Tennessee Municipal Benchmarking Project
An Investment in the Future of Tennessee Cities

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Background

- Started in 2002 by MTAS and municipal leaders in Tennessee
- Initial service areas: Police, Fire, Refuse
- Nine Inaugural cities
- Modeled after UNC project- comparative benchmarking between cities

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Purpose

• To provide state-specific performance and cost data for participants
• To provide best practices information
• To assist participants in evaluating and improving efficiency and effectiveness of the selected service areas
Project Structure

• Steering Committee
• Service Area Committees
• MTAS staff provides advice, explanation, and data coordination
• Website
  – http://www.mtas.tennessee.edu/public/web.nsf/Web/Benchmark

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### FY2012 Participating Cities

<table>
<thead>
<tr>
<th>City</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chattanooga</td>
<td>167,674</td>
</tr>
<tr>
<td>Franklin</td>
<td>62,487</td>
</tr>
<tr>
<td>Bartlett</td>
<td>54,613</td>
</tr>
<tr>
<td>Kingsport</td>
<td>49,275</td>
</tr>
<tr>
<td>Collierville</td>
<td>43,965</td>
</tr>
<tr>
<td>Cleveland</td>
<td>41,285</td>
</tr>
<tr>
<td>Germantown</td>
<td>38,844</td>
</tr>
<tr>
<td>Brentwood</td>
<td>37,060</td>
</tr>
<tr>
<td>Morristown</td>
<td>29,137</td>
</tr>
<tr>
<td>Goodlettsville</td>
<td>15,921</td>
</tr>
<tr>
<td>Greeneville</td>
<td>15,062</td>
</tr>
<tr>
<td>Athens</td>
<td>13,458</td>
</tr>
</tbody>
</table>
Current Service Areas Measured

✓ Police
✓ Fire
✓ Refuse & Recycling
✓ Employment Benefits
✓ Human Resources
✓ Finance
✓ Building Code and Property Maintenance Code Enforcement
✓ Planning & Zoning
Data Collected

• Performance Indicators
• Cost Indicators
  – Personnel Costs
  – Operating Costs
  – Indirect Costs
  – Depreciation Costs
Sample Benchmarks

Workload and Resource Measures

Effectiveness and Efficiency Measures

Tons of Residential Refuse Collected (Non-Diverted) per 1,000 Population

Traffic Accidents with Injury per Total Traffic Accidents

Fire FTE per 1,000 Population

Cost per Call for Service

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Case for Best Practices Repository

- Challenges in a 10 year old project
- Data collection vs. application
- Identify best practices among TMBP participants to add value
Cleveland, TN Improves Fire Servicing

- 30 second fire tone prior to FY 2007
- Shorter tone implemented
- Lower Response Times FY 2008, 2009

- 2 Certified Inspectors conducted all inspections before FY 2007
- Engine Companies began inspecting
- Significant increase in inspections performed
TMBP Encourages OPEB Reporting

- GASB 45 issued in 2004
- TMBP Cities report OPEBs in different ways
- New funding ratio measure added
- Brentwood, TN fully funds

<table>
<thead>
<tr>
<th>City</th>
<th>Where OPEB Reported for TMBP FY2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bartlett</td>
<td>HR--Costs -- Line 10 &quot;Other Employee Benefits&quot;</td>
</tr>
<tr>
<td>Brentwood</td>
<td>All service areas -- Costs -- Line 7-- &quot;Retirement contributions&quot;</td>
</tr>
<tr>
<td>Chattanooga</td>
<td>All service areas -- Costs--Line 11-- &quot;Other employee contributions&quot; and in Employment Benefits costs Line 11 Line 16 &quot;Other Employer Contributions&quot;</td>
</tr>
<tr>
<td>Collierville</td>
<td>All service areas -- costs --Line 10 &quot;Other Employee Benefits&quot;</td>
</tr>
<tr>
<td>Germantown</td>
<td>Employment Benefits -- Costs Line 8 --&quot;Retirement Contributions&quot;</td>
</tr>
<tr>
<td></td>
<td>HR Costs -- Line 10 &quot;Other Employee Benefits&quot;</td>
</tr>
<tr>
<td>Kingsport</td>
<td>Employment Benefits -- Costs -- Line 16 “Other employer contributions”</td>
</tr>
</tbody>
</table>

Note: Athens, Cleveland, Franklin and Morristown did not report OPEB numbers for FY2011 for the purposes of this project.

Other Uses

• Collierville, TN - Public relations tool for attention to refuse collection costs
• Supporting data for MTAS consultant studies
• Track individual city performance and costs over time
Contact Us

TMBP Project Staff

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