improvements at the Talley-Ward Community Center.
  - Masonry work to better prevent water intrusion at Talley-Ward Community Center.



Rose Center  
roof repairs

## ❑ Goals for FY 2025

- None. It is anticipated that all remaining ARPA funds will be expended in FY 2024 as projects are completed.

## ❑ Personnel Summary:

- There are no personnel assigned to this function.



## □ Budget Expense Detail:

Description	Original			
	Actual 22-23	Budgeted 23-24	Estimated 23-24	Budgeted 24-25
58831 American Rescue Plan Grant Fund				
931 HIGHWAY AND STREET PROJECTS	1,588,404	645,000	286,162	0
934 PUBLIC UTILITY PROJECTS	38,985	4,000,000	0	4,000,000
937 SOCIAL CULTURAL & RECREATION PROJECTS	168,099	0	262,032	0
939 OTHER GENERAL GOVERNMENT PROJECTS	1,235,205	242,190	302,404	0
58831 American Rescue Plan Grant Fund	3,030,693	4,887,190	850,598	4,000,000
<i>92000 - Transfers to Other Funds</i>				
TRANSFER TO STORMWATER FUND	0	1,367,424	1,521,446	0
TRANSFER TO E-CITATIONS FUND	177,605	0	0	0
TRANSFER TO GENERAL FUND	0	0	0	2,010,000
92000- Transfers to Other Funds	177,605	1,367,424	1,521,446	2,010,000
TOTAL American Rescue Plan Grant Fund	3,208,298	6,254,614	2,372,044	6,010,000





## OTHER INFORMATION





# Summary of Capital Equipment

## 41530 - Finance

110-41530-413	413	OFFICE EQUIPMENT	
		Folder	9,075
		Laptop	2,000
		TV / Monitor for Conference Room	1,000
		TOTAL	12,075

## 41640 - Information Technology

110-41640-964	964	OFFICE EQUIPMENT	
		Surface Pro Tablet - Police Admin	2,000
		Desktop Computers (2) - Police Patrol	2,400
		Laptop Computer (1) - Police Investigation	1,600
		Desktop Computers (3) - Police Investigation	4,800
		iPad / Office Tablet Upgrade - Fire Prevention & Inspection	1,000
		Surface Comuter - P&R Admin	1,900
		Laptop Computer (1) - Finance	2,000
		Desktop - 10	5,000
		Laptops - 4	6,000
		MDTs - 20	50,000
		TOTAL	76,700

110-41640-999	999	OTHER CAPITAL OUTLAY	
		Fire Department & P&R Admin Wireless	1,650
		TOTAL	1,650

## 41710 - Code Enforcement

110-41710-419	419	SMALL TOOLS & EQUIP	
		Misc. Tools	500
		TOTAL	500

## 42400 - Inspections

110-42400-419	419	SMALL TOOLS & EQUIPMENT	
		Misc. Tools	500
		TOTAL	500

## 42110 - Police Administration

110-42110-999	999	OTHER CAPITAL OUTLAY	
		License Plate Recognition and Live View Cameras	30,000
		TOTAL	30,000



### 42115 - Police Support

110-42115-419	419	SMALL TOOLS & EQUIPMENT	
		OC Spray / Batteries / Replace Small Tools as Needed	1,000
		Community Event Items	500
		Bolt Cutter (1)	150
		Binoculars for CAU (Criminal Apprehension Unit)	1,800
		Hand Truck	800
		TOTAL	4,250

110-42115-999	999	OTHER CAPITAL OUTLAY	
		Special Event Camera	35,000
		Tactical Operations Drone	20,000
		TOTAL	55,000

### 42120 - Police Patrol & Traffic

110-42120-419	419	SMALL TOOLS & EQUIP	
		Bolt Cutters (8)	1,200
		Road Flares (10)	1,600
		Gas Masks (10)	10,000
		Tasers (15)	30,000
		EOD Thermal Imager	7,800
		Rifle Maintenance	3,500
		40mm Launcher (2)	2,800
		16x30 Shields (4)	4,800
		Jump Starter Boxes (8)	3,500
		Breeching Tools (4)	1,600
		Batteries	1,000
		Sniper Rifle Suppressors (4)	3,000
		Replacement DVRs (5)	12,500
		TOTAL	83,300

### 42130 - Police Investigation

110-42130-419	419	SMALL TOOLS & EQUIP	
		Bolt Cutter (1)	150
		Fuming Chamber	1,500
		Portable Scene Lights	1,500
		Portable Generator	1,500
		Ballistic Helmets (5)	5,000
		TOTAL	9,650



### 42240 – Firefighting

110-42240-419	419	SMALL TOOLS & EQUIP	
		Replace broken / damaged equipment / tools	30,000
		Air packs / bottles	65,000
		TOTAL	95,000

110-42240-971	971	MOTOR EQUIPMENT	
		Fire Ladder Truck	1,000,000
		TOTAL	1,000,000

### 43120 - Facilities Maintenance

110-43120-419	419	SMALL TOOLS & EQUIP	
		Misc Tools	5,000
		TOTAL	5,000

### 43130 - Fleet Maintenance

110-43130-971	971	MOTOR EQUIPMENT	
		Shop Truck for Garage	214,375
		Road Tractor for CDL Training	170,372
		TOTAL	384,747

### 43140 - Public Works Street Repairs & Maintenance

110-43140-419	419	SMALL TOOLS & EQUIP	
		Misc Small Tools	6,500
		TOTAL	6,500

110-43140-960	960	MACHINERY & EQUIPMENT	
		30' Yard Leaf Trailer	175,000
		TOTAL	175,000

110-43140-971	971	MOTOR EQUIPMENT	
		Sweeper Truck	410,000
		TOTAL	410,000

110-43140-999	999	OTHER CAPITAL OUTLAY	
		Meridian Barriers (Eight Barriers, One Hauler, Four 10' Calbes & Four 4' Cables Plus Freight	65,000
		TOTAL	65,000

### 43150 - Public Works Street Lights & Signs

110-43150-419	419	SMALL TOOLS & EQUIP	
		Misc Small Tools	3,000
		TOTAL	3,000

### 43160 - Public Works Brush & Bulk

110-43160-419	419	SMALL TOOLS & EQUIP	
		Misc Small Tools	6,500
		TOTAL	6,500



### 43175- Public Works Communication Shop

110-43175-419	419	SMALL TOOLS & EQUIPMENT	
		Misc tools	1,000
		TOTAL	1,000

110-43175-971	971	MOTOR EQUIPMENT	
		Bucket Truck (Three Year Build Time)	210,000
		TOTAL	210,000

### 43190 - Public Works Traffic Devices

110-43190-419	419	SMALL TOOLS & EQUIP	
		Misc Small Tools	6,000
		TOTAL	6,000

### 44420 - Parks & Recreation Programs

110-44420-999	999	OTHER CAPITAL OUTLAY	
		Talley Ward Rec Center Gym Floor Replacement	125,000
		TOTAL	125,000

### 44430 - Parks & Maintenance

110-44430-922	922	BUILDING STRUCTURES	
		Playground Replacement Wildwood	120,000
			120,000

110-44430-960	960	MACHINERY & EQUIPMENT	
		Utility Vehicle (1)	43,647
		Irrigation Control for Wayne Hansard & Frank Lorino	13,450
			57,097

110-44430-971	971	MOTOR EQUIPMENT	
		Truck (1)	40,000
		TOTAL	40,000

### 45160 - Natural Resource Maintenance

110-45160-419	419	SMALL TOOLS & EQUIPMENT	
		Various Small Tools	5,000
		Christmas Decorations	10,000
		TOTAL	15,000

### 48100 - Airport

110-48100-999	999	OTHER CAPITAL OUTLAY	
		Development Costs - western taxiway extension buyout	300,000
		LAND ACQUISITION (unsure if it will occur in FY24 or FY25)	475,000
		TOTAL	775,000



**42170 - Narcotics**

126-42170-413	413	OFFICE EQUIPMENT	
		Surface Pro Tablets (4)	7,500
		TOTAL	7,500

126-42170-419	419	SMALL TOOLS & EQUIPMENT	
		Replace Small Tools & Other Equipment as Needed	2,000
		TOTAL	2,000

**43210 - Sanitation**

435-43210-971	971	MOTOR EQUIPMENT	
		Sanitation Truck Side Loader (Fully Automated)	550,000
		TOTAL	550,000

**43293 - Stormwater Drainway Management**

440-43293-999	999	OTHER CAPITAL OUTLAY	
		MAID Detention Pond	445,000
		Havley Springs	2,055,000
		TOTAL	2,500,000

**TOTAL EQUIPMENT    6,832,969**



# Long-Range Financial Plan for Operations

The forward-looking operations budget is intended as a general guide for the planning of future operations. The inclusion of this section with annual budget documents is not meant to be an authoritative element of the budget but is simply meant for the administration's planning purposes. This serves as a broad overview of the general fund operations and takes various assumptions into consideration, which will need to be adjusted and reconsidered annually. Assumptions and other notes follow.

- The figures presented for taxes do not consider any increase or decrease to any tax rate. Despite continued real estate development in the community and accelerated growth in sales tax in recent years, we have shown here a 3% annual increase to the total amount for tax receipts, using the FY 2025 budget figure as the basis, which is more conservative than even the FY 2024 projected figure.
- Licenses, Permits & Fees are shown with a 5% annual increase using the FY 2025 budget figure as the basis.
- Use of Money and Property can fluctuate considerably – particularly as it may relate to the sale of land. The \$1.6 million shown across all future years is a conservative assumption as compared with recent years.
- Intergovernmental Revenue can fluctuate considerably as it includes various one-time grants that are often capital in nature and of a significant scale. The assumptions used here for future years are intended to eliminate one-time capital project intergovernmental revenues in order that this exercise focus on general operations. Grants that are received annually are still considered, and an escalation of 3% annually has been applied.
- Other Financing Sources would typically suggest debt. Because the City of Morristown only pursues debt for one-time capital items, and this exercise focuses only on general operations, no debt issuance is taken into consideration.
- Most Expenditures lines are adjusted to remove one-time capital expenditures and to escalate at a rate of 2%.
- The General Fund Debt Service line is based on the service of existing general fund debt and does not consider any new debt. Should the city issue new debt or refinance existing debt, this section should be adjusted accordingly.
- Transfers for the operation of the Morristown Landing are intended to gradually decline over the next several years, which is shown in this plan.
- Beginning and Ending fund balance are not shown in this section. As this only incorporates non-capital items, it is not a complete depiction for future years.

The following schedule summarizes the projection of general operations revenue and expenditures through FY 2029.



# 5-Year Operations Summary

	<i><b>FY 2025 Budget</b></i>	<i><b>FY 2026 Projected</b></i>	<i><b>FY 2027 Projected</b></i>	<i><b>FY 2028 Projected</b></i>	<i><b>FY 2029 Projected</b></i>
<b>REVENUES</b>					
Taxes	39,956,220	41,154,907	42,389,554	43,661,240	44,971,078
Licenses, Permits and Fees	1,501,600	1,576,680	1,655,514	1,738,290	1,825,204
Use of Money and Property	1,451,179	1,600,000	1,600,000	1,600,000	1,600,000
Service Charges and Fees	203,000	207,060	211,201	215,425	219,734
Intergovernmental Revenues	10,021,463	6,948,181	7,156,627	7,371,325	7,592,465
Other Financing Sources	2,000,000	-	-	-	-
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$ 55,133,462</b>	<b>\$ 51,486,828</b>	<b>\$ 53,012,896</b>	<b>\$ 54,586,281</b>	<b>\$ 56,208,481</b>
<b>EXPENDITURES</b>					
General Government	6,533,356	6,664,023	6,797,304	6,933,250	7,071,915
Public Safety	22,278,606	21,520,578	21,950,990	22,390,009	22,837,810
Public Works	12,629,407	10,687,288	10,901,034	11,119,054	11,341,436
Parks and Recreation	3,346,809	3,064,806	3,126,102	3,188,624	3,252,397
Natural Resource Maintenance	390,821	398,637	406,610	414,742	423,037
Civic Support	1,989,124	2,028,906	2,069,485	2,110,874	2,153,092
Miscellaneous	1,488,200	727,464	742,013	756,854	771,991
General Fund Debt Service	5,704,168	5,693,569	5,689,514	5,678,512	4,341,723
Bond Expenditures	-	-	-	-	-
<b>Total Expenditures</b>	<b>54,360,491</b>	<b>50,785,272</b>	<b>51,683,051</b>	<b>52,591,920</b>	<b>52,193,399</b>
<b>Other Financing Uses</b>					
Transfer to Morristown Landing Fund	600,000	550,000	550,000	500,000	450,000
Transfer to Capital Projects Fund	-	-	-	-	-
Transfer to ARPA Fund	2,000,000	-	-	-	-
<b>Total Other Financing Uses</b>	<b>2,600,000</b>	<b>550,000</b>	<b>550,000</b>	<b>500,000</b>	<b>450,000</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>56,960,491</b>	<b>51,335,272</b>	<b>52,233,051</b>	<b>53,091,920</b>	<b>52,643,399</b>
<b>Net Change in Fund Balance</b>	<b>(1,827,029)</b>	<b>151,556</b>	<b>779,845</b>	<b>1,494,361</b>	<b>3,565,082</b>
<b>Beginning Fund Balance</b>	<b>57,898,023</b>				
<b>Ending Fund Balance</b>	<b>\$ 56,070,994</b>				



# 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 continue to make 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.

In the past, equipment purchases have been as a “best guess” approach as opposed to 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. City staff finalized a fleet plan in FY 2024 to better inform the annual budget process, with a goal of scheduling vehicle replacements in a way that creates a consistent resource requirement from year to year. This strategy aids in budget planning as vehicle purchases are planned years in advance and should ultimately limit large budgetary fluctuations from year to year based strictly on vehicle purchases.

During FY 2025 the City is examining its opportunities to make improvements in the services that are provided to its citizenry through major capital improvements. Plans include the following improvements:

- Construction will continue on the new Fire Station #3.
- Major upgrades to numerous Parks are also expected to continue and be completed within this fiscal year. Included in these upgrades are items such as irrigation, lighting, power upgrades, pavilions, addition of pickleball courts, dugout upgrades, football field conversion, addressing paving & parking issues.
- Engineering work will continue in relation to the Greenway Phase V.
- Pave 8 miles of City streets as part of the annual street maintenance plan.
- Rejuvenate 5 miles of local streets as part of the annual street maintenance plan.

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,				
			2025	2026	2027	2028	2029
Information Technology:							
Replacement of computers (5 Year Cycle)	Local Taxes		\$ 11,000	\$ 12,100	\$ 12,705	\$ 22,000	\$ 23,100
Replacement of MDT's for Police (5 Year Cycle)	Local Taxes		50,000	55,000	57,750	60,638	63,669
Other Upgrades	Local Taxes		1,650	20,000	30,000	35,000	35,000
Other Equipment	Local Taxes		15,700	17,270	18,997	20,897	22,986
Total			\$ 78,350	\$ 104,370	\$ 119,452	\$ 138,534	\$ 144,756
Airport:							
Land Acquisition	Intergovernmental Revenues/Local Taxes	5% Local Match	\$ 475,000	\$ -	\$ -	\$ -	\$ -
Western Taxiway Extension	Intergovernmental Revenues/Local Taxes	5% Local Match	300,000	-	-	-	-
TCAT Hangar Renovations	Intergovernmental Revenues/Local Taxes	5% Local Match	1,075,000	-	-	-	-
MIRL Replacement	Intergovernmental Revenues/Local Taxes	5% Local Match	916,000	-	-	-	-
Misc. Projects	Intergovernmental Revenues/Local Taxes	5% Local Match	-	650,000	525,000	875,000	800,000
Total			\$ 2,766,000	\$ 650,000	\$ 525,000	\$ 875,000	\$ 800,000
Fire Department:							
Staff vehicle replacement	Local Taxes		\$ -	\$ 50,000	\$ 110,000	\$ 57,750	\$ 60,638
Protective Personal Equipment	Local Taxes		95,000	60,000	140,000	70,000	150,000
Equipment Replacement	Local Taxes		20,000	21,000	22,050	23,153	24,310
Fire Truck Replacement	Local Taxes		1,000,000	-	-	1,500,000	-
Total			\$ 1,115,000	\$ 131,000	\$ 272,050	\$ 1,650,903	\$ 234,948
Park & Rec Department:							
Park Shelter & Picnic Table Replacement	Local Taxes		\$ -	\$ 25,000	\$ -	\$ 30,000	\$ -
Mowers / Tractors	Local Taxes		-	38,000	-	42,000	45,000
Vehicle Replacement	Local Taxes		40,000	-	42,000	44,100	46,305
Equipment Upgrades	Local Taxes		120,000	-	49,000	-	-
Field Improvements	Local Taxes		-	125,000	125,000	135,000	135,000
Facility Improvements	Local Taxes		138,450	50,000	100,000	60,000	110,000
Park Improvements	Bond Issue / Local Taxes		1,817,750	-	-	-	-
Total			\$ 2,116,200	\$ 238,000	\$ 316,000	\$ 311,100	\$ 336,305
General Government							
Staff Vehicles	Local Taxes		\$ -	50,000	52,500	57,750	63,525
Land Acquisition	Local Taxes		-	950,000	-	-	-
Total			\$ -	\$ 1,000,000	\$ 52,500	\$ 57,750	\$ 63,525
Police Department:							
Administrative Vehicles	Local Taxes		\$ -	\$ -	\$ -	\$ 60,000	\$ 63,000
Support Vehicles	Local Taxes		-	50,000	55,000	60,000	63,000
Detective Vehicles	Local Taxes		-	100,000	110,000	120,000	126,000
Narcotic Detective Vehicles	Program Income		-	50,000	55,000	60,000	63,000
Patrol Vehicles	Local Taxes		-	600,000	660,000	480,000	504,000
Equipment Replacement	Local Taxes		184,200	116,500	76,500	52,100	52,500
Portable Radios	Local Taxes		-	160,000	160,000	160,000	160,000
Bomb Suit	Local Taxes		-	50,000	-	-	-
K-9 Dog	Local Taxes		-	12,000	-	-	15,000
Total			\$ 184,200	\$ 1,138,500	\$ 1,116,500	\$ 992,100	\$ 1,046,500
Public Works:							
Staff Vehicles	Local Taxes		\$ 58,000	\$ 120,000	\$ 126,000	\$ 68,000	\$ 130,000
Bucket Truck	Local Taxes		210,000	-	-	-	235,000
Sweeper Truck	Local Taxes		410,000	-	-	430,500	-
Shop Truck for Garage	Local Taxes		215,375	-	-	-	-
Road Tractor	Local Taxes		170,372	-	-	-	-
Equipment Replacement	Local Taxes		205,000	50,000	52,500	60,000	230,000
Safety Barricades	Local Taxes		65,000	-	80,000	-	84,000
Total			\$ 1,333,747	\$ 170,000	\$ 258,500	\$ 558,500	\$ 679,000
Solid Waste:							
Sanitation Truck Side Loader (Fully Automated)	Service Charges and Fees		\$ 550,000	\$ -	\$ 550,000	-	\$ 675,000
Total			\$ 550,000	\$ -	\$ 550,000	\$ -	\$ 675,000
Storm Water:							
Projects	Bond Issue		\$ 2,500,000	\$ 450,000	\$ 650,000	\$ 700,000	\$ 700,000
Staff Vehicles	Service Charges and Fees		-	-	-	-	60,000
Equipment Replacement	Service Charges and Fees		-	35,000	40,000	40,000	45,000
Total			\$ 2,500,000	\$ 485,000	\$ 690,000	\$ 740,000	\$ 805,000
Capital Projects:							
Miscellaneous Capital Projects	Local Taxes		500,000	1,500,000	1,500,000	400,000	1,500,000
Paving - East Morris Blvd / Central Church Road	Intergovernmental Revenues/Local Taxes	20% Local Match	1,791,630	125,000	666,227	-	-
Paving & Rejuvenation Local Streets	Intergovernmental Revenues	No Match	1,636,000	1,200,000	1,200,000	1,400,000	1,400,000
Sidewalk Improvements	Intergovernmental Revenues/Local Taxes	5% Local Match	266,305	112,158	580,677	412,119	75,000
Greenway Extension	Intergovernmental Revenues	5% Local Match	80,000	120,000	650,000	192,796	-
Construction of New Fire Station 3	Bond Issue		2,500,000	3,000,000	1,000,000	-	-
Total			\$ 6,773,935	\$ 6,057,158	\$ 5,596,904	\$ 2,404,915	\$ 2,975,000
TOTAL CAPITAL PROJECTS			\$ 17,417,432	\$ 9,974,028	\$ 9,496,906	\$ 7,728,802	\$ 7,760,033



## Impact on Operations

The current five-year plan considers the above improvements and its impact on operations. It is the City of Morristown's belief that good stewardship of taxpayers' funds continuously evaluates how funds can be utilized to maximize efficiencies. 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, in FY 2024 the City issued debt to generate sufficient dollars to fund these assets and complete these major projects. These projects are being completed with no tax increase proposed.

The completion of these capital outlay items will have a positive impact on operations with marked improvements and efficiencies. The development of a capital plan allows the City of Morristown to ensure proper resources are allocated to fund the services at a sustained level. The below capital projects were completed during FY 2024:

- The new alignment of Thompson Creek Road was completed in the Spring of 2024 and the road was opened to the public.
- Completed new connector road between Crockett Trace Drive and Thompson Creek Road
- 8 miles of local City streets were paved
- 10 miles of City streets were rejuvenated
- Freshour II Drainage
- MAID Ditch Drainage

Clearly, the City of Morristown will realize significant efficiencies as these new facilities come on board. Conservative estimates have been included on the impact on operation that is presented herein. The City of Morristown will continue to evaluate the savings as these come closer to fruition and will update the capital plan accordingly. The following table summarizes the effectiveness and effect on fund balance:



# 5-Year Capital Funding Summary

DEPARTMENT	2025	2026	2027	2028	2029
<b>FUNDING USE:</b>					
General Government	\$ 578,350	\$ 2,604,370	\$ 1,671,952	\$ 596,284	\$ 1,708,281
Public Safety	3,799,200	4,269,500	2,388,550	2,643,003	1,281,448
Public Works	8,077,682	2,092,158	3,945,404	3,110,619	3,634,000
Parks and Recreation	2,196,200	358,000	966,000	503,896	336,305
Airport	2,766,000	650,000	525,000	875,000	800,000
<b>Total</b>	<b>\$ 17,417,432</b>	<b>\$ 9,974,028</b>	<b>\$ 9,496,906</b>	<b>\$ 7,728,802</b>	<b>\$ 7,760,033</b>
<b>IMPACT ON OPERATIONS:</b>					
General Government	90,671	90,671	90,671	90,671	90,671
Public Safety	550,674	551,274	551,274	559,174	558,674
Public Works	(2,495)	16,396	16,196	16,896	17,396
Parks and Recreation	267,718	269,218	268,718	269,218	269,218
<b>Total</b>	<b>906,568</b>	<b>927,559</b>	<b>926,859</b>	<b>935,959</b>	<b>935,959</b>
<b>REQUIRED FUNDING:</b>	<b>18,324,000</b>	<b>10,901,587</b>	<b>10,423,765</b>	<b>8,664,761</b>	<b>8,695,992</b>
<b>FUNDING SOURCE:</b>					
Local Taxes	(3,295,201)	(4,500,000)	(3,725,000)	(3,825,000)	(4,242,000)
Service Charges and Fees	(550,000)	(485,000)	(1,240,000)	(740,000)	(1,480,000)
Program Income	-	(50,000)	(55,000)	(60,000)	(63,000)
Intergovernmental Revenues	(5,637,630)	(2,207,158)	(3,621,094)	(2,879,915)	(2,275,000)
Bond Proceeds	(6,817,730)	(3,000,000)	(1,000,000)	-	-
<b>Total</b>	<b>(16,300,561)</b>	<b>(10,242,158)</b>	<b>(9,641,094)</b>	<b>(7,504,915)</b>	<b>(8,060,000)</b>
<b>Tax Increase and Growth</b>	<b>(200,000)</b>	<b>(825,000)</b>	<b>(825,000)</b>	<b>(825,000)</b>	<b>(825,000)</b>
<b>TOTAL FUNDING</b>	<b>(16,500,561)</b>	<b>(11,067,158)</b>	<b>(10,466,094)</b>	<b>(8,329,915)</b>	<b>(8,885,000)</b>
<b>Source (Use) of Fund Balance:</b>	<b>(1,823,439)</b>	<b>165,571</b>	<b>42,329</b>	<b>(334,846)</b>	<b>189,008</b>

## Impact of capital spending on operating expenses

The items listed in the above tables represent equipment purchases for the 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.

In addition to the equipment replacement items, there are a couple of major construction projects for the City. The construction of a new Fire Station and onsite training facility is included in the FY 2025 proposed budget and is expected to be completed within the next few years. Significant street projects and Airport projects are also planned. In addition to resurfacing local streets, the planning will continue for the future resurfacing of East Morris Boulevard and the widening of Central Church Road. The City was awarded a RAISE grant in FY 2023 in the amount of \$23 million and the planned use of those funds will be to make major improvements to Cumberland. Planning for construction & reconstruction of sidewalks, ADA upgrades, drainage improvements, pedestrian signals and crosswalk striping will also continue during FY 2025. Stormwater repairs to small and large projects areas will continue to improve problematic areas.



The below charts represent a snapshot of current and previous capital projects.

## Capital Projects - Completed FY2022-2024

Project	Total Cost
Brights Pike Bridge Replacement ««««	\$ 587,224
Morristown Landing	\$ 37,956,732
ADA Park Bathroom Improvements	\$ 260,635
City Center Rennovations	\$ 880,681
Public Safety Tower & Radio Upgrade ««««	\$ 3,201,086
Durham Landing Road Connector	\$ 840,176
Frank Lorino Tennis Courts Resurfacing	\$ 241,231
South Cumberland Drainage Improvements	\$ 707,877
West Main Stree Drainage Improvement	\$ 329,196
Wayne Hansard Drainage Improvement	\$ 92,858
North Cumberland Drainage Improvement	\$ 157,150
Freshour Drainage Improvement ««««	\$ 432,553
MAID Ditch Drainage Improvement «««	\$ 1,736,121
Thompson Creek Road - Includes Site Development for Fire Station 3	\$ 7,033,755
Fire Dept. Bullhead Training Structure	\$ 555,862
	55,013,137

## Capital Projects - Under Construction

Project	Estimated Cost
Fires Station 3	\$ 6,570,097
Frank Lorino Park Improvements	\$ 467,280
Lighting Upgrades	\$ 509,722
Local Paving & Rejuvenation	\$ 1,636,000

## Capital Projects - Under Design or ROW Acquisition

Project	Estimated Cost
Cherokee Drive Round-A-Bout	\$ 850,000
Freddie Kyle Greenway Phase V «««	\$ 999,954
Widening of Central Church Road «««	\$ 1,372,727
Sidewalk Improvements «««	\$ 933,926
East Morris Blvd Resurfacing «««	\$ 1,851,034
South Cumberland Improvements ««««	\$ 23,000,000

Partially Grant Funded «««

Fully Grant Funded ««««



# Personnel Summary

MAYOR AND COUNCIL	FY21	FY22	FY23	FY24	FY25
MAYOR	1	1	1	1	1
COUNCILMEMBERS	6	6	6	6	6
TOTAL MAYOR AND COUNCIL	7	7	7	7	7
CITY ADMINISTRATOR	FY21	FY22	FY23	FY24	FY25
CITY ADMINISTRATOR	1	1	1	1	1
ASSISTANT CITY ADMINISTRATOR	2	2	2	2	2
CITY CLERK/EXECUTIVE SECRETARY	1	1	1	1	1
PUBLIC INFORMATION SPECIALIST/ASST DEPUTY CLERK	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
TOTAL CITY ADMINISTRATOR	6	6	6	6	6
FINANCE DEPARTMENT	FY21	FY22	FY23	FY24	FY25
FINANCE DIRECTOR	0	0	0	1	1
ACCOUNTING MANAGER	1	1	1	0	0
ACCOUNTING CLERK	2	2	2	2	2
REVENUE ACCOUNTANT	0	0	0	1	1
ACCOUNTING TECHNICIAN	2	2	2	2	1
PAYROLL COORDINATOR	0	0	0	0	1
ACCOUNTANT	1	1	1	1	1
TOTAL FINANCE DEPARTMENT	6	6	6	7	7
PURCHASING	FY21	FY22	FY23	FY24	FY25
PURCHASING AGENT	1	1	1	1	1
TOTAL PURCHASING	1	1	1	1	1
INFORMATION TECHNOLOGY	FY21	FY22	FY23	FY24	FY25
SYSTEMS ADMINISTRATOR	1	1	1	1	1
TOTAL INFORMATION TECHNOLOGY	1	1	1	1	1
HUMAN RESOURCES	FY21	FY22	FY23	FY24	FY25
HUMAN RESOURCES COORDINATOR	1	1	1	1	1
TOTAL HUMAN RESOURCES	1	1	1	1	1
RISK MANAGEMENT	FY21	FY22	FY23	FY24	FY25
ADMINISTRATIVE COORDINATOR	1	1	1	1	1
SAFETY & TRAINING COORDINATOR	1	1	1	1	1
TOTAL RISK MANAGEMENT	2	2	2	2	2



COURT ADMINISTRATION	FY21	FY22	FY23	FY24	FY25
CITY JUDGE	1	1	1	1	1
RECORDS CLERK	1	1	1	0	0
TOTAL COURT ADMINISTRATION	2	2	2	1	1
PLANNING	FY21	FY22	FY23	FY24	FY25
DEVELOPMENT SERVICES DIRECTOR	1	1	1	1	1
PLANNER	2	2	2	2	2
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
TOTAL PLANNING	4	4	4	4	4
CODE ENFORCEMENT	FY21	FY22	FY23	FY24	FY25
CODE ENFORCEMENT OFFICER	2	2	2	2	2
TOTAL CODE ENFORCEMENT	2	2	2	2	2
ENGINEERING	FY21	FY22	FY23	FY24	FY25
ENGINEERING TECHNICIAN	2	2	2	2	2
TOTAL ENGINEERING	2	2	2	2	2
GIS DEPARTMENT	FY21	FY22	FY23	FY24	FY25
GIS MANAGER	1	1	1	1	1
GIS TECHNICIAN	1	1	1	1	1
TOTAL GIS DEPARTMENT	2	2	2	2	2
INSPECTIONS	FY21	FY22	FY23	FY24	FY25
CHIEF BUILDING OFFICIAL	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
BUILDING CODES INSPECTOR	1	1	1	1	1
PLUMBING AND GAS INSPECTOR	1	1	1	1	1
ELECTRICAL CODES INSPECTOR	1	1	1	1	1
TOTAL INSPECTIONS	5	5	5	5	5
NATURAL RESOURCE MAINTENANCE	FY21	FY22	FY23	FY24	FY25
HORTICULTURALIST	1	1	1	1	1
MAINTENANCE WORKER	2	2	2	2	2
TOTAL NATURAL RESOURCE MAINTENANCE	3	3	3	3	3
POLICE ADMINISTRATION	FY21	FY22	FY23	FY24	FY25
POLICE CHIEF	1	1	1	1	1
DEPUTY CHIEF	2	2	2	2	2
POLICE RECORDS CLERK	1	1	1	1	1
POLICE RECORDS TECHNICIAN SUPERVISOR	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
TOTAL POLICE ADMINISTRATION	6	6	6	6	6



POLICE SUPPORT	FY21	FY22	FY23	FY24	FY25
POLICE SERGEANT	1	1	1	1	1
POLICE LIEUTENANT	1	1	1	1	1
POLICE CORPORAL	2	2	2	2	2
SCHOOL RESOURCE OFFICER	3	3	3	3	0
MORRISTOWN HOUSING AUTHORITY OFFICER	1	1	1	1	1
CRIMINAL APREHENSION UNIT	2	2	2	2	2
TRAINING OFFICER	1	1	1	1	1
INTERNET CRIMES AGAINST CHILDREN UNIT	1	1	1	1	1
POLICE ACCREDIATION MANAGER	1	1	1	1	1
TOTAL POLICE SUPPORT	13	13	13	13	10
POLICE LITTER CREW	FY21	FY22	FY23	FY24	FY25
POLICE OFFICER	1	1	1	1	1
TOTAL POLICE LITTER CREW	1	1	1	1	1
POLICE PATROL	FY21	FY22	FY23	FY24	FY25
POLICE CAPTAIN	4	4	4	4	4
POLICE SERGEANT	4	4	4	4	4
POLICE LIEUTENANT	4	4	4	4	4
POLICE CORPORAL	4	4	4	4	4
POLICE OFFICER	35	35	35	35	38
TOTAL POLICE PATROL	51	51	51	51	54
POLICE INVESTIGATIONS	FY21	FY22	FY23	FY24	FY25
DETECTIVE CAPTAIN	1	1	1	1	1
POLICE DETECTIVE SERGEANT	1	1	1	1	1
POLICE DETECTIVE LIEUTENANT	1	1	1	1	1
POLICE DETECTIVE CORPORAL	1	1	1	1	1
POLICE DETECTIVE	8	8	8	8	8
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
TOTAL POLICE INVESTIGATIONS	13	13	13	13	13
POLICE NARCOTICS & VICE	FY21	FY22	FY23	FY24	FY25
DETECTIVE CAPTAIN	1	1	1	1	1
DETECTIVE SERGEANT	1	1	1	1	1
DETECTIVE CORPORAL	0	0	0	0	0
DETECTIVE	4	4	4	4	4
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
TOTAL POLICE NARCOTICS & VICE	7	7	7	7	7



FIRE ADMINISTRATION	FY21	FY22	FY23	FY24	FY25
FIRE CHIEF	1	1	1	1	1
DEPUTY FIRE CHIEF	2	2	2	2	2
TRAINING OFFICER	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
LIAISON OFFICER	1	1	1	1	1
TOTAL FIRE ADMINISTRATION	6	6	6	6	6
FIRE PREVENTION & INSPECTION	FY21	FY22	FY23	FY24	FY25
FIRE MARSHAL	1	1	1	1	1
DEPUTY FIRE MARSHAL	1	1	1	1	1
TOTAL FIRE PREVENTION & INSPECTION	2	2	2	2	2
FIREFIGHTING	FY21	FY22	FY23	FY24	FY25
CAPTAIN	3	3	3	3	3
LIEUTENANT	18	18	18	18	18
BATTALION CHIEF	3	3	3	3	3
FIREFIGHTER	34	34	34	34	34
DRIVER/ENGINEER	20	20	20	20	20
TOTAL FIREFIGHTING	78	78	78	78	78
PUBLIC WORKS ADMINISTRATION	FY21	FY22	FY23	FY24	FY25
PUBLIC WORKS DIRECTOR	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	2	2	2	2	2
TOTAL PUBLIC WORKS ADMINISTRATION	3	3	3	3	3
PUBLIC WORKS FACILITIES MAINTENANCE	FY21	FY22	FY23	FY24	FY25
BUILDING & GROUNDS SUPERVISOR	1	1	1	1	1
CUSTODIAN	1	2	2	2	2
CREW LEADER	1	1	1	1	1
TOTAL PUBLIC WORKS FACILITIES MAINTENANCE	3	4	4	4	4
PUBLIC WORKS FLEET MAINTENANCE	FY21	FY22	FY23	FY24	FY25
SHOP SUPERINTENDENT	1	1	1	1	1
SHOP SUPERVISOR	2	2	1	1	1
EQUIPMENT MECHANIC	3	3	5	5	5
MECHANIC HELPER	1	1	0	0	0
TOTAL PUBLIC WORKS FLEET MAINTENANCE	7	7	7	7	7



PUBLIC WORKS STREET REPAIRS & MAINTENANCE	FY21	FY22	FY23	FY24	FY25
GENERAL SUPERVISOR	1	1	1	1	1
CREW LEADER	2	2	2	2	2
HEAVY EQUIPMENT OPERATOR	4	4	4	4	4
MEDIUM EQUIPMENT OPERATOR	8	8	8	8	8
UTILTIY WORKER	0	2	2	2	2
TOTAL PUBLIC WORKS STREET REPAIRS & MAINTENANCE	15	17	17	17	17
PUBLIC WORKS STREET LIGHTS & SIGNS	FY21	FY22	FY23	FY24	FY25
TRAFFIC TECHNICIAN	1	1	1	1	1
TOTAL PUBLIC WORKS STREET LIGHTS & SIGNS	1	1	1	1	1
PUBLIC WORKS BRUSH & BULK	FY21	FY22	FY23	FY24	FY25
SUPERINTENDENT	1	1	1	1	1
HEAVY EQUIPMENT OPERATORS	0	0	0	0	0
MEDIUM EQUIPMENT OPERATORS	7	7	7	7	7
UTILITY WORKER	3	3	3	3	3
TOTAL PUBLIC WORKS BRUSH & BULK	11	11	11	11	11
PUBLIC WORKS COMMUNICATION SHOP	FY21	FY22	FY23	FY24	FY25
COMMUNICATIONS TECHNICIAN	1	1	1	1	1
ASSISTANT COMMUNICATIONS TECHNICIAN	1	1	1	1	1
TOTAL PUBLIC WORKS COMMUNICATION SHOP	2	2	2	2	2
PARKS & RECREATION ADMINISTRATION	FY21	FY22	FY23	FY24	FY25
PARKS & REC DIRECTOR	1	1	1	1	1
RECREATION SUPERINTENDENT	1	1	1	1	1
ATHLETIC COORDINATOR	1	1	1	0	0
ATHLETIC SUPERVISOR	1	1	1	0	0
ADMINISTRATIVE ASSISTANT	1	1	1	1	1
TOTAL PARKS & RECREATION ADMINISTRATION	5	5	5	3	3
PARKS & RECREATION PROGRAMS	FY21	FY22	FY23	FY24	FY25
RECREATION CENTER SUPERVISOR	1	1	1	1	1
RECREATION PROGRAM COORDINATOR	1	1	1	1	1
TOTAL PARKS & RECREATION PROGRAMS	2	2	2	2	2
PARKS & RECREATION ATHLETICS	FY21	FY22	FY23	FY24	FY25
ATHLETIC COORDINATOR	0	0	0	1	1
ATHLETIC SUPERVISOR	0	0	0	1	1
TOTAL PARKS & RECREATION ATHLETICS	0	0	0	2	2



PARKS & RECREATION MAINTENANCE	FY21	FY22	FY23	FY24	FY25
PARK MAINTENANCE SUPERVISOR	1	1	1	1	1
ASSISTANT PARK MAINTENANCE SUPERVISOR	1	1	1	1	1
CREW LEADER	3	3	3	3	3
MAINTENANCE WORKER I	4	4	4	5	5
MAINTENANCE WORKER II	1	1	1	1	1
TOTAL PARKS & RECREATION MAINTENANCE	10	10	10	11	11
CDBG	FY21	FY22	FY23	FY24	FY25
CDBG COORDINATOR	1	1	1	1	1
TOTAL CDBG	1	1	1	1	1
LAMTPO	FY21	FY22	FY23	FY24	FY25
LAMTPO COORDINATOR	1	1	1	1	1
TOTAL LAMTPO	1	1	1	1	1
SOLID WASTE SANITATION	FY21	FY22	FY23	FY24	FY25
HEAVY EQUIPMENT OPERATOR	3	3	3	3	3
MEDIUM EQUIPMENT OPERATOR	1	1	1	1	1
UTILITY WORKER	4	1	1	1	1
TOTAL SOLID WASTE SANITATION	8	5	5	5	5
SOLID WASTE CURBSIDE RECYCLING	FY21	FY22	FY23	FY24	FY25
HEAVY EQUIPMENT OPERATOR	1	1	1	1	1
UTILITY WORKER	1	1	1	1	1
TOTAL SOLID WASTE CURBSIDE RECYCLING	2	2	2	2	2
STORM WATER MANAGEMENT	FY21	FY22	FY23	FY24	FY25
SUPERINTENDENT	1	1	1	1	1
TOTAL STORM WATER MANAGEMENT	1	1	1	1	1
STORM WATER DRAINWAY MANAGEMENT	FY21	FY22	FY23	FY24	FY25
STORM WATER CREW LEADER	1	1	1	1	1
MEDIUM EQUIPMENT OPERATOR	1	1	1	0	0
HEAVY EQUIPMENT OPERATOR	3	3	3	3	3
UTILITY WORKER	2	2	2	2	2
ENGINEER TECHNICIAN	0	0	0	1	1
TOTAL STORM WATER DRAINWAY MANAGEMENT	7	7	7	7	7
TOTAL EMPLOYEES	300	300	300	301	301

Total employees for FY 2025 reflects recategorization of three School Resource Officer positions to Patrol. Summary represents full-time positions only.



# Budget & Financial Policies

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 performing 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 considered. 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 & Expenditures
- ★ Debt
- ★ Revenue
- ★ Fund Balance
- ★ Personnel
- ★ Community & Economic Development & 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 adjusting 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 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 monthly 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 there is a city school system, and many other factors.

- The City will strive to maintain its current bond rating from Moody's of Aa3.
- Total general fund long-term debt will not exceed 10% 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 within a period not to exceed the useful economic life of the improvements and in consideration of the ability of the City to absorb such additional debt service expense.
- Variable rate debt will be budgeted at an interest rate that takes market fluctuations affecting the rate of interest into consideration.
- Proceeds from long-term debt will not be used to fund ongoing operations.
- The use of any revenue anticipation notes will be avoided if possible. If such borrowing becomes necessary, it shall be issued only to meet cash flow needs consistent with a finding by bond counsel that the sizing of the issue fully conforms to federal IRS and state requirements and limitations.
- All borrowing will comply with regulations of the State of Tennessee and in accordance with the procedures published by the Office of 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 bi-annually or as circumstances, rules and regulations warrant.

## 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 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 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 taxpayer 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, vision 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 2024-2025 contribution rate will be 15.17% 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. The retiree is eligible to remain on the plan until their 65<sup>th</sup> birthday and the retiree's eligible dependent may remain on the plan until their 65<sup>th</sup> birthday.

## **Community and Economic Development and Support**

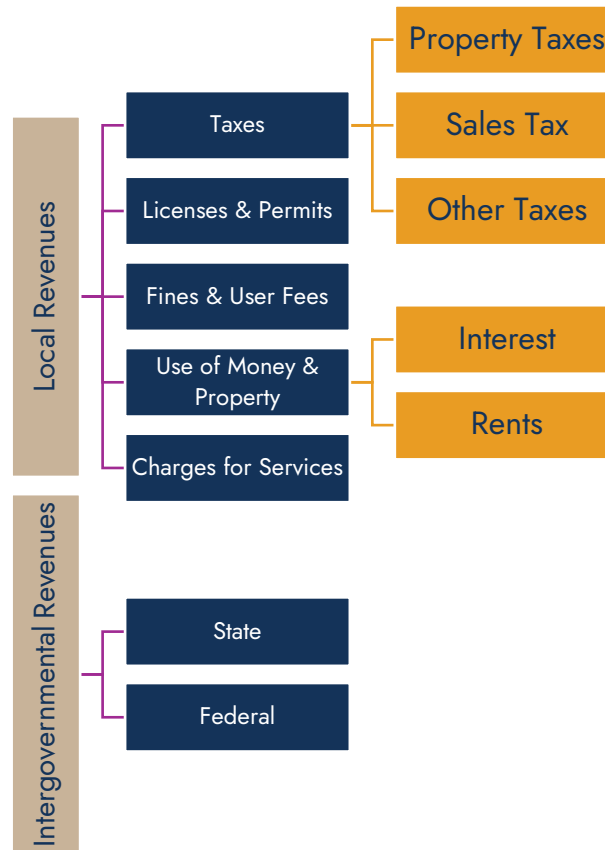
The City has a long-standing history of participating in economic and development activities, especially with regards to industrial recruitment and incentives. The City also had a history of providing funding to several non-profits, or social service agencies in the area.

- 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 of where budgeted) unless specifically funded by funding formula. The amount will be \$250,000 and will be in place unless changed by Council.

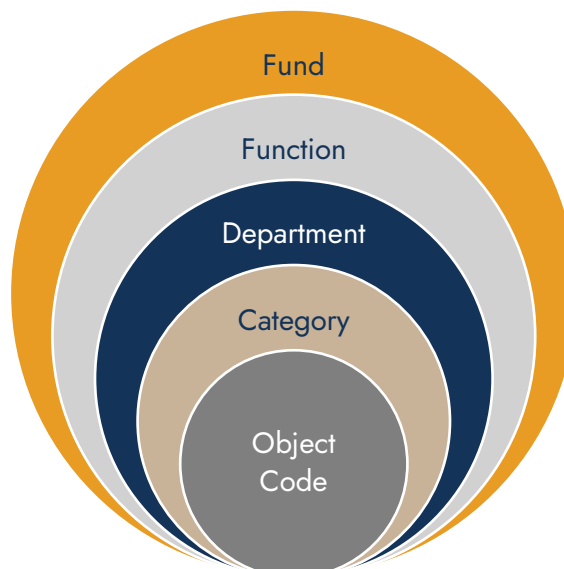


# Financial Structure

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:



In addition, expenditures for governmental funds are generally organized in the following manner:





Funds are classified into three basic types: governmental funds, proprietary funds, and fiduciary funds.

Government Funds	Proprietary Funds	Custodial Funds
<ul style="list-style-type: none"> <li>★ General</li> <li>★ Special Revenue</li> <li>★ Capital Projects</li> </ul>	<ul style="list-style-type: none"> <li>★ Enterprise</li> <li>★ Internal Service</li> </ul>	<ul style="list-style-type: none"> <li>★ LAMTPO</li> <li>★ OPEB</li> </ul>

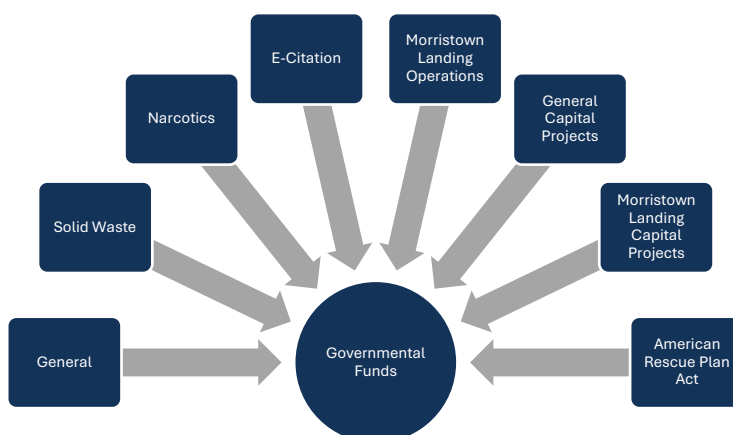
### Governmental Funds

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 on determination of changes in financial position rather than on 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 Funds:** Capital Projects Funds account for and report 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. These funds adopt project length budgets as they arise during the fiscal year.



General Capital projects and Morristown Landing Capital projects are not budgeted.

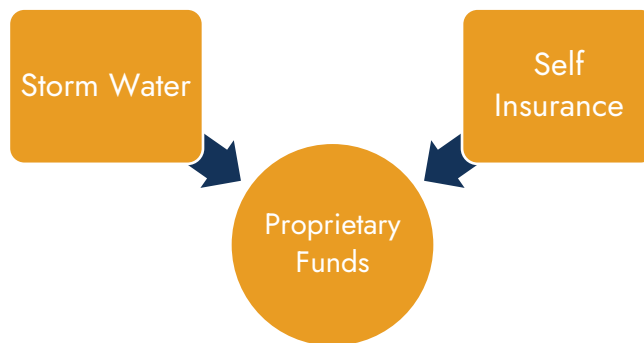


## Proprietary Funds

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 on 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.

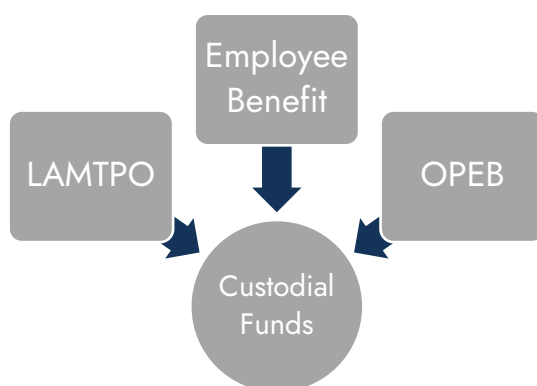




## **Custodial Funds**

Custodial Funds, or 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:

- Lakeway Area Metropolitan Transportation Planning Organization (LAMTPO) - The City is fiscal agent for this regional transportation agency
- Employee Benefit
- 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 using the 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, Sanitation Fund, Storm Water System Fund, Narcotics Fund, E-Citation Fund, ARPA Fund, Morristown Landing Fund and LAMTPO Fund. Budgets for these funds are adopted on an accrual basis of accounting to be consistent across all types of funds presented in the budget. Appropriations lapse at the end of each fiscal year.



# 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 first 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 2025 Budget Process Calendar



## January

Direction Given to  
Department Heads



## February

Not-For Profit Letters  
Sent

Departments Submit  
Proposed Budgets  
Department Meetings  
Begin



## March

Department Meetings  
Continue

Deadline to Submit  
NFP Funding  
Requests



## May

City Administrator  
Budget Presentation

Council Works  
Sessions  
Revisions Made



## June

Public Hearing and  
First Reading of  
Budget Ordinance

Budget Published in  
Newspaper

Final Reading of  
Budget Ordinance

Budget Submitted to  
Comptroller's Office



## July

Budget Submitted to  
GFOA

<b>January 31</b>	City Administrator gives direction to department heads
<b>February 1</b>	Letters sent to Not-For-Profit Organizations & Outside Agencies
<b>February 21</b>	Departments submit proposed budgets
<b>February 21 - March 17</b>	Department heads meet with City Administrator to review their budgets
<b>February 21</b>	Deadline for NFP / Outside Agency funding requests
<b>May 17</b>	City Administrator budget presentation
<b>May 20 - May 29</b>	Council work sessions – Revisions made to budget based on Council work sessions as needed
<b>June 4</b>	First reading of budget ordinance
<b>June 7</b>	Budget published in newspaper
<b>June 18</b>	Public hearing and final reading of budget ordinance
<b>June 28</b>	Budget submitted to Tennessee Comptroller's Office
<b>July 31</b>	Budget submitted to GFOA



# General Information

## HISTORY

The people of Morristown-Hamblen County are proud of their heritage, having a little of each period of American history reflected here. Our progressive city, through visionary leadership, is making plans and dreaming dreams for Morristown for decades to come.

Davy Crockett, famous backwoodsman 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 European 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 (formerly 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 advantage 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 local 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 by a private-act charter using 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 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 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 ordinances 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	1786
Koch Foods	Mfg. – Process Poultry	951
Howmet Aerospace	Mfg. – Ceramic cores, etc.	896
Team Technologies	Mfg. – Assembled plastic parts	853
MAHLE, Inc.	Mfg. – Aluminum pistons	851
Wal-Mart	Retail	749
JTEKT Automotive	Mfg. – Power steering systems	730
Morristown Hamblen Healthcare	Hospital/Healthcare	716
Rich Products	Mfg. – Frozen cakes	680
Walters State Community College	Higher Education	650
HealthStar Physicians	Healthcare	520
Food City	Retail	422
Foundever	Service – Call Center	400
Iconex	Mfg. – Printing supplies	380
Kawasaki Tennessee, Inc.	Mfg. – Automotive parts	375
Cummins-Meritor, Inc.	Mfg. – Precision forged gears, spindles & knuckles for truck axles	364
OTICS USA, Inc.	Mfg. – Automotive parts	343
City of Morristown	Government	338
Colortech, Inc.	Mfg. – Polymer color & additive concentrates	306
Colgate Palmolive Co.	Mfg. – Dental cream & rinse	291



# The Community Profile

## Summary

The Morristown Area Chamber of Commerce periodically updates a community profile in which they 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, 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 European 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 80'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 86.7 degrees Fahrenheit, while the coldest month of the year is January with an average minimum temperature of 26.3 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 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 24<sup>th</sup> largest city within the State of Tennessee. The population has grown significantly since the 1980's. The breakdown of 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.

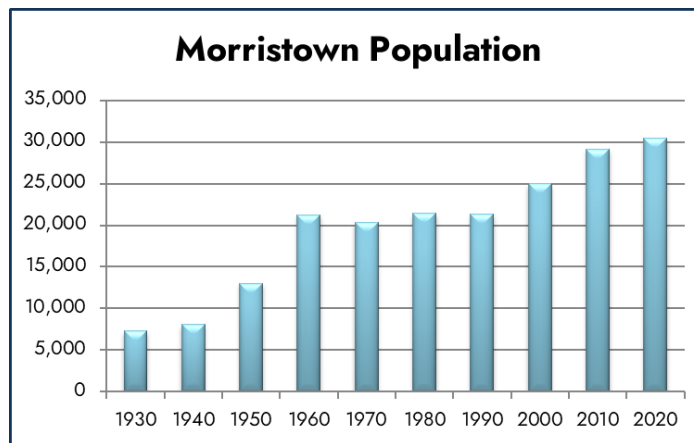
### **2020 Demographic Profile Chart from United State Census Bureau**

Population (2020)	30,585
Population Percent Change from April 1, 2010 to July 1, 2020	4.9%
Population (2010)	29,137
Persons Under 5 years old	6.4%
Persons Under 18 years old	25.1%
Persons 65 Years old and over	16.6%
Females	51.8%
White Persons	79.1%
Black Persons	7.4%
American Indiana and Alaska Native Persons	0.6%
Asian Persons	1.0%
Native Hawaiian and Other Pacific Islander	1.2%
Persons of Hispanic or Latino Origin	19.3%

### **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%
2020	30,585	1,448	4.9%

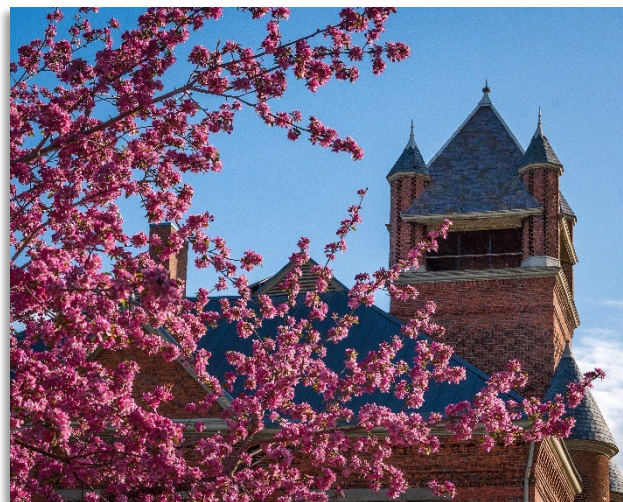




## **Art, Culture & Recreation in Morristown**

### **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, 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, two splash pads, two Disc Golf courses, a running track, several miles of nature trails and greenway paths, and 15 parks and playgrounds with picnic areas and shelters/pavilions that are maintained year-round for public use. Opened in 2023, the Morristown Landing Recreation & Event Center also offers opportunities and facilities



for residents, including four indoor basketball courts (convertible to volleyball or pickleball), walking track, fitness center, aquatics center, climbing wall, and event/venue meeting space.

Morristown Parks and Recreation programs include diverse events such as: Art Camp, Easter Eggsellent Adventure, Stuffed Animal Pageant, Touch-A-Truck, BOO Fest, Kids Fun Fair, Wet-N-Wild Wednesday, Arts in The Park, and Starlite Cinemas in the park. Sports competition leagues are offered in youth basketball, baseball, and softball and adult basketball, volleyball, kickball, cornhole and softball. The department also partners with outside organizations for the operation of youth and adult soccer leagues and youth football. The area is a popular destination for disc golf with four area 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.

## **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. 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 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 Inteplast, 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, including a multipurpose health center and various individual and group practices serving an eight-county area. We are also a major retail center for the Lakeway region of eastern Tennessee. Construction was recently completed for Iatric Solutions, a subsidiary of Rockline Industries and manufacturer of wet wipes and coffee filters. Belgian bus manufacturer, Van Hool, announced spring 2018 that they will locate their first American operations in Morristown's East Tennessee Progress Center. Construction of this US headquarters is expected in 2025.



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 a 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 include Tennessee College of Applied Technology 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.

### **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 boasts 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 Department and Morristown Utility's 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 380 acres, one county park of 178 acres and one state park of 1,900 acres. 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 because Morristown serves as a regional health center for an eight-county area.

Morristown-Hamblen Healthcare System’s Spirit of Women Program offers an innovative wellness program targeting women. This program, in partnership with national, state and local health and other organizations, is a forerunner 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, and slightly lower than the U.S. overall rate of 3.2.

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 increasingly 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.

## Housing in Morristown

Morristown has followed the recent nationwide trends in housing. The increase in homeownership has driven development of new single-family and multi-family housing units. Housing prices, while still lower compared to larger surrounding communities such as Knoxville, have dramatically increased in value. Morristown does continue to rate nationally as one of the more affordable places in the nation to reside.



## **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.

### **Publicly Owned Treatment Works**

Morristown Utilities (MU) is the sole provider of wastewater collection and treatment services within Hamblen County. MU operates two wastewater treatment plants (WWTP's), Turkey Creek and Lowland with approximately 13,000 customers. Turkey Creek WWTP has an average day capacity of 7.5 million gallons per day (MGD) with a peak flow design of 15 MGD. Annual average flow is approximately 4.5 MGD. Lowland WWTP has a design capacity of 0.5 MGD with an annual average flow of approximately 0.28 MGD. The Lowland WWTP currently operates under a Tennessee Department of Environment and Conservation National Pollutant Discharge Elimination System tiered permit with an allowable discharge of up to 5.0 MGD. The wastewater Collection System operates 284 miles of gravity sewer, 44 miles of force main, 28 pump stations, and 2 equalization basins with a combined capacity of 4,000,000 gallons. MU currently operates a Fats, Oil, and Grease Program regulating approximately 200 commercial dischargers and an Industrial Pretreatment Program regulating 15 industrial customers. Furthermore, MU operates and maintains a septic receiving station providing septic haulers within the Hamblen County area a location to dispose of septic waste.

### **Public Water Works**

Morristown Utilities (MU) provides water service to the City of Morristown and Hamblen County. Furthermore, MU sells water to three adjacent Utility Districts: Alpha-Talbott, Russellville Whitesburg, and Bean Station. These Utility Districts account for 48% of MU's Roy S. Oakes Water Treatment Plant's production. The Roy S. Oakes Water WTP has an annual average day production of 10.5 million gallons per day (MGD). The WTP has a capacity of 24 MGD with a historical peak day production of 13 MGD. The WTP is a mix media filtration plant with conventional flocculation and sedimentation but includes a secondary filtration process using deep bed Granular Activated Carbon (GAC) Contactors. GAC Contactors remove taste and odor-causing compounds along with disinfection by-products, pharmaceuticals, PFAS, and other organic compounds. MU Water System has approximately 13,000 customers with 316 miles of water mains, 1,400 Fire Hydrants, 10 pump stations, and 14 water tanks ranging in size from 10,000 to 2,000,000 gallons operating in 11 pressure zones. MU maintains a Cross-Connection Program regulating over 2,600 backflow prevention devices. MU works closely with the City of Morristown's Fire Department to maintain an Insurance Service Organization Class 2 (1 being the best and 10 being the lowest) rating for the residents of Morristown. This rating allows residents to experience lower property insurance premiums.

### **Electrical Services**

Morristown Utilities (MU), which provides power for about 16,000 customers, boasts low-cost services and high reliability. MU couples operational efficiencies and low power line losses to achieve optimum electric service for customers. The MU peak demands are around 170MW, and MU purchases all wholesale power requirements from TVA, which provides lower power cost compared to electric G&Ts in most of the nation. The residential electricity consumption rate in Morristown is 1100 kWh per month. Residential usage in the City represents 18% of total energy sales. Manufacturing usage represents the majority as industry provides valuable and well-paying jobs to the community. MU 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 2011, MU deployed automatic metering infrastructure and Smart Grid technologies to decrease system electric loads during peak periods and insure system reliability. Technologies are available to customers in all rate classes, enabling them to monitor and reduce their energy consumption and offer more efficient methods to do business with MU. Over the last 10 years, peak demand has remained steady and energy use slightly increased. Strategic plans assume that energy usage will grow at a rate of 1-2 percent over the next 5-10 years. That rate may increase due to new residential units and the proliferation of electric vehicles. Energy use per customer has lowered due to mandated energy efficiency standards but customer count is growing.

One important benchmark is the energy used “on peak” versus “off peak,” which affects wholesale power costs. Use of the smart grid technologies will help to control peaks and monitor the disruptors from renewable sources and unknown electrification effects of electric vehicle charging. MU believes it has the technology and infrastructure to meet these challenges.

### Gas Services

Morristown-Hamblen County residences 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 5,978, commercial 1,462, 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 the Hamblen County landfill has undertaken recent property acquisition and expansion plans expected to extend capacity to serve 50 years. The City does its part to ensure that we exceed the statutory requirements for waste diversion and seeks to continuously improve.

### Telecommunications

In recent years, Morristown Utilities (MU) rolled out a Fiber-to-the-Home (FTTH) project, providing a 100% fiber optic network to its customers. All homes and businesses inside the City of Morristown enjoy access to state-of-the-art Gig speed service. Under the business name of FiberNET, MU serves over 7,000 customers with Internet, Video, and Phone.

The FTTH network by MU provides for the highest speeds available at low cost, reliable communication needs, and local customer service solely dedicated to citizen and businesses. The fiber network enables Gigabit speeds across the City to improve quality of life, education, business efficiency, and enhance economic development. This future proof investment is a staple of life in Morristown and MU treats the responsibility as core utility infrastructure.

### 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.



## 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. Hamblen County is currently under construction with a new justice center facility, including courtrooms, Sheriff's offices, and jail facility that will exceed all state requirements for capacity and community need.

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 2. 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 volunteer fire station. The Morristown Fire Department has 48 certified medical First Responders, 34 EMTs and 3 EMT-Paramedics. In 2023, Morristown had 78 city firefighters.

## 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 (EMTs), 22 of whom are certified paramedics, and the Hamblen County Volunteer Rescue Squad had 10, five of whom are certified paramedics.



## **Social Services**

Social service 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 are also eligible to 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.

## **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.

### **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 more than 200 miles of paved roadways.



### Air System

Morristown operates its own general aviation airport. According to the TN Aviation System Plan Report Card issued in 2022, Morristown Regional Airport creates a \$12.9 million economic impact annually and, at the time of the report, fixed-base operators supporting aviation activities accounted for employment of 13 people and accounted for \$3 million in direct economic impact. Business services, flight training, medical support flights, and general aviation travel have accounted for more than 25,000 operations (take-offs / landings) in the last year.

### Rail System

The area is also serviced by the Norfolk Southern main line (for cargo transport only) and is within one hour, 15 minutes of two commercial airports. An average of 40 trains traverse 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

Lakeway Transit, operated by the East Tennessee Human Resource Agency (ETHRA), is a fixed route public transportation service that has been running since February 16, 2021. There are three separate routes that serve popular shopping, medical and housing developments. In addition, 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. In addition, there are some private companies that offer public transportation services, as well as 2 car rental agencies, and 14 truck freight companies in Morristown-Hamblen County.

### 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 Civic Park to Fulton-Hill Park. With the federal government's push to construct complete streets which include avenues for bike travel, the Lakeway Area Metropolitan Transportation Planning Organization (LAMTPO) completed a Bicycle and Pedestrian Plan in September 2019. This plan utilizes signage to create bike paths along the existing street system.

### Pedestrian Plan

The Lakeway Area Metropolitan Transportation Planning Organization (LAMTPO) adopted a Bicycle and Pedestrian Plan in September 2019. The City of Morristown had adopted a Master Sidewalk Plan and Map which identified seven walkable districts within the City of Morristown. These districts were evaluated to show 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. The City of Morristown adopted an Americans with Disabilities Act (ADA) Transition Plan in December 2016. All of these documents used GIS to document the conditions of the existing sidewalk network, and to help establish where new sidewalks could possibly be located. In 2002, a Greenway Master Plan was developed to show where greenways, sidewalks, bicycle paths, and/or multiuse paths could be placed within Morristown.



# Glossary

Account Code – The combination of a department unit and object account that classifies all revenues and expenditures within a fund.

Active Position – A position that is budgeted and funded, whether filled or not.

Accountability – The state of being answerable; it is demonstrated by being willing and able to tell taxpayers what they are getting for their money in terms of results.

Accrual Basis 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.

Annual Budget – An estimate of expenditures for specific purposes during the Fiscal Year (July 1 – June 30) and the proposed means (estimated revenues) for financing those activities.

Appraise – To estimate value, particularly of property. If the property is valued for purposes of taxation, the term “assess” means the same thing.

Appraisal – A valuation of property based on current market values.

Appraisal Ratio – The ratio between the appraised value of property and its market value, or the appraised value as a percentage of the market value. A house appraised at \$80,000 with a current market value of \$100,000 has an appraisal ratio of 80% (80,000/100,000). Using statistical techniques, Hamblen County / City of Morristown appraisal ratios are currently recalculated every five years.

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.

Appropriation Ordinance – An ordinance by which the budget appropriations are given legal effect, usually the budget ordinance.

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%.

Assessment Ratio – The ratio at which the tax rate is applied to the tax base.

Asset – Resources owned or held by a government which have monetary value.

Assigned Fund Balance – The portion of fund balance that represents resources set aside (earmarked) by the City for a specific purpose but is neither restricted nor committed.

Balanced Budget – A budget in which estimated revenues and appropriated fund balances is equal to appropriations for expenditures.

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.

Bond Rating Agencies – Companies that assess the creditworthiness of both debt securities and their issuers. In the United States, the three primary bond rating agencies are Moody's, Standard and Poor's and Fitch



Budget – A financial plan for a specified period of time that balances projected revenues to estimated service expenditures.

Budgetary Basis – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual.

Budgetary Control – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

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.

CDBG – Community Development Block Grant.

Certified Tax Rate – After reappraisal, the property tax rate equates total current property tax revenues to those of the previous year’s receipts plus normal growth. TCA 67-5-1701 provides that reappraisals by themselves cannot increase the City’s revenues. So, for years in which a reappraisal is implemented, the certified rate forms a basis for gauging the amount of any tax increases. This ensures that tax increases are not hidden within post-reappraisal tax rates but will be known to the public. The certified tax rate is calculated using state forms and guidelines and is approved by the state board of Equalization and the City Council.

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.

Contingency – The appropriation or assignment of reserve funds for future allocation to be used in the event of a project overrun, or in the event specific budget allotments have expired, and additional funding is needed.

Cost-of-Living Adjustment (COLA) – An increase in salaries to offset the adverse effect of inflation on compensation.

Current Taxes – Taxes that are levied and due within one year.

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.

Deficit – When expenditures are more than revenue.

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.

Department – A major administrative organizational unit, which has management responsibility for carrying out governmental functions.

Depreciation – Expiration in the service life of capital assets attributable to wear and tear, deterioration, actions of the physical elements, inadequacy, or obsolescence.



Distinguished Budget Presentation Awards Program – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Employee Benefits (or Fringes) – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and various pension, medical, dental and life insurance plans.

Encumbrances – The commitment of appropriated funds to an unperformed contract for goods or services. It is an estimate of the expenditure that will result when the contracts are completed.

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.

Encumbrance – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

Fiduciary Fund – A category of funds used to report assets held in a trust agreement or equivalent arrangement that has certain characteristics or in a custodial capacity for the benefit of others and which therefore cannot be used to support the government's own programs.

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.

Fringe Benefits – An extra benefit supplementing an employee's salary.

Full Faith and Credit – A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

Full-Time Equivalent – A measure of effective authorized positions, indicating the percentage of time a position or group of positions is funded. For an individual position, 1.00 FTE is usually equal to 2,080 hours of work per year. FTE takes into account the number of hours per week and portion of the year the position is funded.

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. A negative fund balance is sometimes called a deficit.

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.



General Obligation Bonds – Bonds that finance a variety of public projects, such as streets, buildings, and improvements. The repayment of these bonds is usually made from the General Fund and the full faith and credits of the issuing government back these bonds.

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.

Goal – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Grants – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

Grant Match – Costs or in-kind services required to match grantors' shares of grant program costs.

HUD – US Department of Housing and Urban Development.

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.

Infrastructure – The physical assets of a government (e.g. streets, water, sewer, public buildings and parks).

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 Control – A plan of organization under which employee's duties are so arranged and records and procedures so designed as to make it possible to exercise effective accounting control over assets, liabilities, revenues, and expenditures. Under such a system, the work of employees is subdivided so that no single employee performs a complete cycle of operations.

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.

Lapsing Appropriation – An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

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.

Levy – to impose taxes for the support of government activities.

Long-Term Debt – Debt with a maturity of more than one year after the date of issuance.



Major Fund – Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least ten percent of corresponding totals for all governmental or enterprise funds and at least five percent of the aggregate amount for all government and enterprise funds.

MDT – Mobile Data Terminal, a ruggedized laptop computer deployed in Police vehicles.

Modified Accrual Basis – Revenue is recognized in the accounting period when it becomes “susceptible” to accrual, that is, when it becomes measurable and available to finance expenditures of the fiscal period. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations which should be recognized when due.

MPO – Metropolitan Planning Organization.

MTAS – Municipal Technical Advisory Service.

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.

Non-Major Fund – Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are less than ten percent of corresponding totals for all governmental or enterprise funds or less than five percent of the aggregate amount for all governmental and enterprise funds.

Non-spendable 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.

Obligations – Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

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.

OPEB – Other Post-Employment Benefits that an employee will begin to receive at the start of retirement.

Operating Expense – The cost of goods and services to provide a particular governmental function. This excludes salaries and fringe benefits.

Operating Revenues – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

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.

PILOT – Payment in lieu of taxes.

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.

Property Tax – Levied on both real and personal property according to the property’s assessed valuation and the tax rate.

Proprietary Fund – Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds.



Reappraisal – A countywide evaluation of real property based on current market value. See **Certified Tax Rate**.

Resolution – A special or temporary order of a legislative body; an order of a legislative body requiring less formality than an ordinance or statute.

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.

Revenue – Money that the government receives as income. It includes such items as taxes, fees, fines, grants, and interest income.

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.

Source of Revenue – Revenues are classified according to their source or point of origin.

Special Revenue Fund – These funds are used to account for revenues from specific taxes or other earmarked revenue sources which by law are designated to finance particular functions or activities of government.

Supplemental Appropriation – An additional appropriation made by the governing body after the budget year has started.

Tax Anticipation Note – Notes issued by states or municipalities to finance current operations before tax revenues are received. When the issuer collects the taxes, the proceeds are then used to retire the debt.

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.

User Charges (Fees) – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Vacant Position – A position that is active (available and funded) but unoccupied.



## Changes Proposed to Final Budget

- Increase appropriation amount to HC\*Excel's Ready by 6 program from \$2,500 to \$5,000. This did not change overall dollars. Amounts already appropriated within the City Administrator's budget will be used for this.
- Increase appropriation amount to Rose Center from \$13,000 to \$18,000. This did not change overall dollars. Amounts already appropriated within the City Administrator's budget will be issued for this.