



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Rockville
Maryland**

Special Capital Recognition

For the Fiscal Year Beginning

July 1, 2003

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Rockville for its annual budget for the fiscal year beginning July 1, 2003.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

**FY 2005 Adopted Budget and
FY 2005 – FY 2010 Adopted Capital Improvements Program**

LARRY GIAMMO, MAYOR
ROBERT E. DORSEY, COUNCILMEMBER
JOHN F. HALL, JR., COUNCILMEMBER
SUSAN R. HOFFMANN, COUNCILMEMBER
ANNE M. ROBBINS, COUNCILMEMBER

Catherine Tuck Parrish, Acting City Manager

Prepared by the Department of Finance
Division of Financial Administration and Budget
Donna J. Boxer, Director of Finance
and the
Staff of the City of Rockville

CITY OF ROCKVILLE, MARYLAND

Acknowledgements

This document could not have been prepared without the cooperation, support, and leadership of the Mayor and Council and the City of Rockville Management Team. In addition, the individuals listed below each played an integral part in the preparation of this document.

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Introduction to the Budget Document

The City of Rockville budget is used to provide citizens and staff with information in four ways:

1. Policy Document – describes financial and operating policies, goals, and priorities for the organization.
2. Financial Plan – provides revenue and expenditure information by fund, department, division, and category.
3. Operations Guide – describes activities carried out by divisions, performance measures to track progress on these activities, and organizational and personnel charts to demonstrate the City’s workforce.
4. Communications Device – provides information on budgetary trends, planning processes, and integration of the operating and capital budgets.

The major sections of the budget are briefly described below:

Overview and Summary Information

Executive Summary

This section includes the City Manager’s Budget Message (the formal presentation to the Mayor and Council), budget highlights, position change and FTE summaries, budget development overview, and organizational chart.

Policies and Goals

This section lists the City’s financial management policies, the Mayor and Council 2003-2005 Goals, a summary of major policy documents, a directories of the management team, officials, and boards and commissions.

Fund Summaries

This section describes and analyzes each of the City’s funds both individually and in consolidated form using tables and graphs to highlight key aspects of the budget. Revenue and expenditure summary information is detailed by fund and department and narrative descriptions are given, outlining the sources and trends for major revenues.

Overview and Summary Information

Departmental

This section of the document provides strategic, performance, and budgetary information for each department and division. The City’s operations are divided into ten departments, each with its own tab. The first page of each department presentation lists: the fund support, description, mission statement, goals (linked to the Mayor and Council goal it supports with an icon, where applicable), significant changes, a staff contact, and budget summary. The next page is a graphic representation of the major categories of expenditures, the level of expenditures for each division, and three years’ expenditure history. The next page is a three-year staffing summary. Following the department summary information are the division narratives listing the description, current year objectives (linked to the Mayor and Council goals with an icon, where applicable), performance measures, and budget summary.

General Government

This section summarizes the non-departmental operating expenditures (those not charged directly to specific departments but are a cost to the City as a whole) such as debt service payments and general liability insurance. Also included is a funding comparison schedule of the City’s contributions to non-profit organizations working on behalf of the Rockville community, followed by a description of these organizations.

Capital Improvements Program

The CIP is a projection of the City’s capital investments over a six-year period. The first section lists financial summary information, neighborhood requests, neighborhood orientation of projects, and project index. Next are four sections called program areas. The beginning pages in each program area list: description, goal, objectives (followed by an icon representing the Mayor and Council goal it supports, where applicable), new projects, financial graphs, and project summaries. The latter portion of each program area provides a separate sheet for each project listing: the icon representing the Mayor and Council goal it supports, where applicable; a locator map; the appropriation and funding schedules; operating cost impact; description; status; coordination; staff contact; and revised date.

Supplemental Information

Appendix

This section contains supporting information, such as: list of capital items included in operating budgets; personnel classifications, grades, and pay scales; organizational structure; revenue/expenditure codes; glossary; and index.

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF ROCKVILLE,

MARYLAND as follows:

SECTION I - ANNUAL OPERATING APPROPRIATIONS

There are hereby appropriated for the fiscal year beginning July 1, 2004, and ending June 30, 2005, out of the revenues accruing to the City for the purpose of operations, the several amounts hereinafter listed under the column designated "Amounts Appropriated"

FUNDS	AMOUNTS APPROPRIATED	
General Fund	[\$48,577,880]	<u>48,936,045</u>
Water Facility Fund	5,041,288	
Sanitary Sewer Fund	6,620,494	
Refuse Fund	5,133,008	
Parking Fund	1,050,654	
Stormwater Management Fund	1,097,369	
RedGate Golf Course Fund	1,456,830	
Special Activities Fund	[395,216]	<u>456,864</u>
Community Development Block Grant Fund	772,882	
Debt Service Fund	4,333,574	

The "Amounts Appropriated" by this section totaling [~~\$74,479,195~~] \$74,899,008 shall be for the annual operating expenses of the departments and agencies of the City and shall be disbursed by the Clerk and Treasurer under the supervision of the City Manager.

SECTION II - CAPITAL PROJECTS APPROPRIATIONS

There is hereby appropriated out of the revenues accruing to the City for the purpose of capital improvements, the several amounts hereinafter listed under the column designated

"Amounts Appropriated"

FUNDS	AMOUNTS APPROPRIATED	
Water Facility Fund	[\$7,456,148]	<u>8,156,148</u>
Sanitary Sewer Fund	12,893,505	
Refuse Fund	611,599	
Parking Fund	[21,020,601]	<u>42,070,601</u>
Stormwater Management Fund	4,483,800	
RedGate Golf Course Fund	945,531	
Capital Projects Fund	[88,116,045]	<u>104,944,077</u>

The "Amounts Appropriated" by this section totaling [\$135,527,229] \$174,105,261 shall be for improvement projects and shall be disbursed by the Clerk and Treasurer under the supervision of the City Manager.

SECTION III - GENERAL LEVY

There is hereby levied against all assessable real property within the corporate limits of the City a tax at the rate of thirty-two and two-tenths (\$0.322) cents on each \$100 of assessable value of said property. There is also hereby levied, against all assessable personal property within the corporate limits of the City, a tax at the rate of eighty and one-half (\$0.805) cents on each \$100 of assessable value of said property. These taxes are hereby levied in order, together with other available revenues and funds of the City government, to provide funds for the "Amounts

Appropriated" as set forth in the foregoing Section I. The tax levies herein provided in this section shall not apply to property in the City of Rockville to the extent that such property is not subject to taxes as provided in any valid and binding annexation agreement.

Note: [Brackets] indicate material deleted after introduction.
Underlining indicates material added after introduction.

I hereby certify that the foregoing is a true and correct copy of an Ordinance adopted by the Mayor and Council at its meeting of June 14, 2004.


Claire F. Funkhouser, City Clerk

Changes From the Proposed to the Adopted FY 2005 Budget

General Fund

Expenditure Proposed Total	\$48,577,880	Revenue and Appropriated Fund Balance Proposed Total	\$48,577,880
<u>Additions:</u>		<u>Additions:</u>	
Police Bullet-proof Vest Program	2,925	State Grant-Police	2,925
Recreation Teen program	9,990	Montgomery County Grant-Teens	9,990
Energy cost increases	<u>359,000</u>	Real Property Tax	94,000
		Gas and Motor Vehicle Tax	<u>255,000</u>
<u>Reductions:</u>		<u>Reductions:</u>	
Recreation After School program	-3,750	State Grant-After School program	<u>-3,750</u>
General Maintenance overtime	<u>-10,000</u>		
Expenditure Adopted Total	<u>\$48,936,045</u>	Revenue and Appropriated Fund Balance Adopted Total	<u>\$48,936,045</u>

General Fund

Additions:

- \$2,925 is added for the Bullet-proof Vest Program; funding is provided by a grant from the State of Maryland.
- \$9,990 is added to provide trips for Teens; funding is provided by a grant from Montgomery County.
- \$359,000 is added to account for anticipated energy cost increases. These increases are funded by: additional Gas/Motor Vehicle Tax revenue (\$255,000), revised estimates for Real Property Tax revenue (\$94,000), and the correction of an error in the overtime budget for the General Maintenance Division (-\$10,000) – see below.

Reductions:

- \$3,750 is removed from the After School Program; a grant from the State of Maryland will not be received.
- There was an error in the General Maintenance overtime budget. The correction of this error resulted in a reduction to the General Maintenance Division budget. These funds have been reallocated to off-set a portion of the anticipated increases in energy costs (see above).

Special Activities Fund

Expenditure Proposed Total	\$395,216	Revenue and Appropriated Fund Balance Proposed Total	\$395,216
<u>Additions:</u>		<u>Additions:</u>	
Current projections for carryover of FY 2004 balances	<u>61,648</u>	Current projections for carryover of FY 2004 balances	<u>61,648</u>
Expenditure Adopted Total	<u>\$456,864</u>	Revenue and Appropriated Fund Balance Adopted Total	<u>\$456,864</u>

Special Activities Fund

Reductions:

- The Special Activities Fund budget has increased by \$61,648 to reflect the changes to the projections for the carryover of FY 2004 balances for the following programs: Holiday Drive \$9,105; REAP \$12,836; Concession Sponsorship \$7,550; Bike Rockville Program \$45,661; Nature Center Sponsorships \$2,269; and Recreation Fund -\$15,773.

Community Profile

Rockville is the fifth largest city in Maryland and is the county seat of Montgomery County. It occupies 13.03 square miles within the metropolitan Washington, D.C. area and is located 12 miles northwest of the nation’s capital. A major portion of the prestigious I-270 corridor is within the City’s corporate limits. A map is on the following page.

The City of Rockville operates under the council-manager form of municipal government and derives its governing authority from a charter granted by the General Assembly of Maryland. The governing body is the Mayor and Council, which formulates policies for the administration of the City. The Mayor and Council are comprised of a mayor and four councilmembers elected at large for a two-year term. The mayor is chosen on a separate ballot. The city manager is appointed by the Mayor and Council to serve as the City’s chief executive officer. As mandated by state law, Montgomery County provides school, library, social services, and fire protection in Rockville. In addition to the Montgomery County Police, Rockville residents are served by the City’s own Police Department. Rockville’s community policing services are specially designed to meet the needs of the community. The Rockville Volunteer Fire Department, consisting of 100 paid professional and 187 volunteer fire fighters, provides fire protection to Rockville.

The City provides a full range of services including: zoning and planning; water, sewer, and refuse collection services; one-stop location for licenses, permits, and inspections; snow removal, leaf collection, street maintenance, and other public works functions; recreation and parks services; and special programs for senior citizens, youth, and low-income residents.

Rockville is a residential community and an employment center. Rockville offers a wide variety of housing styles, prices, sizes, and neighborhoods from mid-rise condominiums to Victorian homes, from contemporary models to the more traditional.

Community Facilities

Private Neighborhood Swim Clubs	17
Libraries.....	2
Community Recreation Centers.....	6
Public Parks	58
Civic Center Complex (153-acres, 500-seat theatre)....	1
Public Golf Course	1
Swim Center	1
Nature Center.....	1
Senior Center	1
Skate Park	1
Farmer’s Market	1

(Data from Department of Recreation and Parks)

Occupation of Residents

Managerial and Professional.....	55.7%
Sales and Office Occupations.....	22.0%
Service Occupations	12.3%
Construction, Extraction, Maintenance	5.2%
Production, Transportation, Material Moving	4.8%

(Data from 2000 Census)

Ten Largest Corporate Real Property Taxpayers

Federal Realty Investment Trust.....	1.43%
Realty Associates Fund III LLP	1.33%
King Farm LLC	1.21%
Tower Dawson LLC	1.06%
Prentiss Property Research	1.02%
Washington Real Estate Investments.....	0.89%
ARE Acquisitions	0.83%
T A Western LLC	0.80%
William M. Rickman	0.78%
Research Grove Associates.....	0.69%

(Data from State of Maryland Department of Assessments and Taxation)

Community Profile

— Continued —

Major Shopping Centers

Rockville Pike Corridor: (approx. 99% occupied)	
Congressional Plaza	327,874 sq. ft.
Congressional North	185,229 sq. ft.
Wintergreen Plaza	154,072 sq. ft.
Twinbrook Square	91,411 sq. ft.
Total	758,586 sq. ft.
Town Center: (approx. 82% occupied)	
Courthouse Center	44,000 sq. ft.
Neighborhood Centers: (approx. 90% occupied)	
Fallsgrove Village Center	150,000 sq. ft.
King Farm Village Center	122,486 sq. ft.
College Plaza	106,687 sq. ft.
Twinbrook Shopping Center	75,000 sq. ft.
Total	454,173 sq. ft.

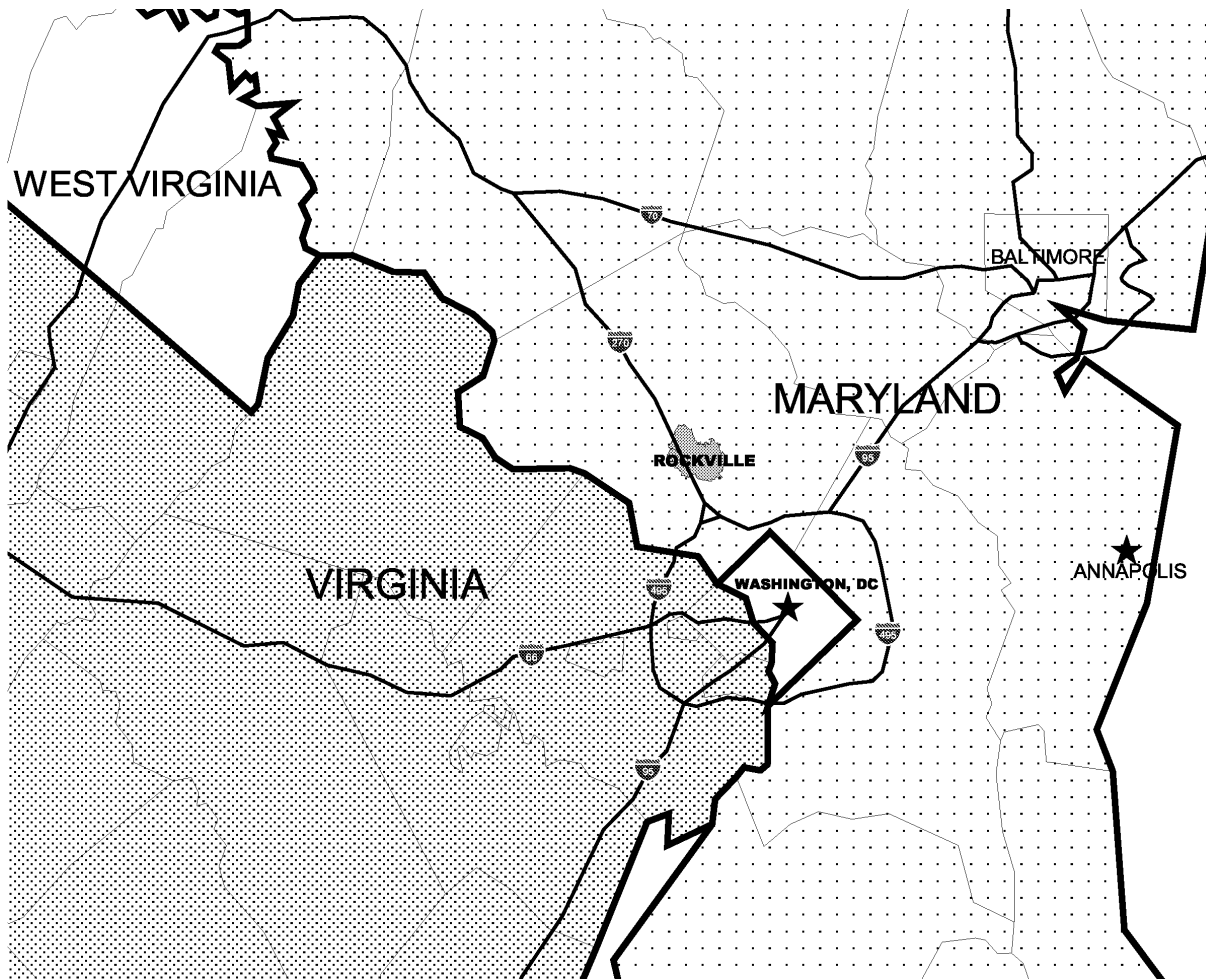
(Data from Department of CPDS)

Ten Largest Private Employers

Westat Inc.	1,600
BAE Systems	1,000
Aspen Systems Corp.....	800
Mid Atlantic Medical Services	768
Celera Genomics.....	571
Lockhead Martin Information Technology.....	500
Wolpoff & Abramson, LLP.....	500
Thompson Information Services.....	425
Booz Allen Hamilton.....	400
EU Services	358

(Data from Rockville Economic Development Inc)

The following map provides an orientation of the City of Rockville within the State of Maryland.



Demographic Statistics

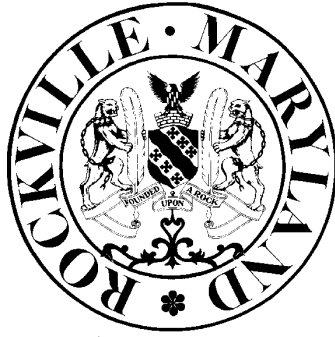
The following statistics provide comparative information about the City of Rockville based on the 1990 and 2000 Census data.

	<u>1990</u>	<u>2000</u>
Total Population	44,835	47,388
Population < 18	10,379	11,081
Population 65 +	4,687	6,215
Population 19-64	29,769	30,092
 Median Age	 34.6	 37.8
Total households	15,660	17,247
Per Capita Income	\$21,484	\$30,518
Median Household Income	\$52,073	\$68,074
High School/College Graduate	26,250	29,601
Unemployment Rate	3.0%	2.1%
White	35,491	33,262
Black/African American	3,699	4,675
American Indian/Alaska Native	119	403
Asian/Pacific Islander	4,394	7,688
Other	1,132	2,946
<i>Note: 2000 may add to more than the total population because individuals were able to report more than one race.</i>		
Hispanic *	3,863	5,529

* Hispanic is of any race.

The statistics below are from the City of Rockville Comprehensive Annual Financial Report (CAFR) and were provided by the Departments of Community Planning and Development Services, Public Works, and Recreation and Parks.

	<u>1990</u>	<u>2000</u>
Miles of City-maintained streets	131.1	137.6
Miles of sidewalks	194.9	217.2
Miles of storm sewer	48.2	55.5
Miles of City-maintained water/sanitary sewer	148.8	132.0
Hydrants	1,132	1,229
Street lights	4,020	4,723
 Building permits issued	 687	 1,413
Estimated cost	\$51,064,160	\$177,152,827
 Acres of Parks	 880.5	 955.0
Playgrounds	44	34
 Water accounts	 11,344	 11,770
Average daily consumption (in millions of gallons)	4.83	4.92
 Full-time employees	 418.0	 485.8





July 1, 2004

Honorable Mayor and Members of the City Council
City of Rockville, Maryland

It is my privilege to submit to you the adopted budget for the City of Rockville for FY 2005, which begins July 1, 2004. The adopted budget funds Mayor and Council goal items while supporting existing programs, services, and the City's infrastructure. This budget is a result of careful prioritizing and thoughtful evaluation of the City's needs and resources. Though the nation's economic picture remains uncertain, we are pleased to present a balanced budget without any increase in the tax rate. The tax rate remains at \$0.322 per hundred dollars of assessed value for real property. This will provide adequate funding to implement the new set of goals and objectives identified by the Mayor and Council, focusing heavily on their top priority of constructing the Town Square Project, which will be the first phase of the Rockville Town Center redevelopment.

Building Town Square

The City of Rockville has been struggling for 40 years to establish a vibrant town center. After years of incredible planning and hard work, the community is on the edge of seeing this important goal realized. FY 2005 represents the first year of construction on the Town Square project, which when completed, will serve as the economic, cultural, and social center of the City. Encompassing 12 acres of redevelopment, the new project will include a new library, a cultural arts center, a public square, 650 residential units, approximately 175,000 square feet of retail and restaurant space, and three public parking garages. The benefits to the City and its residents are immeasurable. The FY 2005 budget also funds a new 26,000 square foot cultural arts center built over ground-level retail. While the possible expansion of the center to include an additional floor and a theater has been discussed, the proposed Capital Improvement Program (CIP) does not include funding for this expansion.

Beyond the excitement and the benefits, building Town Square also represents the most expensive and resource-intensive project the City of Rockville has ever undertaken. The impacts on the FY 2005 budget are substantial, with major implications for the CIP and operating budgets. The City is drawing on many sources to meet the public infrastructure needs of Town Square construction, including funding commitments from the County, State, and federal governments. The City's own investment in these public improvements will total \$11.9 million.

The City also will sell a total of approximately \$40 million in general obligation bonds to build three public parking garages. Of that amount, five million dollars of bonds have already been sold. Developer contributions, parking district revenues, parking meter revenue and parking fine revenue all will be used to pay the debt service on these bonds over 30 years. This major investment is the most expensive part of the Town Square project for the City, and is a lynchpin to Town Square's success.



Parking shortages have long been a source of frustration and complaints for residents, customers and property owners in Town Center. Many of the parcels involved in the Town Square project could not be redeveloped without the additional parking that will be available when the three garages are completed.

Our Fiscal Situation

The demands of constructing Town Center, coupled with the influence of the troubled state and national economy, result in little flexibility for the City budget. The need to keep a large amount of ready cash on hand to launch Town Square construction has reduced the City's investment earnings below what they could have been, even given the low rate available in the marketplace. In addition, the City must budget conservatively to prepare for the inherent risks associated with constructing a project of this scale. We must be prepared for potential cost overruns or project changes, and this contingency diverts funds from other uses. During construction, our debt ratios will marginally exceed our policy targets. While the City is confident we have the resources to support the increased debt, it leaves us with less flexibility to fund new projects or respond to major challenges or opportunities.

To prepare a balanced budget for FY 2005 that includes funding for new initiatives called for by the Mayor and Council in their goals, staff cut \$409,030 from the operating budget and cut or postponed \$1,202,000 in CIP spending.

Economic pressures continue to restrict our revenue sources. We expect to absorb major funding cuts from the State of Maryland, the largest coming from reductions in our share of Highway User Revenue. The City has again absorbed a one-third reduction — almost \$800,000 — from the full funding amount for FY 2005. Program Open Space (P-O-S) is being funded at levels that are less than half of what the City was receiving several years ago. The P-O-S cuts have forced the City to reschedule and revise several important recreation projects. The Falls Grove Park has been delayed two years as a result of P-O-S shortages. Several maintenance projects were reduced to ensure the King Farm 28-acre park could be completed within the six-year CIP cycle. (The park was originally funded through P-O-S.)

One trend that has benefited the City's financial picture is the continued increases in property tax assessments due to the continued rise of property values throughout Rockville. Property values in Rockville and throughout the Washington Metropolitan area continue to climb, resulting in increased tax revenues for the City even as our tax rate remains constant.

Unfortunately, over \$350,000 had to be added to the proposed budget to cover anticipated energy cost increases in FY 2005. The City's electricity cost per kilowatt is expected to be 40 to 50 percent greater than it was in FY 2004, while unit costs for gasoline and natural gas will rise less dramatically. In addition, Montgomery County has tripled the energy tax, which will result in an FY 2005 City tax bill that will be several tens of thousands of dollars greater than it was in FY 2004.



Strengthening the Bottom Line

Based on the economic conditions that affect the State and County, the City identified the potential that our revenues for FY 2005 may not be sufficient to fund our operating needs. In an effort to address an anticipated shortfall, the City staff conducted a strategic review known as “Strengthening the Bottom Line.”

Borrowing a process pioneered in Palo Alto, California, the City encouraged employees and work teams at all levels to generate ideas and suggestions to improve efficiency and cut costs. More than 400 ideas were considered by the City in an effort to improve Rockville’s bottom line. A number of these suggestions are in the process of being implemented and will result in budget savings in this budget and in the future.

One budget savings identified through Strengthening the Bottom Line involves City staff taking over maintenance of traffic lights in the City. Currently, the City pays \$180,360 to an outside contractor to maintain traffic signals and streetlights and help with downtown decorations on light poles. The cost of the internal operation will be \$164,017 per year, including the cost of a new truck needed to complete the work. We anticipate a savings of \$16,343 and the ability to provide more timely and efficient services.

The City also will realize savings this year in color copying costs. The City used to use an outside printer for color copying. Costs increased over the past several years as the demand for color documents increased. As a result of the Strengthening the Bottom Line process, the City purchased a digital color copier and implemented a charge back system to departments requesting color copies. The City estimates that producing color copies in-house will save approximately \$0.23 per page and result in better service. These kinds of results were exactly what we were hoping for when we decided to go through this citywide effort.

In addition to the Strengthening the Bottom Line process, City staff regularly evaluates user fees to make sure we are keeping pace with the market and recovering an appropriate amount of costs for services. In FY 2004, the Recreation and Parks Department completed an extensive review of program fees. Each program area was evaluated based on the type of service provided and the economic status of the typical program user, and a revised cost recovery target was assigned accordingly. The review resulted in recommendations for fee increases, where warranted, to improve cost recovery. While the Department recommends increasing fees for a large number of programs, it also recommends increasing financial assistance offered to residents who may have difficulty paying for programs. The Recreation and Parks Advisory Board carefully reviewed these revised recommendations and reported its findings to the Mayor and Council.

Looking Forward

As Rockville looks toward the future, important trends will have an increasing effect on how we provide services and how we pay for those services. One major factor is the change in growth patterns. For many years, new development and growth have helped fund a steady stream of new projects, facilities and services. Community centers, roads, bike paths, parks, social services, and recreation programs have all expanded to serve new residents, but the benefits of these new services are enjoyed by all residents. As Rockville reaches its growth boundaries, we will no longer be able to look to growth as a source of steady revenue. While the City is and will continue to be financially sound, the addition of new facilities and new services must necessarily slow to keep in line with revenue growth. Any future revenue increases will result mostly from increasing property values identified by reassessment.



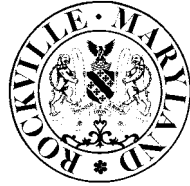
As the number of City services and facilities has increased, and as the prospect for growth tapers off, the importance of investing in our existing infrastructure becomes critical. Too many cities and counties across the country stand as unfortunate examples of what happens when communities fail to invest appropriately in their infrastructure. Rockville is well positioned to make the transition from growth to sustainability, but we must begin to make that shift now, and communicate to the public how important these investments are to the future of our City.

Mindful of the changes in our revenue stream, the City may need to focus more attention on economic development and expanding the tax base. As commercial properties redevelop, Rockville will need to focus on attracting the right kind of uses that both add to our quality of life and provide good jobs and revenue for the City. Town Square and Twinbrook Commons are current examples of the opportunities we have to build our tax base and benefit the City as a whole. Our future will hold more opportunities like these, but will require diligence and focus to make sure they are successful at meeting the sometimes-competing goals of community value and economic stability.

Rockville's increasing diversity is both an opportunity and a challenge. Rockville is fortunate to have so many unique and rich cultures in our community, and the social and cultural benefits for our citizens will only increase as our diversity grows. At the same time, there are challenges that accompany this increased diversity. The City is evaluating the need to provide more printed material in multiple languages and the associated costs. Increased diversity also creates a need to recruit an increasingly diverse City workforce, with an emphasis on multilingual staff. The City will continue to evaluate changes in our recreation programs and social services to ensure we are meeting the needs of a more diverse population.

The aging of Rockville's population is another demographic issue facing Rockville. While our services to seniors are widely regarded as the best in the region, the large proportion of the City's population now approaching retirement age will put serious strains on our services. While expanding services may be necessary, rethinking how best to provide services and how to pay for these services for the growing number of seniors may be necessary to adequately support Rockville's population. The Recreation and Park Advisory Board and staff have recently evaluated these future trends and current services. This budget reflects a fresh review with new cost recovery goals for these important City services.

As all these factors combine, we will need to make difficult choices about where to invest our resources. The City's financial commitment to Town Center has severely restricted the availability of funding for other CIP projects for several years. Even when the project is complete, our capacity for new projects will be reduced as we continue to pay increased debt service for Town Square construction. As we complete Town Square and other major investments in the Town Center, our focus will necessarily shift to investments in sustainability throughout the City. In communities like Twinbrook, a major portion of the City's housing stock is now over 50 years old, major investments will need to be made in services and support to help maintain the quality and character of our residential neighborhoods. Similar commitments will need to be made throughout the City to ensure our sustainability in the future.



New Goals for 2003-2005

With this constrained financial environment, the City is carefully allocating its resources to focus on the priorities of the Mayor and Council. After listening to citizens and discussing their own priorities, the Mayor and Council have set forth five goals for the next two years. They are:

Create a Vibrant Town Center **TC**

The Mayor and Council's most important policy initiative remains the successful redevelopment of Rockville's Town Center. The objective is to create a town center that will be the heart of the Rockville community and that will be distinctive, special and "uniquely Rockville." Many of the Mayor and Council's desired outcomes for the next two years involve the 12-acre Town Square project, including the establishment of distinctly user-friendly parking options, construction of a new cultural arts center and the implementation of a comprehensive transportation plan.

The proposed FY 2005 budget includes sufficient funds to pursue the outcomes associated with the 12-acre Town Square project. Implementation will be funded with \$11.9 from the Capital Projects Fund, a \$12 million multi-year commitment from Montgomery County, and potential contributions from the State and federal governments. Approximately \$40 million for parking garage construction will be funded with General Obligation bonds through the Parking Fund.

The Mayor and Council's goal to create a vibrant Town Center looks ahead to potential redevelopment of an additional 63 acres in the Town Center area. The FY 2005 proposed Capital Improvements Program (CIP) includes \$245,000 to create a vision and plan to redevelop the Stonestreet corridor. The goal is to establish opportunities for better utilization of properties near the Town Center and the public transportation system. In addition, the operating budget includes \$75,000 to create a vision and a plan for redevelopment of the Town Center block north of Beall Avenue. Both projects reflect the City's proactive approach to planning for additional needs and development in the Town Center.

Ensure New Development Citywide Enhances Rockville's Quality of Life

The Mayor and Council have identified several outcomes to proactively shape and manage new growth and development in the City. Their desire is to influence new development such that it contributes to the quality and character of the Rockville community and does not place undue burdens on existing neighborhoods.

The FY 2005 budget responds to this goal by designating funds for multi-year special projects that aim to improve the quality of life in Rockville. This new addition to the operating budget includes approximately \$1.1 million in FY 2005. The total includes \$410,000 for zoning ordinance revisions, \$215,000 for revisions to the Rockville Pike Corridor Plan and \$400,000 for a detailed study of the Twinbrook Metro Area, as well as other multi-year projects. Unspent money for these special projects will carry over to the next fiscal year to continue supporting the Mayor and Council's goal to improve the quality of life in Rockville.



Improve Pedestrian and Traffic Safety 🚗

One of the Mayor and Council's top priorities is the safety of Rockville's residents, including in their homes, in public places, as pedestrians and as motorists. The Mayor and Council suggest outcomes that improve pedestrian and traffic safety. They include increased traffic and pedestrian safety enforcement by Rockville police, neighborhood access improvements, traffic calming projects and efforts to improve pedestrian safety, especially on state roads in Rockville.

The FY 2005 CIP includes \$325,000 in the Pedestrian Safety/Traffic Improvements project for a variety of projects including improved pedestrian access to Beall Elementary School, sidewalk connections on Wootton Parkway, and illuminated crosswalks and countdown traffic signals throughout the City. The City also recognizes that lighting enhances traffic and pedestrian safety, so approximately \$75,000 in the proposed FY 2005 CIP funds streetlight improvements. In addition, current resources in the Police Department will be mobilized to provide more targeted pedestrian safety enforcement.

Strengthen Rockville's Neighborhoods and Sense of Community 🏠

The Mayor and Council continue their effort to support and strengthen Rockville's neighborhoods, and to bolster the sense of community among residents. The Mayor and Council would like to increase citizen awareness about the zoning ordinance and property maintenance codes through the City's Code Enforcement program. Another goal is to reduce recidivism in code enforcement violations.

The operating budget has adequate funding to support these community-strengthening efforts through existing programs, including the production of educational materials about the property code in multiple languages. In addition, Code Enforcement staff will attend homeowner association meetings regularly to communicate with residents about their neighborhood needs. Teams across the four divisions of the Department of Neighborhood and Community Services also will develop plans for additional outreach efforts.

In response to concerns about the affordability of housing in Rockville, the Mayor and Council wish to examine the City's Moderately Priced Dwelling Unit (MPDU) program and look for opportunities to expand it. The new special project funds in the operating budget includes \$6,500 to explore the expansion of the City's Moderately Priced Dwelling Unit program. The Mayor and Council also have expressed interest in addressing affordable housing for seniors. The Mayor and Council, City staff, and Town Square developers plan to work together in the coming year to assure appropriate placement of seniors in affordable housing in Town Center.

Finally, the Mayor and Council recognize the importance of drawing on Rockville's rich diversity of culture and age groups to enrich the lives of all Rockville residents. The one-time contingency is available to fund outreach and other efforts focused on the community's diversity.



Enhance the City Government's Performance

The Mayor and Council take seriously their responsibility to review the City government's performance, to support the provision of high-quality services, and to strive to do more with less. Another objective is to achieve best-in-class levels of customer satisfaction.

The Mayor and Council identified outcomes to implement a comprehensive project tracking system in the City and to take a closer look at the City's performance measurement program. Existing personnel in the City Manager's Office will develop the tracking system and examine the performance measurement system. One-time contingency funds may be used to implement any changes requested by the Mayor and Council.

The City's High Performing Organization (HPO) initiative, known as LEAD, also aims to enhance performance City wide. The City will continue to invest in training and other activities for the HPO program in FY 2005. The program encourages employees at all levels of the organization to recognize and use their leadership, management and decision-making abilities. The City is already realizing the benefits of this approach. For example, employees at all levels identified budget savings through the Strengthening the Bottom Line effort, employees contributed to more efficient and effective equipment purchases, and employees led an effort to revise the employee performance evaluation process.

The FY05 budget also recognizes that the stewardship of our existing infrastructure and services is crucial, especially in tight budget times. For example, to begin to address infrastructure needs, approximately \$1.1 million in the proposed FY 2005 CIP supports street resurfacing. Another \$850,000 funds a contract for the repair and replacement of concrete street components, such as curbs, gutters, and sidewalks.

The budget also includes funds to maintain the City's trees. The budget allocates an additional \$21,000 to begin catching up on preventive tree maintenance, concentrating on removal of hazardous trees. These additional funds will not support all the City's tree maintenance needs, but increases the level of service the City can provide over the next fiscal year.

Another City service area, refuse operations, currently is being studied to determine if our operations and management are well suited to provide the best possible service and value to our customers. Recommendations and potential changes to service levels or operations that result from this study will be considered in the coming fiscal year.

Budget Overview

The FY 2005 operating budget totals \$74,899,008. This represents an increase of 7.1 percent over the modified FY 2004 budget, net of the appropriated fund balance in the General Fund. The following chart illustrates how spending of approximately \$1 of taxpayers' money in FY 2005 is allocated among City departments.



The allocation of operating funds among the City departments in FY 2005 is similar to the allocation in the FY 2004 modified budget. The FY 2005 budget includes a 2.5 percent Cost of Living Adjustment (COLA) for City employees.

Fund Revenues and Expenditures

The majority of the City’s spending comes from the tax-supported General Fund. Other significant funds include the Water, Sewer, and Refuse funds. User fees charged to City households and businesses support those funds. Six-year cash flows prepared as part of the budget process determine the fees charged. Each fund is described in more detail on the following pages.

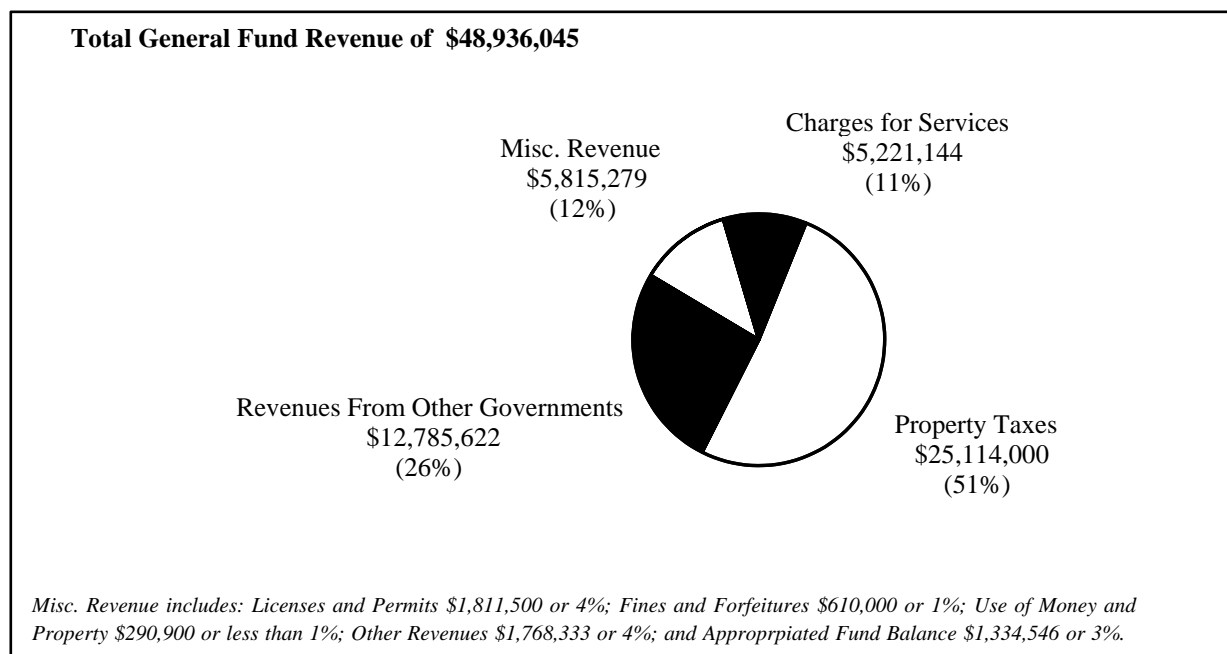
The bill for City utility services for the Rockville homeowner will be \$40.68 higher in FY 2005 than in FY 2004. This is an increase of 5.8 percent. The following chart shows the cost of City utility services for the “typical” homeowner.

	FY 2003	FY 2004	FY 2005	Amount Change	Percent Change
Water (72,000 gal/yr)	\$138.24	\$143.28	\$149.04	\$5.76	4.0%
Sewer (72,000 gal/yr)	\$243.36	\$252.00	\$259.92	\$7.92	3.1%
Refuse Charge	<u>\$285.00</u>	<u>\$306.00</u>	<u>\$333.00</u>	<u>\$27.00</u>	<u>8.8%</u>
Total	\$666.60	\$701.28	\$741.96	\$40.68	5.8%



General Fund

The proposed FY 2005 General Fund budget of \$48,936,045 is 7.6 percent higher than the modified FY 2004 budget, net of the appropriated fund balance in the General Fund. General Fund revenue in FY 2005 will exceed the revenue in the modified FY 2004 budget by \$3,381,795. The Fund Summary section of the proposed budget includes detailed information on the major FY 2005 General Fund revenue sources. The following graph summarizes the sources.



The major portion of the General Fund revenue growth is a projected increase in real property tax revenue of \$1,853,000 or 8.0 percent over the FY 2004 modified amount. No change is proposed to the property tax rate for FY 2005. Overall, the assessed value of all Rockville properties is estimated at nearly \$7.5 billion by the end of the FY 2005, an increase of 9.6 percent from the revised estimate for FY 2004. The City estimates that 70 percent of the property tax revenue increase is attributable to reassessments and the remainder is the result of the addition of new residential and commercial properties.

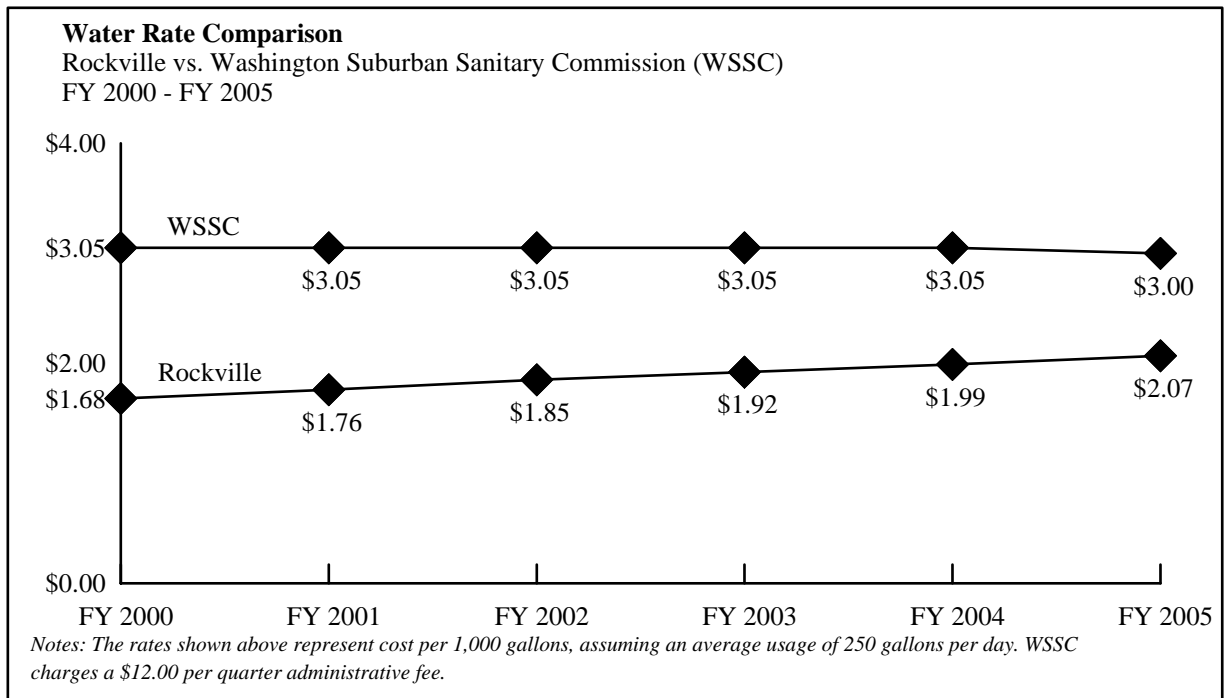
Income tax revenue is budgeted to increase by \$111,175 or 1.75 percent of the FY 2004 modified amount. However, the income tax revenue estimated for FY 2005 is below the amount actually received in FY 2002.

Water Facility Fund

The Water Fund will need a rate increase of \$.08 per thousand gallons in FY 2005. This will raise the rate to \$2.07 per thousand gallons, an increase of 4 percent. Similar rate increases are anticipated in future years to cover modest operating cost increases and to accommodate future capital spending.



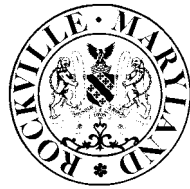
The following chart compares Rockville's water rate to the rate charged by the Washington Suburban Sanitary Commission (WSSC) between FY 2000 - FY 2004 and their rate for FY 2005. Rockville continues to provide City customers with a good value by producing quality water at a rate significantly below the WSSC rate.



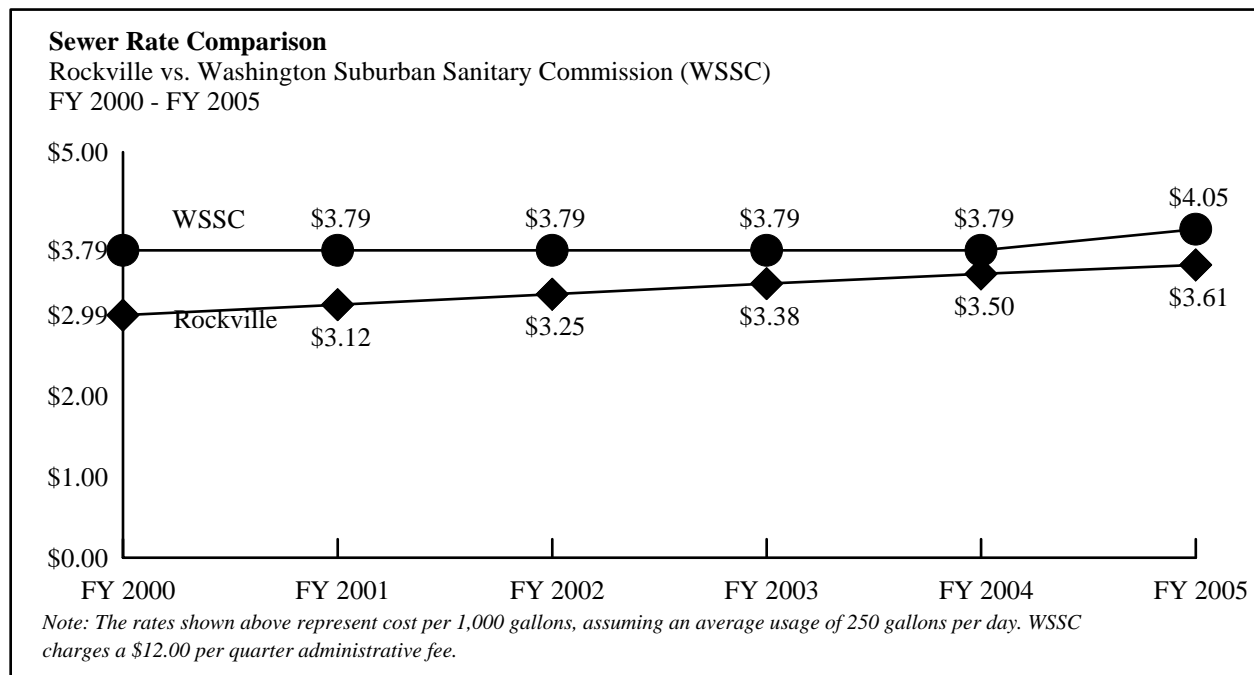
The City invested approximately \$11.6 million in significant water plant improvements over the past eight years. They included replacing and upgrading the filter and pumping systems in order to increase efficiency, comply with federal and State regulations, and accommodate future plant expansion. Currently, the plant has the capability to produce eight million gallons of water per day. Upon completion of the improvements in FY 2004, the plant will produce 14 million gallons of water per day. This investment in the water plant represents a proactive effort to meet the City's growing future water needs.

Sewer Fund

The Sewer Fund rate increase is \$.11 per thousand gallons in FY 2005, raising the rate to \$3.61 per thousand gallons. This represents a 3.1 percent increase. Nearly all of the capital costs in the Sewer Fund and a substantial portion of the operating costs are payments for the operation of and capital improvements to the regional Blue Plains Wastewater Treatment Plant. The 1998 Master Plan for the District of Columbia Water and Sewer Authority included a significant increase in planned capital costs, as reflected in the Regional Treatment Facilities CIP project. Similar rate increases are anticipated in future years depending on the pace of work at the Blue Plains facility.



The chart below compares the Rockville and Washington Suburban Sanitary Commission (WSSC) sewer rates. While City residents traditionally have paid lower rates than the WSSC customers, steady increases in City rates over the last several years brought it close to WSSC's rate in FY 2004. However, a significant WSSC rate increase in FY 2005 means that City residents continue to pay less than WSSC customers for sewer service in the upcoming fiscal year.



Refuse Fund

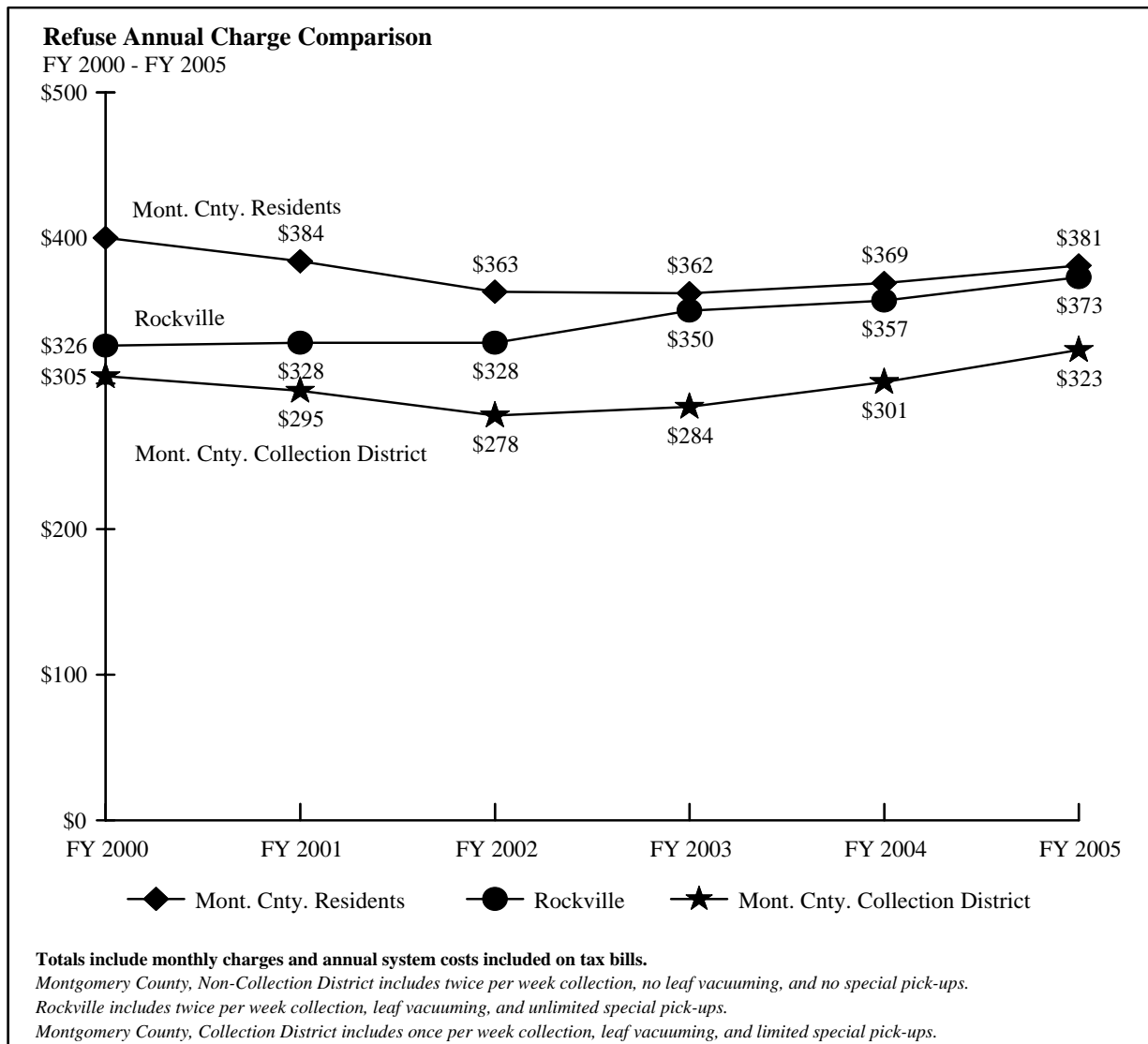
A cash flow analysis of the Refuse Fund has identified the need for a \$2.25 increase in the monthly rate for residential refuse collection, disposal and recycling services. The FY 2005 rate of \$27.75 per month is an 8.8 percent increase from FY 2004. Due to a previous accumulated balance in the Refuse Fund, rates are currently set at a level below the amount needed to cover all operating and debt service costs. As a result, successive annual rate increases are needed for the next few years to bring the rate up to this required level.

Montgomery County charges the City a tipping fee for refuse taken to the County's Transfer Station for disposal. The refuse tipping fee is based on an estimate of the amount of waste City residents will generate during the year. A proposed increase in the County's FY 2005 tipping fee contributes to the increase in the City's refuse rates in FY 2005. The County's proposed FY 2005 tipping fee increase will cost Rockville residents \$4.87 per household. That equates to a \$0.41 increase in the refuse rate.

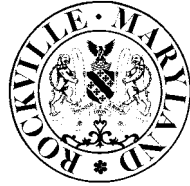
City residents will pay \$372.69 total for refuse services in FY 2005. Residents will pay the City \$333.00 divided into quarterly payments, and will pay Montgomery County a \$39.69 Systems Benefit Charge with their tax bill.



The next chart compares Rockville's refuse rates to Montgomery County's. It combines both refuse payments, system charges, and other costs included on annual tax bills. The City's refuse rate is slightly lower than the FY 2005 cost of twice weekly service in Montgomery County's non-collection district; and the City provides additional services, including fall and spring leaf collection and special pick-ups. The City's rate is higher than the cost within Montgomery County's collection district, where service is provided only once per week.



Although the City's rate is slightly lower than the rate charged in Montgomery County's non-collection district, the City recognizes a need to improve refuse services and rates. As mentioned previously, in an effort to ensure that the City remains a good steward of the ratepayers' money, the Department of Public



Works will contract for a study in FY 2005 to re-think the City's approach to refuse collection. The study will evaluate an anticipated negative cash flow in the Refuse Fund through FY 2009. The goal is to examine the current expensive and outdated service delivery methods, and identify alternative cost effective and innovative approaches for the Mayor and Council's consideration.

Conclusion

In the course of this letter, I have brought to your attention what I believe to be the most significant operating and capital improvements expenditures in the FY 2005 budget, and highlighted the trends that I think are most important as we head into the future. I believe this document is a prudent and responsible financial plan that funds the top priorities of the Mayor and Council and provides adequate funding to maintain our services and infrastructure. The City's dedicated employees are ready to implement the budget and advance the Mayor and Council's plan for Rockville's future.

In closing, I wish to thank Finance Director Donna J. Boxer; Budget Officer Dominic Del Pozzo; Budget Management Administrator Susan Fournier; Management Assistant Jessica Chin; Controller David Rowland; Revenue Supervisor Susan Lander; Administrative Assistant Fran Jablonski; and Assistants to the City Manager Bo Ferguson and Jennifer Kimball; along with staff from all City departments, for their many hours of work in preparation of this document.

Respectfully,

Catherine Tuck Parrish

Catherine Tuck Parrish
Acting City Manager

FY 2005 Budget Highlights

Rate Information:

- The property tax rate remains at \$0.322 per hundred dollars of assessed valuation for real property. The tax rate for personal property remains at \$0.805 per hundred dollars.
- The water rate increased by eight cents per thousand gallons to a new rate of \$2.07 to provide support for ongoing capital improvements.
- The sewer rate increased by eleven cents per thousand gallons to a new rate of \$3.61 to accommodate increased capital costs at the Blue Plains Wastewater Treatment Plant.
- The refuse rate increased by \$2.25 to a new rate of \$27.75 per month. \$0.41 of this increase is attributable to an anticipated increase in the fee paid at the County transfer station. Further increases will be needed in future years to accommodate modest cost increases and to assure that revenue covers all expenses.

Overview:

- The General Fund budget of \$48,936,045 is 7.6 percent higher than the modified FY 2004 budget, net of appropriated fund balance. The combined budget of \$74,899,008 for the City's 11 operating funds is 7.1 percent higher than the modified budget for FY 2004, also net of the appropriated fund balance in the General Fund.
- The FY 2005 Capital Improvements Program (CIP) appropriation is \$174,105,261. This funding provides for significant community enhancements that are beyond the scope of the operating budget. Funding for ongoing capital projects in the amount of \$138,358,032 is included in the FY 2005 appropriation.
- The Capital Projects Fund will issue bonds in the amount of \$5.18 million to finance projects; the Water Facility Fund will receive \$4.76 million in additional loan funds from the State of Maryland Department of the Environment for capital projects; the Sewer Fund will issue bonds in the amount of \$2 million to finance additional improvements at the Blue Plains facility, and the Refuse Fund will issue bonds in the amount of \$228,968 to fund vehicle purchases. The Parking Fund debt amount will be determined after all financial plans have been finalized.

Staffing Changes:

New and deleted positions for FY 2005 have a net increase of 2.1 FTEs and are listed below by department.

Department of Neighborhood and Community Services (NCS):

- In FY 2005, three of the divisions in the Department of Neighborhood and Community Services (Community Programs/Administration, Code Enforcement/Community Enhancement, and Youth and Family Services) will be relocated into a central office building. In addition, due to advances in technology (use of Permit*Plan, GIS, and laptops), the inspectors in Code Enforcement and Community Enhancement are doing the technical duties performed by the Permit Technician. As a result of the consolidation and the advances in technology, this position will no longer be needed. (a decrease of 1.0 FTE)
- Add a Secretary I-PT in the Administration Division to assist with special projects for the department and the additional secretarial duties that will be generated by the consolidation of the Code Enforcement Division. (an increase of 0.5 FTE)

Department of Public Works:

- Add a Secretary I in the Water Systems Maintenance Division to assist with increased workload. (an increase of 1.0 FTE)
- Add an Engineering Technician IV and an Engineering Technician V in the Traffic and Transportation Division. The Division will take over work formerly provided through outside contractors. These positions are funded through the reduction of expenditures for service contracts. (an increase of 2.0 FTEs)
- Add a Pedestrian/Bikeway Coordinator in the Traffic and Transportation Division. This position, formerly a grant-funded Bikeway Specialist in the Department of Recreation and Parks (see below), combines functions from both the Departments of Public Works and Recreation and Parks. The new position will not be filled until after the grant-funded position expires in October 2004. (an increase of 1.0 FTE)

Department of Recreation and Parks:

- Delete the grant-funded Bikeway Specialist (October 2004); see the Pedestrian/Bikeway Coordinator in the Department of Public Works, above. (a decrease of 1.0 FTE)
- Delete a part-time Childcare Director in the Childcare Division. (a decrease of 0.4 FTE)

Summary of Position Changes FY 2004 – FY 2005

The following tables summarize the overall regular and temporary position changes (measured in FTEs or full time equivalents), by department, from FY 2004 to FY 2005.

Regular Positions by Department:	FY 2004 Revised	Additions	Deletions	FY 2005 Adopted
Mayor and Council	5.5	0.0	0.0	5.5
City Manager	16.1	0.0	0.0	16.1
Community Planning and Development Services	44.0	0.0	0.0	44.0
Finance	27.5	0.0	0.0	27.5
Information and Technology	21.0	0.0	0.0	21.0
Neighborhood and Community Services	27.5	0.5	1.0	27.0
Personnel	8.0	0.0	0.0	8.0
Police	68.5	0.0	0.0	68.5
Public Works	150.0	4.0	0.0	154.0
Recreation and Parks	<u>159.2</u>	<u>0.0</u>	<u>1.4</u>	<u>157.8</u>
Regular Position FTE Total	<u>527.3</u>	<u>4.5</u>	<u>2.4</u>	<u>529.4</u>

Temporary Positions by Department:	FY 2004 Revised	Additions	Deletions	FY 2005 Adopted
Mayor and Council	0.6	0.0	0.0	0.6
City Manager	0.8	0.0	0.0	0.8
Community Planning and Development Services	0.2	0.0	0.0	0.2
Finance	0.1	0.0	0.0	0.1
Information and Technology	2.5	0.0	0.3	2.2
Neighborhood and Community Services	1.8	0.0	1.6	0.2
Personnel	0.1	0.0	0.0	0.1
Police	1.7	0.0	0.2	1.5
Public Works	10.1	2.7	0.6	12.2
Recreation and Parks	<u>83.8</u>	<u>0.0</u>	<u>6.5</u>	<u>77.3</u>
Temporary Position FTE Total	<u>101.7</u>	<u>2.7</u>	<u>9.2</u>	<u>95.2</u>

Grand Total FTEs for all Positions	629.0	7.2	11.2	625.0
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Full Time Equivalent Positions by Fund FY 2003 – FY 2005

Each City of Rockville position, whether regular or temporary in status, is allotted a full-time equivalent (FTE). The FTE associated with each position is then charged against a fund (or funds) determined to be most appropriate to that job, based on the scope of work being performed. Benefits provided with each position are offered on a pro-rata basis based on the FTE count. The charts below list the regular FTEs (top chart) and the temporary FTEs (bottom chart) by fund. The charts listing the allocation of regular and temporary FTEs by department is on the following page.

Regular Positions:	FY 2003 Actual	FY 2004 Revised	FY 2005 Adopted
General	412.0	408.6	410.2
Water Facility	29.8	30.8	31.5
Sewer	14.0	14.0	15.4
Refuse	48.1	50.1	49.5
Parking	1.5	2.0	2.0
Stormwater Management	5.0	5.0	5.0
RedGate Golf Course	12.8	12.8	12.8
Special Activities	1.0	1.0	0.0
Community Development Block Grant	1.0	1.0	1.0
Capital Projects Fund	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
Regular Position FTE Total	<u>527.2</u>	<u>527.3</u>	<u>529.4</u>

Temporary Positions:	FY 2003 Actual	FY 2004 Revised	FY 2005 Adopted
General	84.5	87.2	79.4
Water Facility	0.0	0.0	0.4
Sewer	0.0	0.0	0.4
Refuse	9.4	7.2	9.0
Parking	0.1	0.1	0.0
Stormwater Management	0.4	0.3	0.8
RedGate Golf Course	7.5	5.5	5.2
Special Activities	1.4	1.4	0.0
Community Development Block Grant	0.0	0.0	0.0
Capital Projects Fund	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Temporary Position FTE Total	<u>103.3</u>	<u>101.7</u>	<u>95.2</u>
Grand Total FTEs for all Positions	630.5	629.0	625.0

The Budget Development Process

General — The City Charter requires the City Manager to submit a budget to the Mayor and Council at least one month before the beginning of each fiscal year. In addition to the operating budget, a six-year capital improvement plan is presented for the Council’s review. The Mayor and Council schedule and publish advance notices of public hearings. The budget is approved in the form of an appropriations ordinance. During the year, the City Manager has authority to transfer budgeted amounts between departments within any fund, but changes in the total appropriation level for a given fund can only be enacted by the Mayor and Council through a budget amendment ordinance. The City amends the budget approximately four times throughout the fiscal year as needed. The amendments occur typically in October, January, March, and May.

FY 2005 Operating Budget — In light of current economic conditions, the City staff borrowed a process pioneered in Palo Alto, California called “Strengthening the Bottom Line” as a way to generate ideas and suggestions to improve efficiency and cut costs. Employees and work teams at all levels took part in this effort during the fall and the resulting suggestions were incorporated into the departmental budget submissions. In December 2003, established targets and worksheets were distributed to departments. In January and February 2004, the Acting City Manager held meetings with the senior management team and division heads to discuss priorities for the coming year. Preliminary worksessions took place on February 2, 2004 and February 17, 2004 with the Mayor and Council to discuss general budget issues. The collective recommendations of the senior management team form the basis for the Acting City Manager’s recommended budget. During March 2004, the budget staff prepared the FY 2005 Proposed Operating Budget and FY 2005 - FY 2010 Capital Improvements Program for presentation to the Mayor and Council on April 12, 2004. After further review and discussion between the Mayor and Council and the senior management team, public hearings were held on April 19, 2004 and May 3, 2004, to solicit citizen responses to the proposed budget. Following the public hearings, the Mayor and Council conducted worksessions on May 11, 2004, May 17, 2004 and May 24, 2004 to discuss the budget prior to adoption. The Mayor and Council will approve the budget and adopt ordinances, which set forth the property tax rate, the water and sewer rates, and the refuse charge on June 14, 2004. During June and July, the budget staff prepared the FY 2005 Adopted Operating Budget and FY 2005 - FY 2010 Capital Improvements Program under the direction of the Acting City Manager. The adopted budget for FY 2005 took effect July 1, 2004.

FY 2005 Capital Improvements Program — In October 2003, the City Manager solicited requests from departments, neighborhoods, and homeowners associations for Capital Improvements Program (CIP) projects. The deadline for submitting requests was November 14, 2003. Staff evaluated all requests received for inclusion in the proposed budget. A list of the requests and actions taken is located on pages 6-7 in the CIP overview section of the CIP.

The operating budget and CIP are available on the City’s Web site (www.rockvillemd.gov) and highlights are available on *The Rockville Channel* (Ch.11) and in *Rockville Reports*. The adopted budget document is available to departments, agencies, schools, libraries, media, and the public by September of each year.

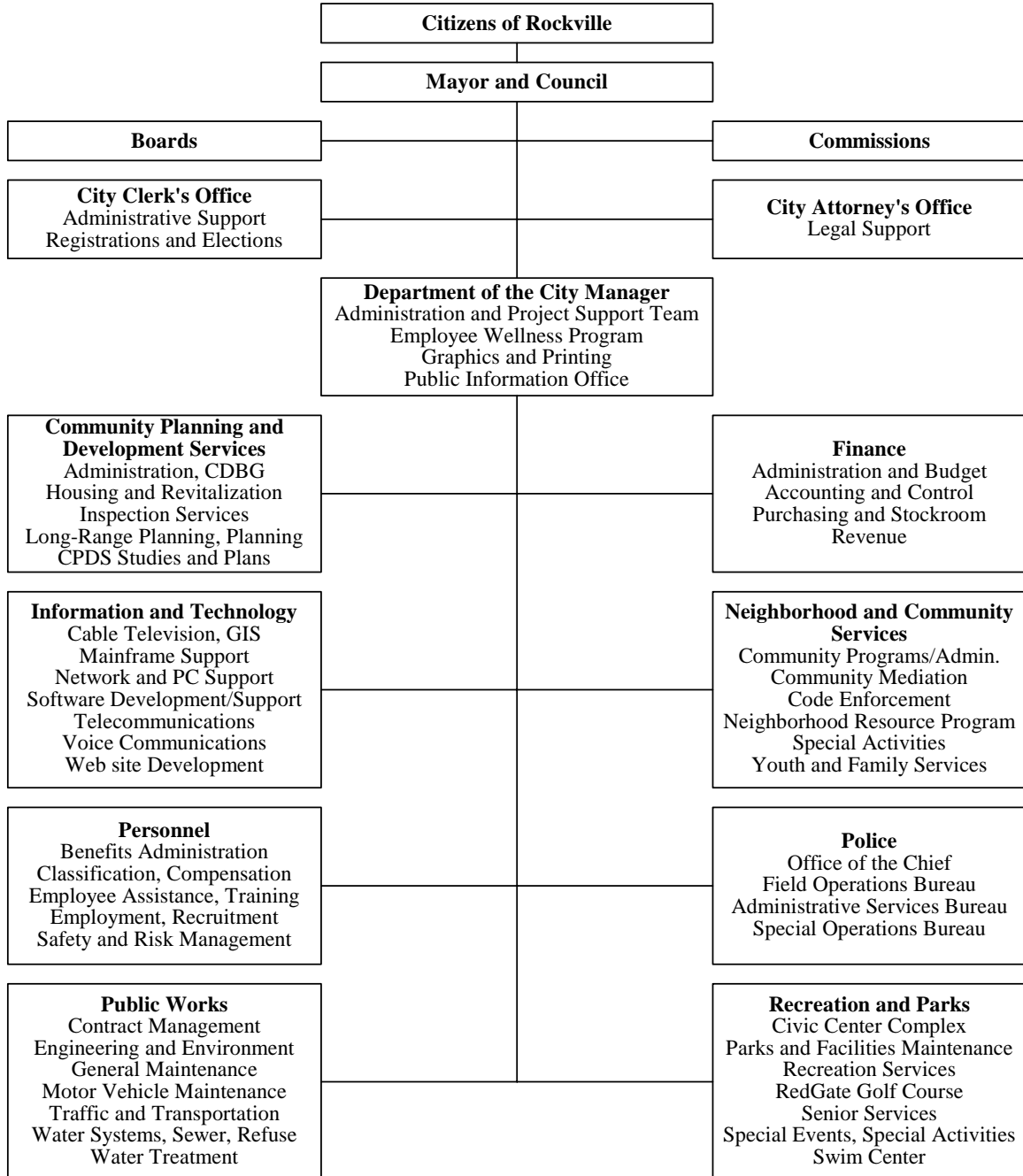
The chart below is a monthly time-line of the major components of the FY 2005 budget development process.

Formulation of Operating Budget and CIP; Neighborhood CIP Requests Solicited						
	Executive and Budget Office Review, Preliminary Worksessions, Development of the Proposed Operating Budget and CIP					
		◆ ◆		Meetings and adoption of budget and CIP		
				●	● ◆ ◆	◆ ■
Dec. 2003	Jan. 2004	Feb. 2004	Mar. 2004	Apr. 2004	May 2004	Jun. 2004

● Public Hearing ◆ Mayor and Council Worksession ■ Budget/CIP and Utility Rates Adoption

City of Rockville Organizational Chart

The chart below details the City's organizational structure by function for each department. Individual organizational charts for each department are located on the tab divider for each department.



Financial Management Policies

Budgetary Practices

- Operating Budget Practices:** Each department and division prepares its own budget for review by the City Manager. The budget is approved in the form of an appropriations ordinance after the Mayor and Council has conducted advertised public hearings. *The Operating Budget is adopted at the fund level.* During the year, it is the responsibility of the City Manager to administer the budget. The legal control, which the budget ordinance establishes over spending, is set up under Generally Accepted Accounting Principles. The City Manager has the authority to transfer budgeted amounts between departments within any fund, but changes in the total appropriation level for any given fund can only be enacted by the Mayor and Council through an amendment to the current appropriations ordinance. The City will strive to adopt an annual General Fund budget in which expenditures, net of pay-as-you-go capital project contributions, do not exceed projected revenues. As a management policy, budgetary control is maintained in the General, Special Revenue, and Enterprise Funds at the program level by the encumbrance of estimated purchase amounts prior to the release of purchase orders to vendors. Purchase orders that result in overruns of balances are not processed until sufficient appropriations are made available through approved intrafund transfers. Encumbered amounts at year-end are recorded as a reservation of fund balance and are reflected as an adjustment to the ensuing year's budget. A six-year projection of revenues and expenditures for the General, Special Revenue, and Enterprise Funds is prepared each fiscal year to provide strategic perspective to each annual budget process.
- Fund Structure:** The accounts of the City are organized into funds. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenue, and expenditures (or expenses, as appropriate). Government resources are allocated to and accounted for in individual funds based on the purposes for which they are to be expended and the means by which spending activities are controlled. The City uses governmental funds and enterprise funds. Governmental funds are those through which most governmental functions of the City are financed. The acquisition, use, and balance of the City's expendable financial resources and the related liabilities (except for those accounted for in the enterprise funds) are accounted for through governmental funds. The City's governmental funds are the General Fund, the Special Revenue Funds, the Capital Projects Fund, and the Debt Service Fund. The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. The Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are restricted by legal and regulatory provisions or budgeted contributions from outside sources to financial specific activities. The City's Special Revenue Funds are the Special Activities Fund and the Community Development Block Grant Fund. The Capital Projects Fund is used to account for financial resources used for the acquisition or construction of major capital facilities and general capital construction, including streets, parks, and public buildings (other than those financed by enterprise funds). The Debt Service Fund, which includes special assessments, is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs. The enterprise funds are the Water Facility Fund, the Sewer Fund, the Refuse Fund, the Parking Fund, the Stormwater Management Fund, and the RedGate Golf Course Fund. The relationship between all of the funds of the City of Rockville is listed below. Specific details of each fund are located in the Fund Summaries section.

Governmental Funds:

- General Fund
- Special Revenue Funds:
 - Special Activities Fund
 - Community Development Block Grant Fund
- Capital Projects Fund
- Debt Service Fund

Enterprise Funds:

- Water Facility Fund
- Sewer Fund
- Refuse Fund
- Parking Fund
- Stormwater Management Fund
- RedGate Golf Course Fund

Financial Management Policies

— Continued —

3. **Basis of Budgeting:** Budgets for governmental and proprietary (or enterprise) funds are adopted on a basis consistent with Generally Accepted Accounting Principles. Accordingly, all governmental fund budgets are presented on the modified accrual basis of accounting and therefore, all unencumbered annual appropriations lapse at fiscal year end. Under this method of accounting, revenue and other governmental fund resources are recognized in the accounting period in which they become susceptible to accrual – that is, when they become both “measurable and available” to finance current operating expenditures for the fiscal period. In applying the susceptible to accrual concept to real and personal property tax revenue recognition, “available” means property tax revenue is recognized currently if levied before the fiscal year-end and collected by intermediaries within 60 days after the fiscal year-end. Utility and franchise fees, licenses and permits, fines and forfeitures, charges for services, and miscellaneous revenue (except investment earnings) are recorded as revenue when cash is received because they are generally not measurable until actually received. Investment earnings are recorded as earned since they are both measurable and available. For grant revenue such as the Community Development Block Grant (CDBG) program, which is dependent upon expenditures by the City, revenue is accrued when the related expenditures are incurred. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. An exception to this general rule is principal and interest on general long-term debt which are recognized when due. The enterprise fund budgets are presented on the full accrual basis of accounting. Under this method of accounting, revenue is recognized when earned and expenses are recognized when they are incurred. For example, earned but unbilled utility revenues are accrued and reported in the financial statements. Enterprise fund capital purchases are budgeted in the operating budget and recorded as expenses during the year; at year-end, they are capitalized for financial statement purposes.
4. **Capital Improvements Program (CIP) Practices:** Along with the operating budget, the City Manager submits a CIP to the Mayor and Council. This document provides for improvements to the City’s public facilities for the ensuing fiscal year and five years thereafter. The first year of the plan establishes a capital budget for the new fiscal year. The remaining five years serve as a guide for use in determining probable future debt issuance needs and operating cost impacts. *The Capital Budget is adopted at the fund level.* CIP expenditures are accounted for in the Capital Projects Fund or the appropriate enterprise funds and are funded by a variety of sources. The City strives to maintain a high reliance on “pay-as-you-go” financing for its capital improvements in order to maintain debt within prudent limits. The City’s most recent bond ratings received with general obligations issued in 2001 are “Aa1” issued by Moody’s Investors Service and a Standard and Poor’s rating of “AA+”; both are considered enviable ratings.

Cash Management/Investment Practices

1. All cash is combined into one pooled operating account to facilitate effective management of the City’s resources.
2. The City is authorized to invest in any and all types of investments except where specifically prohibited by Maryland statutes. Permissible investments are federal obligations, including repurchase agreements supported by federal obligations.

Accounting, Auditing, and Reporting Practices

1. The basis of accounting within governmental fund types used by the City of Rockville is modified accrual as well as the “current resource measurement focus.” Under this method of accounting, revenue is recorded when susceptible to accrual, such as when measurable and available for the funding of current appropriations. All enterprise funds follow the accrual basis of accounting, as well as the “capital maintenance measurement focus.” Under this method of accounting, revenues are recognized when earned, as billed and unbilled, and expenses are recorded when incurred.

Financial Management Policies

— Continued —

Accounting, Auditing, and Reporting Practices, continued

2. The City places continued emphasis on maintenance of an accounting system which provides strong internal budgetary and accounting controls designed to provide reasonable, but not absolute, assurances regarding both the safe-guarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and reports, such as the budget and the *Comprehensive Annual Financial Report*, as well as the maintenance of accountability of assets.
3. An independent audit of the City of Rockville is performed annually.
4. The City of Rockville issues a *Comprehensive Annual Financial Report* in accordance with Generally Accepted Accounting Principles outlined by the Governmental Accounting Standards Board.

Revenue and Expenditure, Capital Financing, and Debt Management Policies

In June 1989, the Mayor and Council adopted a set of fiscal policies regarding the projection of revenues and expenditures, capital financing, and debt management. As part of the FY 1999 budget process, the Mayor and Council reviewed these policies. The Mayor and Council adopted the revised policies, listed below, in May 2001. The introduction of the Capital Improvements Program provides details of the City's compliance with the Capital Financing and Debt Management Policies, see page 5 in the CIP overview section.

Revenue and Expenditure Policies

1. The City will strive to adopt an annual General Fund budget in which expenditures, net of pay-as-you-go capital project contributions, do not exceed projected revenues.
2. A five-year projection of revenues and expenditures for the General, Enterprise, and Debt Service Funds is prepared each fiscal year to provide long-range, strategic perspective to each annual budget process.
3. On an annual basis the City will set fees and rates for the enterprise funds at levels which fully cover total direct and indirect operating costs, and all capital outlay and debt service, except where the City is not the sole provider of the service and competitive rates must be taken into consideration. In these instances, fees and rates must at least cover all direct and indirect operating expenses.

Capital Financing and Debt Management Policies

1. Long-term borrowing will not be used to finance current operations or normal maintenance.
2. All debt issued, including by lease-purchase methods, will be repaid within a period not to exceed the expected useful lives of the improvements financed by the debt.
3. The City will not issue tax or revenue anticipation notes.
4. The City will strive to maintain a high reliance on pay-as-you-go financing for its capital improvements.
5. The City will maintain its net tax-supported debt at a level not to exceed 0.8 percent of the assessed valuation of taxable property within the City.
6. The City will strive to ensure that its net tax-supported debt per capita does not exceed \$700. The City will strive to ensure that the combined total of its direct net bonded debt and its attributed share of overlapping debt issued by Montgomery County does not exceed \$2,000 per capita.
7. The City will strive to ensure that its net tax-supported debt per capita as a percentage of federal adjusted gross income does not exceed two and one-half percent.
8. The City will maintain its annual net tax-supported debt service costs at a level less than 15 percent of the combined expenditure budgets (net of interfund transfers) for the General, Special Revenue, and Debt Service Funds.
9. The City will maintain an unreserved undesignated General Fund fund balance at a level not less than 15 percent of annual General Fund revenue. The reduction of the fund balance from its current required level of 25 percent (as of 1998, for the FY 1999 budget) will take place in annual increments of five percent, as provided for in the City's *Long-Range Fiscal Analysis*. The reduction of fund balance dollars will be used for pay-as-you-go financing for capital improvements or for other one-time capital items. The purpose of this unreserved balance is to alleviate significant unanticipated budget shortfalls and to ensure the orderly provisions of services to residents. Use of these funds below the required level must be approved by specific action of the Mayor and Council.

Financial Management Policies

— Continued —

Capital Financing and Debt Management Policies, continued


10. To the extent that unreserved General Fund fund balance exceeds the target, the City will draw upon the fund balance to provide pay-as-you-go financing for capital projects or for other one-time capital items.
11. Annually, a six-year Capital Improvements Program (CIP) plan will be developed analyzing all anticipated capital expenditures by year and identifying associated funding sources. The plan will also contain projections of how the City will perform over the six-year period in relation to the fiscal policies that refer to debt ratios.
12. The first year of the six-year (CIP) and any unspent funds from prior years will be appropriated as part of the annual budget process. The CIP will be appropriated by fund. At least semi-annually, the City Manager will notify the Council of any transfers between projects within a fund.
13. The City will maintain a Capital Projects Monitoring Committee composed of City staff, which will meet not less than once every six months to review the progress on all outstanding projects as well as to revise spending projections.
14. If new project appropriation needs are identified at an interim period during the fiscal year, at the fund level, the appropriations ordinance will be utilized to provide formal budgetary authority for the increase. Any significant impact resulting from the change on the overall CIP and on the debt ratios will be indicated at that time.
15. Each year, a closing resolution will be submitted to the Mayor and Council to obtain formal authorization to close completed capital projects. The unexpended appropriations for these projects will be returned to the fund from which the appropriations were made.


Mayor and Council 2003-2005 Goals


At the beginning of the 2003-2005 term, the Mayor and Council initiated a goal-setting process and developed their 2003-2005 work plan. With direct citizen participation through a community summit, the Mayor and Council identified important principles for guiding City policies and decisions that resulted in five long-term goals. They then prioritized 25 expected outcomes among those five goals to be pursued during 2004 and 2005. The Mayor and Council have requested regular reviews on the progress of their goals. This section outlines the goals and expected outcomes that staff has been directed to achieve in partnership with the Mayor and Council and Rockville residents.


The Mayor and Council goals and expected outcomes provide a major focus for the City's work plan. The Mayor and Council's five goals are listed below. Next to each goal is an icon used throughout this document to demonstrate which department goals, division FY 2005 objectives, Capital Improvements Program (CIP) area goals, and individual CIP projects support each of the Mayor and Council's goals.

Create a Vibrant Town Center **TC**

Ensure New Development Citywide Enhances Rockville's Quality of Life 

Improve Pedestrian and Traffic Safety 

Strengthen Rockville's Neighborhoods and Sense of Community 

Enhance the City Government's Performance 

Create a Vibrant Town Center TC

Objectives

- To create a Town Center that will be the heart of the Rockville community and that will be distinctive, special, and “uniquely Rockville.”
- To ensure that Town Center redevelops in a manner that respects and protects surrounding neighborhoods.
- To keep future development in Town Center aligned with road capacity, school capacity, and other infrastructure.

Expected Outcomes

1. Approve final design details for the Town Square project.
2. Provide parking that will be distinctly “user-friendly.”
3. Design and build a new cultural arts center.
4. Set the stage for redevelopment of the Stonestreet Avenue corridor (develop a vision and implement a plan to achieve that vision).
5. Set the stage for redevelopment of the block north of Beall Avenue (develop a vision and implement a plan to achieve that vision).
6. Develop and implement a comprehensive transportation plan for Town Center to:
 - Enhance the safety and mobility for pedestrians, bicyclists, and motorists.
 - Protect the character and integrity of surrounding neighborhoods.
 - Foster increased use of mass transit.
 - Provide a local loop shuttle service to connect the Rockville Metro/MARC station, Town Center, and the surrounding neighborhoods.
7. Explore new options for targeted senior housing in Town Center.
8. Secure additional investment by other levels of government.

Mayor and Council 2003-2005 Goals

— Continued —

Ensure New Development Citywide Enhances Rockville's Quality of Life

Objectives

- To shape and manage growth and development proactively.
- To keep new growth aligned with road capacity, school capacity, and other infrastructure.
- To provide land use regulations and policies suitable to an urbanizing environment.
- To transform the Rockville Pike corridor and the area around the Twinbrook Metro station into community assets.

Expected Outcomes

1. Adopt an Adequate Public Facilities Ordinance (APFO).
2. Review and revise the City's zoning ordinances.
3. Review and revise the City's reforestation requirements.
4. Review and revise the Rockville Pike Corridor Plan.
5. Set the stage for redevelopment of the area around the Twinbrook METRO station (develop a vision and implement a plan to achieve that vision).

Improve Pedestrian and Traffic Safety

Objectives

- To provide a safe and inviting transportation network and environment for pedestrians and bicyclists.
- To address problem areas in neighborhoods where speeding traffic and/or high volumes of automobile traffic negatively impact the character and/or safety of the neighborhood.

Expected Outcomes

1. Improve pedestrian safety along state roads in Rockville, in collaboration with the County and State governments.
2. Continue implementing traffic-calming solutions to address speeding and traffic volumes on neighborhood streets.
3. Address neighborhood access issues at the most problematic intersections, such as the intersection of Edmonston Drive and Lewis Avenue.
4. Enhance traffic enforcement by Rockville Police.

Strengthen Rockville's Neighborhoods and Sense of Community

Objectives

- To protect property values and ensure a consistent level of property maintenance citywide.
- To enhance public safety.
- To expand the stock of affordable housing and foster home ownership.
- To leverage Rockville's rich diversity.
- To enhance community-oriented policing.

Expected Outcomes

1. Develop and implement a plan to:
 - Reduce the number of property maintenance violations.
 - Reduce the time required to resolve property maintenance violations.
 - Reduce recidivism rates among property maintenance violators.
2. Enhance community-oriented police programs, such as outreach programs to local schools and park patrols.
3. Explore new initiatives to expand affordable housing, with a particular focus on housing for seniors.
4. Identify opportunities to include diverse communities, cultures, and age groups in our community.

Mayor and Council 2003-2005 Goals

— Continued —

Enhance the City Government's Performance

Objectives

- To always strive to “do more with less.”
- To achieve best-in-class levels of customer satisfaction.
- To hold the City government accountable for its performance.
- To focus the City government’s limited resources on activities and initiatives with the highest impact.

Expected Outcomes

1. Identify and achieve stretch targets for cost and service quality improvements.
2. Implement the disciplines of project management and milestone tracking for major initiatives and projects.
3. Identify and implement strategic performance measures in order to assess:
 - Cost performance.
 - Customer satisfaction.
 - Progress on major initiatives and projects.
4. Redirect the City government’s resources, as necessary to achieve strategic goals and objectives.

Department Goals

The Mayor and Council 2003-2005 goals and objectives focus the workplan for the organization. The Mayor and Council goals are linked to department goals, division objectives, and CIP program area goals to show a unity of support throughout the document by noting the appropriate icon indicated below.

The following are the Mayor and Council's five goals (followed by the representative icon), the FY 2005 objectives for each goal (solid circular bullets), and the departments addressing the objective (dash).

Create a Vibrant Town Center **TC**

- To create a Town Center that will be the heart of the Rockville community and that will be distinctive, special, and "uniquely Rockville."
 - Mayor and Council, City Manager, Community Planning and Development Services, Finance, Recreation and Parks
- To ensure that Town Center redevelops in a manner that respects and protects surrounding neighborhoods.
 - City Manager, Community Planning and Development Services, Public Works, Recreation and Parks
- To keep future development in Town Center aligned with road capacity, school capacity, and other infrastructure.
 - Community Planning and Development Services, Public Works

Ensure New Development Citywide Enhances Rockville's Quality of Life

- To shape and manage growth and development proactively.
 - Mayor and Council, Community Planning and Development Services
- To keep new growth aligned with road capacity, school capacity, and other infrastructure.
 - Community Planning and Development Services, Public Works
- To provide land use regulations and policies suitable to an urbanizing environment.
 - Mayor and Council, Community Planning and Development Services, Recreation and Parks
- To transform the Rockville Pike corridor and the area around the Twinbrook Metro station into community assets.
 - Community Planning and Development Services

Improve Pedestrian and Traffic Safety

- To provide a safe and inviting transportation network and environment for pedestrians and bicyclists.
 - Police, Public Works, Recreation and Parks
- To address problem areas in neighborhoods where speeding traffic and/or high volumes of automobile traffic negatively impact the character and/or safety of the neighborhood.
 - Police, Public Works

Department Goals

— Continued —

Strengthen Rockville's Neighborhoods and Sense of Community

- To protect property values and ensure a consistent level of property maintenance citywide.
 - Neighborhood and Community Services, Police, Public Works
- To enhance public safety.
 - Police
- To expand the stock of affordable housing and foster home ownership.
 - Community Planning and Development Services
- To leverage Rockville's rich diversity.
 - Mayor and Council, City Manager, Community Planning and Development Services, Neighborhood and Community Services
- To enhance community-oriented policing.
 - Police

Enhance the City Government's Performance

- To always strive to “do more with less.”
 - City Manager, Finance, Information and Technology, Personnel, Public Works, Recreation and Parks
- To achieve best-in-class levels of customer satisfaction.
 - All departments
- To hold the City government accountable for its performance.
 - City Manager, Finance, Personnel, Public Works, Recreation and Parks
- To focus the City government's limited resources on activities and initiatives with the highest impact.
 - City Manager, Finance, Information and Technology, Personnel, Public Works, Recreation and Parks

Summary of Major Policy Documents

The following policy documents guide the City's strategic planning and ongoing operations:

City Charter

The City of Rockville became incorporated through the adoption of a City Charter in 1860. The Charter empowers the City to pass ordinances, in accordance with the laws of the State of Maryland, necessary for the good government of the City. For additional information, please contact the City Clerk's Office at (240) 314-8280.

City Code

The City Code contains all general and permanent ordinances of the City of Rockville. These ordinances are codified in accordance with state law. For additional information, please contact the City Clerk's Office at (240) 314-8280 or visit the City's Web site, www.rockvillemd.gov.

Long-Range Fiscal Analysis

In July 2000, the City contracted with Tischler & Associates, Inc to develop a fiscal analysis model that can analyze whether revenues generated by different growth scenarios are sufficient to cover the resulting costs for service and facility demands placed on the City. The model, which can be updated annually by City staff, provides specific information for defined growth areas, such as King Farm or Town Center, as well as consolidated data for growth areas combined. The assumptions underlying the model can be changed readily to answer a variety of "what-if" queries. The length of time covered by the model provides needed information for decision-making in the annual budget and capital improvements program process.

The first report generated by the model was produced in November 2001 and covered the period FY 2002 – FY 2014. The results of this report were used to set initial spending targets for the Operating Budget and the Capital Improvements Program during the FY 2003 budget development process. The model is expected to be updated internally approximately every other year and presented to the Mayor and Council prior to the annual budget process; no update was prepared for FY 2005. The Long-Range Fiscal Analysis replaces the ten-year Strategic Plan, prepared in FY 1998 and updated the following year. For additional information, please contact the Department of Finance at (240) 314-8400.

Master Plan

The current Master Plan was adopted in November 2002. This document is a tool for guiding and accomplishing the coordinated and harmonious future development of the City. The broad vision of the Master Plan is that Rockville will continue to emphasize the characteristics of a small town, offer an excellent quality of life, provide a responsive government, and have a distinct identity tied to its history. In general, the plan reaffirms the City's commitment to the integrity of neighborhoods, a variety of housing options, Town Center, the environment, open space, parks and recreation, and a multi-modal transportation system. The Master Plan provides:

- A factual basis for making major planning and zoning decisions.
- A guide for planning capital improvements and public services.
- A framework for the creation of detailed neighborhood plans.
- Assistance in coordinating decision-making between public and private interests.

For additional information, please contact the Department of Community Planning and Development Services at (240) 314-8200 or visit the City's Web site, www.rockvillemd.gov.

Summary of Major Policy Documents

— Continued —

Neighborhood Plans

Neighborhood plans integrate local concerns with long-range planning policies and programs at the citywide level. Rockville is divided into 18 planning areas. Neighborhood plans are amendments to the Master Plan that address and expand on the development strategy for each of these planning areas. These plans must comply with the goals and objectives of the Master Plan.

Neighborhood plans typically address major aspects of development:

1. Land use and zoning
2. Housing
3. Circulation (i.e., traffic, mass transit, bicycling/pedestrian issues)
4. Community services and facilities
5. Environment

Major Neighborhood Plans include:

- Twinbrook, adopted February 1982
- East Rockville, adopted March 2004
- Lincoln Park, adopted April 1984 ⁽¹⁾
- Hungerford/New Mark Commons/ Monroe - Lynfield, adopted March 1985
- Westmont (Tower Oaks), adopted March 1985
- Rockville Pike Corridor, adopted April 1989
- West End-Woodley Gardens East/West, adopted September 1989
- Town Center Master Plan, adopted October 2001

⁽¹⁾ *The Lincoln Park Neighborhood Plan is being updated with adoption expected in August 2004.*

For additional information, please contact the Department of Community Planning and Development Services at (240) 314-8200.

Watershed Management Plans

High levels of runoff and urban pollutants from existing development in Rockville exacerbate stream erosion and degrade water quality and aquatic life. To address these problems, management plans have been developed for the City's three watersheds to evaluate stream conditions, identify locations of needed improvements, and recommend CIP projects for stormwater management and stream restoration. Rockville's watershed management plans contribute to the region-wide effort to improve the Chesapeake Bay. Our watershed plans support the goals of the voluntary C2K (Chesapeake Bay Agreement) initiatives, as well as the mandatory TMDL (Total Maximum Daily Loads) requirements imposed through the Clean Water Act. Additionally, our watershed plans are a component of the mandatory NPDES (National Pollutant Discharge Elimination System) requirements, which also is imposed through the Clean Water Act.

The plans evaluate five areas:

1. Natural resource protection and environmental quality
2. Recreation and park preservation needs
3. Neighborhood concerns
4. City infrastructure protection
5. Stormwater management and stream restoration goals

Summary of Major Policy Documents

— Continued —

Watershed Management Plans, continued

The Watershed Management Plans are:

- Cabin John Creek Watershed Management Plan, adopted February 1996
- Rock Creek Watershed Management Plan, adopted April 2000
- Watts Branch Watershed Management Plan, adopted August 2001

These watershed plans are reviewed and updated approximately every ten years. For additional information, please contact the Department of Public Works at (240) 314-8500 or look on the City's Web site under City Projects, www.rockvillemd.gov.

Water and Wastewater System Studies

Rockville's water and wastewater infrastructure is periodically analyzed to look at the ability to provide sufficient capacity for the Master Plan level of development. In 1994, the water system was comprehensively studied to determine deficiencies and develop capital improvement projects to correct the deficiencies. In some cases, the system inadequacies are caused by age and normal deterioration. In most cases, problems are ameliorated by the "cleaning and lining" projects. In other cases, deficiencies develop due to increased levels of development causing the existing infrastructure to be undersized. Typically, these problems are corrected by adding new water lines or increasing the size of the existing water mains. The *1994 Pitometer Water System Study* was augmented in 2000 by a study of the area around the Thomas Farm resulting in additional system improvements and again in 2004 by a study of Town Center. The next comprehensive water system analysis is scheduled for 2006.

Rockville periodically examines its three sewer sheds, Cabin John, Rock Creek, and Watts Branch, to determine what upgrades, if any, are needed to convey sewage associated with projected levels of development. In 2003, a comprehensive, three-year Sanitary Sewer Evaluation Study (SSES) was initiated in Cabin John. This study will determine the location of high levels of infiltration and inflow in the sewer system that can be cost-effectively removed. A portion of the Rock Creek basin is being evaluated. Recommendations are expected in 2005. The Watts Branch sewer shed was studied in 1996, resulting in system improvements that already have been implemented. For additional information, please contact the Department of Public Works at (240) 314-8500 or look on the City's Web site under City Projects, www.rockvillemd.gov.

Environmental Guidelines

Adopted in 1999, the *Environmental Guidelines* establish a comprehensive and cohesive method to protect the City's natural resources during and after the development process. They identify existing natural resources and present various environmental management strategies and criteria to govern development within the City of Rockville. For additional information, please contact the Department of Community Planning and Development Services at (240) 314-8200. This document is posted on the City's Web site, www.rockvillemd.gov.

Directory of Officials and Boards and Commissions

Mayor and Council

Larry Giammo	Mayor	(240) 314-8291
Robert E. Dorsey	Councilmember	(240) 314-8292
John F. Hall, Jr.	Councilmember	(240) 314-8293
Susan R. Hoffmann	Councilmember	(240) 314-8294
Anne M. Robbins	Councilmember	(240) 314-8295

Boards and Commissions

<u>Board or Commission</u>	<u>Chairperson</u>	<u>Staff Liaison</u>	<u>Staff Phone Number</u>
Animal Matters Board	Lucille Roberts	Mike England	(240) 314-8913
Board of Appeals	Roy Deitchman	Castor Chasten	(240) 314-8223
Board of Supervisors of Elections	Doris Ecelbarger	Claire Funkhouser	(240) 314-8280
Compensation Commission	Bridget Newton	Claire Funkhouser	(240) 314-8280
Cultural Arts Commission	John Moser	Betty Wisda	(240) 314-8681
Environment Commission	Faith Klareich	Jim Wasilak	(240) 314-8211
Historic District Commission	Anita Neal Powell	Judy Christensen	(240) 314-8232
Human Rights Commission	Michael Berman	Janet Kelly	(240) 314-8316
Human Services Advisory Commission	Ann Reiss	Mary Lou Jacobs	(240) 314-8303
Landlord-Tenant Affairs Commission	Mary Vaarwerk	Raymond Logan	(240) 314-8320
Personnel Appeals Board	Irving Shapiro	Richard Hajewski	(240) 314-8470
Planning Commission	Frank Hilton	Bob Spalding	(240) 314-8222
Recreation and Park Advisory Board	Vincent Boylan	Burt Hall	(240) 314-8600
Retirement Board	Allen Gorrelick	Donna Boxer	(240) 314-8400
Rockville Housing Enterprises	Wilma Bell	Edward Duffy	(301) 424-8206
Rockville Seniors Inc	Ron Barber	Jill Hall	(240) 314-8802
Rockville Sister City Corporation	David L'Heureux	Chris Heckhaus	(240) 314-8603
Senior Citizens Commission	Ciriaco Gonzales	Lorraine Schack	(240) 314-8812
Sign Review Board	Robert Turner	Linda MacDermid	(240) 314-8242
Traffic and Transportation Commission	Richard Resnick	Larry Marcus	(240) 314-8505

In FY 2003, the Mayor and Council decided that each member of the governing body would serve as a liaison to certain boards and commissions. The following represents the participation of each member of the Mayor and Council:

Mayor Larry Giammo: Planning Commission; Sign Review Board.

Councilmember Robert E. Dorsey: Animal Matters Board; Human Rights Commission; Landlord/Tenant Affairs Commission; Rockville Housing Enterprises.

Councilmember John F. Hall, Jr.: Board of Supervisors of Elections; Environmental Commission; Personnel Appeals Board; Retirement Board; Traffic and Transportation Commission.

Councilmember Susan R. Hoffmann: Board of Appeals; Cultural Arts Commission; Historic District Commission; Recreation and Park Advisory Board; Senior Citizens Commission.

Councilmember Anne M. Robbins: Compensation Commission; Human Services Advisory Commission; Rockville Seniors, Inc.; Rockville Sister City Corporation.

Directory of Management Team

Management Team

Donna J. Boxer	Director of Finance	(240) 314-8400
Michael Q. Cannon	Director of Information and Technology	(240) 314-8162
Arthur D. Chambers	Director of Community Planning and Development Services	(240) 314-8200
Eugene H. Cranor	Director of Public Works	(240) 314-8500
W. Bowman Ferguson	Assistant to the City Manager	(240) 314-8105
Claire F. Funkhouser	City Clerk/Treasurer	(240) 314-8280
Paul T. Glasgow	City Attorney	(240) 314-8150
Neil H. Greenberger	Public Information Manager	(240) 314-8115
Richard J. Hajewski	Director of Personnel	(240) 314-8470
Burton R. Hall	Director of Recreation and Parks	(240) 314-8600
Jennifer Kimball	Assistant to the City Manager	(240) 314-8104
Catherine Tuck Parrish	Acting City Manager	(240) 314-8100
Guerdon H. Stuckey	Director of Neighborhood and Community Services	(240) 314-8300
Terrance N. Treschuk	Chief of Police	(240) 314-8910

Boards and Commissions Descriptions

Animal Matters Board - A four-member body whose members are appointed by the Mayor and Council to serve three-year terms. The Board mediates petitions; provides written recommendations to the Chief of Police; provides education and counseling on responsible ownership, maintenance, and treatment of animals; and provides advice and recommendations to the Mayor and Council on matters related to the care, training, maintenance, and regulation of animals within the City. (Chapter 3, Rockville City Code)

Board of Appeals - A three-member body appointed by the Mayor and Council to serve three-year terms. The Board is charged with the responsibility of hearing and deciding all appeals and applications for variances and special exceptions, as provided for in the Zoning Ordinance of the City of Rockville. (Chapter 25, Rockville City Code)

Board of Supervisors of Elections - A five-member body whose members are appointed by the Mayor and Council to serve four-year terms. The Board is charged with the conduct of all City elections, registration of voters, and the keeping of records in connection with these functions. (Chapter 8, Rockville City Code and Article III, Charter of the City of Rockville)

Compensation Commission - A five-member body whose members are appointed by the Mayor and Council to serve six-year terms. Established in 1994, the Commission is charged with reviewing the compensation of the Mayor and Council every two years and recommending annual compensation for the five elected officials of the City. (Chapter 2, Rockville City Code)

Cultural Arts Commission - An eleven-member body whose members are appointed by the Mayor and Council to serve two-year terms. The Commission is responsible for the encouragement of arts and culture in the City for the benefit of Rockville citizens. In addition, the Commission recommends to the Mayor and Council appropriate programs, activities, and utilization policies of the City facilities to add to the further development of Rockville as a cultural center. (Chapter 4, Rockville City Code)

Environment Commission - A nine-member body with backgrounds in science, the environment, and education, as well as a student member, whose members are appointed by the Mayor and Council to serve three-year terms. The Commission is responsible for a work program that includes recommending policies and procedures relating to the environment, watershed stewardship and protection, and promoting a sustainable community through initiatives related to natural resource management and development, energy efficiency, pollution and public education. (Resolution No. 20-02)

Historic District Commission - A five-member body whose members are appointed by the Mayor and Council to serve three-year terms. The members represent a demonstrated special interest, experience, or knowledge in the fields of architecture, history, preservation, or urban design. The Commission is charged with recommending the boundaries of the districts that are deemed to be of historic or architectural value in the City of Rockville and in reviewing applications for construction or changes in the historic districts. (Chapter 25, Rockville City Code)

Human Rights Commission - An eleven-member body whose members are appointed by the Mayor and Council to serve four-year terms. The Commission provides community mediation to resolve disputes, as well as adjudicate cases of discrimination occurring in the City. Commissioners sponsor training in mediation and organize City events such as the annual Dr. Martin Luther King, Jr. celebration. (Chapter 11, Rockville City Code)

Human Services Advisory Commission - An eleven-member body whose members are appointed by the Mayor and Council to serve three-year terms. The Commission assists the Mayor and Council in deciding appropriate City roles in human services; conducting an annual assessment of critical human service needs and developing recommendations on whether resources should be reallocated to meet these needs; exploring ways to develop new or enhanced services in areas identified as serious problems; and participating in oversight and evaluation activities to ensure accountability and cost-effectiveness of City and outside providers of human services. (Resolution No. 3-97)

Boards and Commissions Descriptions

— Continued —

Landlord-Tenant Affairs Commission - A seven-member body whose members are appointed by the Mayor and Council to serve three-year terms. The Commission provides a forum for adjudicating differences or disputes between landlords and tenants. (Chapter 18, Rockville City Code)

Personnel Appeals Board - A three-member body whose members are appointed by the Mayor and Council to serve four-year terms. The Board is charged with hearing appeals filed by employees of the City of Rockville in cases of suspension, demotion, or dismissal action taken by the City Manager for disciplinary reasons. (Chapter 15, Rockville City Code)

Planning Commission - A seven-member body whose members are appointed by the Mayor and Council to serve five-year terms. The Commission is charged with formulating and revising a Master Plan for the City of Rockville. The Commission also reviews and makes recommendations to the Mayor and Council on applications for Map and Text Amendments; reviews and makes recommendations to the Board of Appeals on all Special Exception Applications; reviews and decides on applications for use permits; reviews and approves all subdivision plans; and initiates and conducts such other planning studies and functions as are necessary in the overall planning operation of the City. (Chapter 25, Rockville City Code)

Recreation and Park Advisory Board - A nine-member body whose members are appointed by the Mayor and Council to serve two-year terms. The Board is charged with encouraging the development of desirable recreation and park facilities in the City and recommending those programs for young people and adults that suitably reflect the needs of the citizens. One board member position is filled by a youth. (Chapter 14, Rockville City Code)

Retirement Board - A seven-member body whose members are appointed by the Mayor and Council to serve two-year terms. The Board exists for the purpose of generally directing the affairs of the City's retirement system and reviewing its investment policy. (Chapter 15, Rockville City Code)

Rockville Seniors Inc (RSI) - This eleven-member non-profit corporation was created by the Mayor and Council for the purpose of ensuring that the quality of life for all Rockville senior citizens is improved through the properly supported Rockville Senior Center. The corporation does this by generating positive interest from the community to raise funds to maintain and improve the Rockville Senior Center.

Rockville Sister City Corporation - This thirteen-member non-profit corporation was organized to support educational and charitable programs and to provide a continuing relationship between the citizens of Rockville and of Pinneberg, Germany.

Senior Citizens Commission - A nine-member body whose members are appointed by the Mayor and Council to serve three-year terms. The Commission is charged with proposing programs, activities, and legislation to meet the needs of senior citizens in Rockville and with conducting studies necessary to determine those needs. (Resolution Nos. 62-69, 21-70, and 30-73)

Sign Review Board - A four-member body whose members are appointed by the Mayor and Council to serve three-year terms. The Board reviews applications for sign permits and may grant modifications from sign regulations where applicable. (Chapter 25, Rockville City Code)

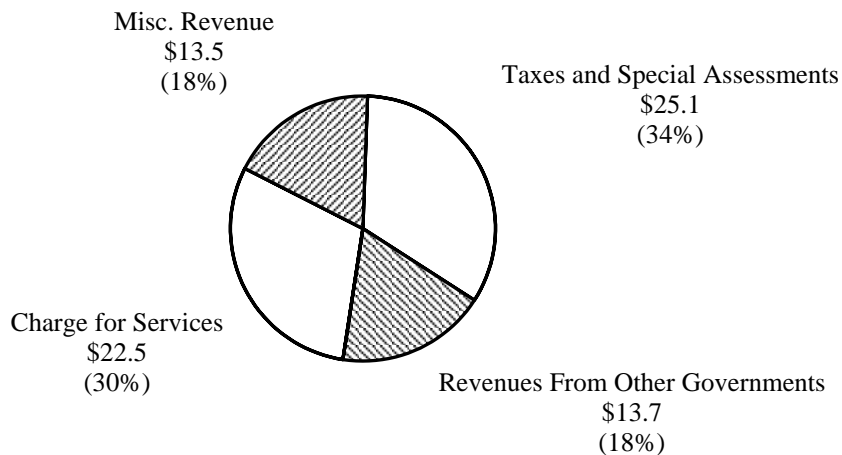
Traffic and Transportation Commission - A nine-member body appointed by the Mayor and Council to serve two-year terms. The purpose of the Commission is to advise the Mayor and Council and the Planning Commission on all traffic matters in the City and to make appropriate recommendations. (Resolution Nos. 28-72 and 3-76)

FY 2002-FY 2005 All Funds Summary

This table represents a financial summary of all of the operating fund revenues that comprise the City's financial accounting system. A fund, the separate accounting entity created to track specific revenue and expenditure activity, is the basic component of governmental finance. Below is a graphic summary of the all funds revenues.

All Funds Revenues:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Taxes/Special Assessments	\$20,388,963	\$21,496,983	\$23,261,000	\$25,114,000	7.97%
Licenses, Permits, and Fees	2,952,296	2,791,366	1,924,150	2,011,500	4.54%
Revenue-Other Governments	13,356,309	13,484,553	12,998,244	13,745,322	5.75%
Charges for Services	19,600,756	19,349,949	20,878,125	22,425,844	7.41%
Fines and Forfeitures	8,443	439,931	1,004,451	1,123,954	11.90%
Use of Money and Property	1,046,931	971,749	914,154	920,685	0.71%
Other Revenue	6,917,786	5,519,517	5,444,588	6,204,206	13.95%
Appropriated Fund Balance	<u>0</u>	<u>0</u>	<u>3,765,185</u>	<u>3,353,497</u>	<u>-10.93%</u>
Total Revenues	<u>\$64,271,484</u>	<u>\$64,054,048</u>	<u>\$70,189,897</u>	<u>\$74,899,008</u>	<u>6.71%</u>

Total All Funds Revenues of \$74,899,008 (Chart is in millions)



Misc. Revenue includes: Licenses, Permits, and Fees \$2.0 million or 3%; Fines and Forfeitures \$1.1 million or 2%; Use of Money and Property \$0.9 million or 1%; Other Revenue \$6.2 million or 8%; and Appropriated Fund Balance/Retained Earnings \$3.4 million or 4%.

FY 2002-FY 2005 All Funds Summary

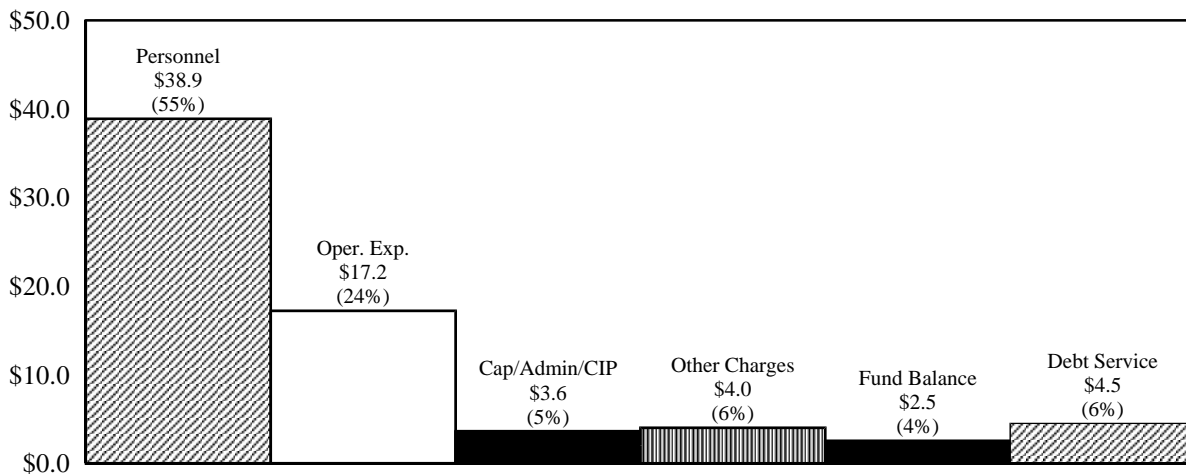
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This table represents a financial summary of all of the operating fund expenditures that comprise the City's financial accounting system. A fund, the separate accounting entity created to track specific revenue and expenditure activity, is the basic component of governmental finance. Below is a graphic summary of the all funds expenditures.

All Funds Expenditures:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$31,023,948	\$33,945,929	\$36,515,961	\$38,883,472	6.48%
Operating Expenditures	13,114,060	13,653,583	16,968,350	16,817,390	-0.89%
Capital Outlays	1,117,365	635,098	1,078,931	1,300,272	20.51%
Administrative Charges	1,203,285	1,231,384	1,293,327	1,382,127	6.87%
Other Charges	3,268,683	3,869,406	4,015,648	3,948,132	-1.68%
Contributions to CIP	4,700,000	2,991,248	1,299,000	1,185,496	-8.74%
Add. Fund Bal./Net Assets	0	0	1,624,233	2,356,914	45.11%
Debt Service	<u>4,737,079</u>	<u>3,929,015</u>	<u>3,762,218</u>	<u>4,691,631</u>	<u>24.70%</u>
Subtotal	\$59,164,420	\$60,255,663	\$66,557,668	\$70,565,434	6.02%
Debt Service Fund ⁽¹⁾	<u>3,238,190</u>	<u>2,836,345</u>	<u>3,632,229</u>	<u>4,333,574</u>	<u>19.31%</u>
Total Expenditures	<u>\$62,402,610</u>	<u>\$63,092,008</u>	<u>\$70,189,897</u>	<u>\$74,899,008</u>	<u>6.71%</u>

⁽¹⁾ The Debt Service Fund receives transfers from other funds to pay off general obligation bonds. Since these transfers are already counted as debt service expenditures in originating funds, there is essentially a double-counting effect when the Debt Service Fund records the same expenditures. For this reason, the Debt Service Fund is isolated

Total All Funds Expenditures of \$74,899,008 (Chart is in millions)



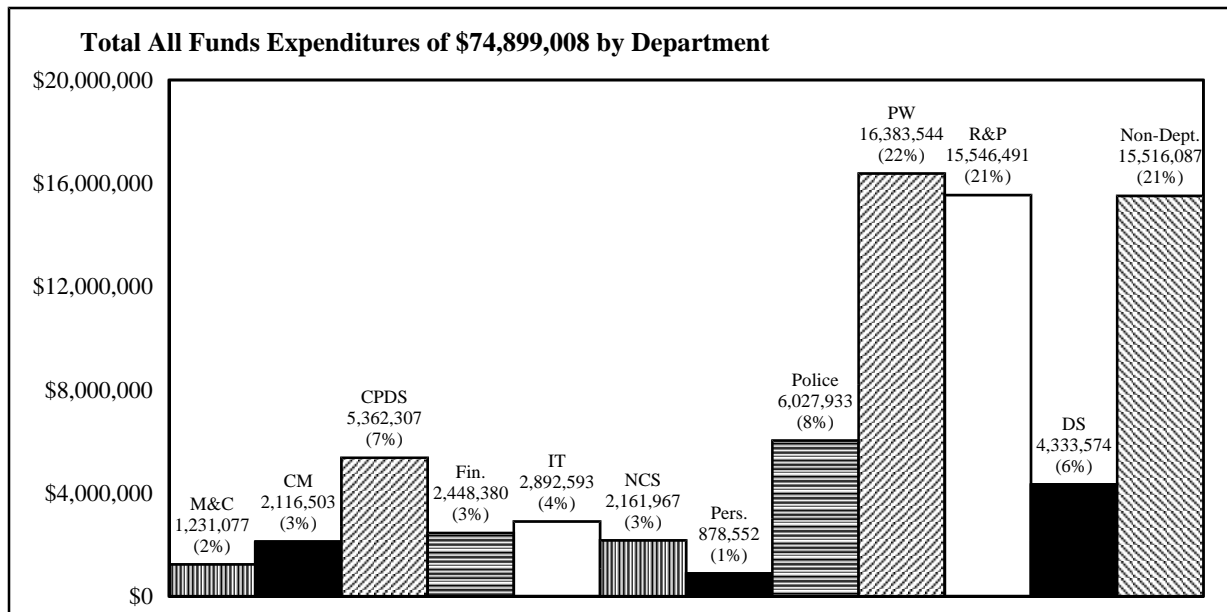
Note: The Debt Service Fund receives transfers from other funds to pay off general obligation bonds. Since these transfers are already listed as Debt Service expenditures within originating funds, there is essentially a double-counting effect when the Debt Service Fund records the same expenditure. For this reason, the Debt Service Fund amount of \$4,333,574 is not included in this graph.

FY 2002-FY 2005 All Funds Summary by Department

The table below summarizes the budgets, by department, for all funds combined.

All Funds Expenditures by Department:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Mayor and Council	\$1,294,185	\$1,184,345	\$1,338,640	\$1,231,077	-8.04%
City Manager	1,835,755	2,002,839	2,059,807	2,116,503	2.75%
Community Plan./Devel.	3,113,290	3,335,861	4,108,545	5,362,307	30.52%
Finance	1,958,695	2,120,632	2,272,310	2,448,380	7.75%
Information and Technology	2,822,652	2,692,000	3,076,605	2,892,593	-5.98%
Neighborhood/Comm. Serv.	1,548,399	1,824,538	2,076,442	2,161,967	4.12%
Personnel	820,655	811,520	870,350	878,552	0.94%
Police	4,568,666	4,982,772	5,565,112	6,027,933	8.32%
Public Works	12,888,852	14,083,966	15,902,045	16,383,544	3.03%
Recreation and Parks	13,211,982	13,926,119	14,922,658	15,546,491	4.18%
Non-Departmental	<u>15,101,289</u>	<u>13,291,071</u>	<u>14,365,154</u>	<u>15,516,087</u>	<u>8.01%</u>
Subtotal	\$59,164,420	\$60,255,663	\$66,557,668	\$70,565,434	6.02%
Debt Service Fund ⁽¹⁾	<u>3,238,190</u>	<u>2,836,345</u>	<u>3,632,229</u>	<u>4,333,574</u>	<u>19.31%</u>
Totals by Department	<u>\$62,402,610</u>	<u>\$63,092,008</u>	<u>\$70,189,897</u>	<u>\$74,899,008</u>	<u>6.71%</u>

⁽¹⁾ The Debt Service Fund receives transfers from other funds to pay off general obligation bonds. Since these transfers are already counted as debt service expenditures in originating funds, there is essentially a double-counting effect when the Debt Service Fund records the same expenditures. For this reason, the Debt Service Fund is isolated.



FY 2005 Departments by Fund Type

The chart below shows the relationship between the departments within the City's organization and the different fund types within the City's financial structure.

Department	General Fund	Total %	Enterprise Funds ⁽¹⁾	Total %	Special Revenue Funds ⁽²⁾	Total %	Department Total	Total %
Mayor/Council	\$1,211,077	2.47%	\$20,000	0.10%	\$0	0.00%	\$1,231,077	1.74%
City Manager	2,116,503	4.33%	0	0.00%	0	0.00%	2,116,503	3.00%
Comm Planning	4,589,425	9.38%	0	0.00%	772,882	62.85%	5,362,307	7.60%
Finance	1,604,872	3.28%	843,508	4.13%	0	0.00%	2,448,380	3.47%
Information/Tech	2,892,593	5.91%	0	0.00%	0	0.00%	2,892,593	4.10%
Neighborhood Services	2,073,287	4.24%	0	0.00%	88,680	7.21%	2,161,967	3.06%
Personnel	878,552	1.80%	0	0.00%	0	0.00%	878,552	1.25%
Police	5,924,488	12.11%	103,445	0.51%	0	0.00%	6,027,933	8.54%
Public Works	5,533,419	11.31%	10,850,125	53.19%	0	0.00%	16,383,544	23.22%
Recreation/Parks	14,046,642	28.70%	1,131,665	5.55%	368,184	29.94%	15,546,491	22.03%
Non-Departmental	4,232,054	8.65%	6,592,402	32.32%	0	0.00%	10,884,456	15.42%
Debt Service	<u>3,833,133</u>	<u>7.83%</u>	<u>858,498</u>	<u>4.21%</u>	<u>0</u>	<u>0.00%</u>	<u>4,691,631</u>	<u>6.65%</u>
Subtotal	\$48,936,045	100.00%	\$20,399,643	100.00%	\$1,229,746	100.00%	\$70,565,434	100.00%
					Debt Service Fund ⁽³⁾		<u>4,333,574</u>	
					Total All Funds By Department		<u>\$74,899,008</u>	

⁽¹⁾ Enterprise Funds are designed to operate self-sufficiently through charges to customers. These funds include the Water, Sewer, Refuse, Parking, Stormwater Management, and RedGate Golf Course Funds.

⁽²⁾ The Special Revenue Funds are supported by specially restricted revenues and by general tax revenues. These funds include the Special Activities and Community Development Block Grant Funds.

⁽³⁾ The Debt Service Fund receives transfers from other funds to pay off general obligation bonds. Since these transfers are already counted as debt service expenditures in the originating funds, there is essentially a double-counting effect when the Debt Service Fund records the same expenditures. For this reason, the Debt Service Fund is isolated.

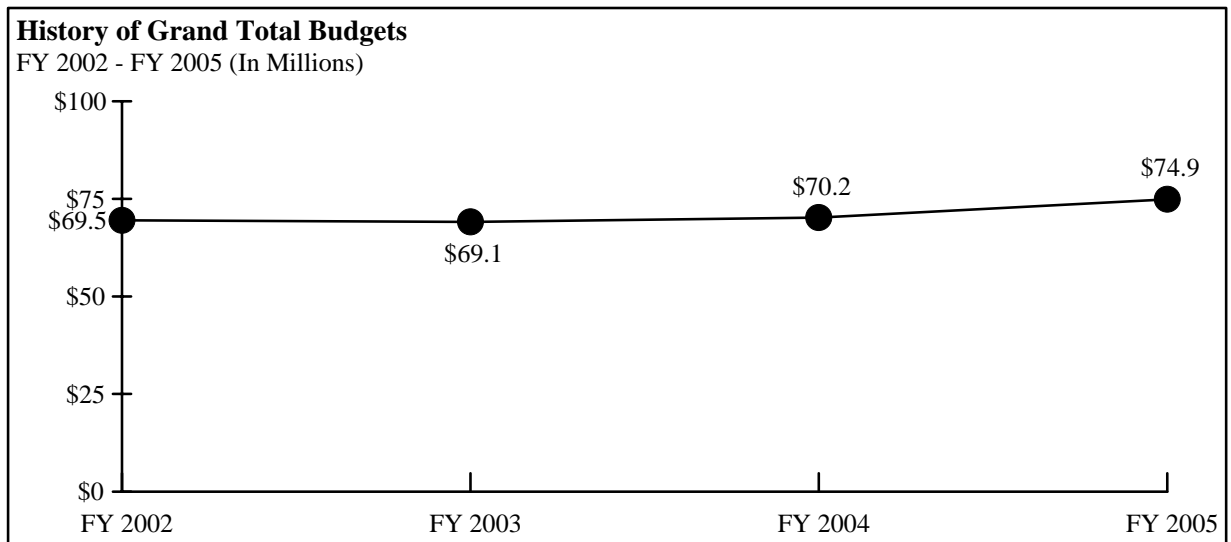
History of Budgeted and Actual Expenditures by Fund FY 2002 – FY 2005

The chart below provides a historical look at the budget versus actual expenditures for each of the City's funds. The FY 2004 Modified column reflects the budget as it was presented to the Mayor and Council in May 2004. The last column shows the percent change between the FY 2002 budget and FY 2005 budget.

Fund	FY 2002 Actual	FY 2002 Budget	FY 2003 Actual	FY 2003 Budget	FY 2004 Modified	FY 2005 Adopted	FY 2002- FY 2005 Change
General	\$43,844,591	\$45,939,045	\$44,128,944	\$46,278,564	\$45,739,898	\$48,936,045	6.52%
Water Facility	4,176,821	4,226,326	4,508,423	4,509,194	5,010,626	5,041,288	19.28%
Sewer	3,999,118	5,555,457	4,467,109	5,548,927	6,170,518	6,620,494	19.17%
Refuse	3,996,395	4,222,208	4,400,509	4,400,640	4,785,470	5,133,008	21.57%
Property Mgmt ⁽¹⁾	0	14,100	0	13,225	148,027	0	-100.00%
Parking	198,580	522,218	63,860	284,920	906,869	1,050,654	101.19%
SWM	681,515	1,288,667	682,749	1,063,922	1,108,274	1,097,369	-14.84%
Golf Course	1,369,296	1,416,798	1,331,337	1,538,941	1,389,936	1,456,830	2.83%
Special Activities	379,702	896,319	271,375	595,735	465,030	456,864	-49.03%
CDBG	518,402	805,998	401,357	820,138	833,020	772,882	-4.11%
Debt Service	<u>3,238,190</u>	<u>4,634,144</u>	<u>2,836,345</u>	<u>4,083,737</u>	<u>3,632,229</u>	<u>4,333,574</u>	<u>-6.49%</u>
Grand Total	<u>\$62,402,610</u>	<u>\$69,521,280</u>	<u>\$63,092,008</u>	<u>\$69,137,943</u>	<u>\$70,189,897</u>	<u>\$74,899,008</u>	<u>7.74%</u>

⁽¹⁾ The Property Management Fund was closed in FY 2004.

The graph below compares the grand total budgets for all funds combined from FY 2002 – FY 2005.



FY 2004-FY 2005 Budget Comparison by Fund

The following table compares the FY 2004 modified budget to the FY 2005 proposed budget for all funds.

Fund	FY 2004 ⁽¹⁾ Modified	FY 2005 Adopted	FY 2004–2005 Change
General	\$45,739,898	\$48,936,045	6.99%
Water Facility	5,010,626	5,041,288	0.61%
Sewer	6,170,518	6,620,494	7.29%
Refuse	4,785,470	5,133,008	7.26%
Property Management ⁽²⁾	148,027	0	-100.00%
Parking	906,869	1,050,654	15.86%
Stormwater Management	1,108,274	1,097,369	-0.98%
RedGate Golf Course	1,389,936	1,456,830	4.81%
Special Activities	465,030	456,864	-1.76%
Community Development Block Grant	<u>833,020</u>	<u>772,882</u>	<u>-7.22%</u>
Subtotal	\$66,557,668	\$70,565,434	6.02%
Debt Service ⁽³⁾	<u>3,632,229</u>	<u>4,333,574</u>	<u>19.31%</u>
Grand Total	<u>\$70,189,897</u>	<u>\$74,899,008</u>	<u>6.71%</u>

⁽¹⁾ These totals reflect the FY 2004 budget as presented to the Mayor and Council in May 2004 and include the reappropriation of prior year encumbrances and other adjustments.

⁽²⁾ The Property Management Fund was closed during FY 2004.

⁽³⁾ The Debt Service Fund receives transfers from other Funds to pay off general obligation bonds. Since these transfers are already listed as Debt Service expenditures within originating funds, there is essentially a double counting when the Debt Service Fund records the same expenditures. For this reason, the Debt Service Fund is isolated.

FY 2004 Budget Versus Modified

Modifications to the budget are typically needed to reflect new grants, changes to revenue estimates, and encumbrances rolled over from FY 2003 to FY 2004. The total of all the modifications between the budget adopted in June 2003 and the budget presented in May 2004 is reflected below under the heading FY 2004 Adjustments.

Fund	FY 2004 Budget (June 2003)	FY 2004 Adjustments	FY 2004 Modified (May 2004)
General	\$45,182,713	\$557,185	\$45,739,898
Water Facility	5,001,789	8,837	5,010,626
Sewer	6,170,518	0	6,170,518
Refuse	4,785,470	0	4,785,470
Property Management	148,027	0	148,027
Parking	906,869	0	906,869
Stormwater Management	908,274	200,000	1,108,274
RedGate Golf Course	1,376,846	13,090	1,389,936
Special Activities	383,844	81,186	465,030
Community Development Block Grant	<u>760,000</u>	<u>73,020</u>	<u>833,020</u>
Subtotal	\$65,624,350	\$933,318	\$66,557,668
Debt Service ⁽¹⁾	<u>4,125,208</u>	<u>-492,979</u>	<u>3,632,229</u>
Grand Total	<u>\$69,749,558</u>	<u>\$440,339</u>	<u>\$70,189,897</u>

⁽¹⁾ *The Debt Service Fund receives transfers from other funds to pay off general obligation bonds. Since these transfers are already listed as Debt Service expenditures within originating funds, there is essentially a double counting when the Debt Service Fund records the same expenditures. For this reason, the Debt Service Fund is isolated.*

Statement of Projected Unreserved Equity in City Funds

The schedule below depicts the anticipated beginning and ending unreserved fund balance (or, in the case of an enterprise fund, net assets) for each of the City's 11 funds. Unreserved fund balance is the accumulated total of all prior years' actual revenues in excess of expenditures, commonly referred to as "surplus." It has not been committed or "reserved" for encumbrances, self-insurance, or other purposes. Fund balance and net assets are a result of using Generally Accepted Accounting Principles. The projected year-end fund balance of \$7,510,011 in the General Fund amounts to 15.8 percent of annual revenue, in accordance with the approved fiscal policies.

Fund	Projected Undesignated Fund Balance June 30, 2004	Plus Projected Revenues FY 2005	Less Projected Expenditures FY 2005	Projected Undesignated Fund Balance June 30, 2005	FY 2004-2005 Change
General	\$7,010,011	\$48,936,045	\$48,436,045	\$7,510,011	7.1%
Water Facility ⁽¹⁾	5,196,725	4,914,359	5,041,288	5,069,796	-2.4%
Sewer ⁽¹⁾	7,350,209	6,620,494	5,330,910	8,639,793	17.5%
Refuse ⁽¹⁾	120,850	4,558,174	5,133,008	(453,984)	-475.7%
Parking ⁽¹⁾	1,043,170	1,050,654	256,653	1,837,171	76.1%
Stormwater Management ⁽¹⁾	9,498,656	540,362	1,097,369	8,941,649	-5.9%
RedGate Golf Course ⁽¹⁾	(350,084)	1,407,540	1,456,830	(399,374)	-14.1%
Special Activities	328,534	128,330	456,864	0	-100.0%
Comm. Devel. Block Grant	0	772,882	772,882	0	0.00%
Debt Service	3,492,890	16,731,499	16,835,894	3,388,495	-3.0%
Capital Projects	<u>694,346</u>	<u>46,557,731</u>	<u>47,376,678</u>	<u>(124,601)</u>	<u>-117.9%</u>
Grand Total	<u>\$34,385,307</u>	<u>\$132,218,070</u>	<u>\$132,194,421</u>	<u>\$34,408,956</u>	<u>0.1%</u>

(1) Fund Balance in these Enterprise Funds is referred to as "Net Assets." The amounts shown above are a new category called "Unrestricted Net Assets." Total Net Assets compared to Unrestricted Net Assets as of 6/30/03 were as follows:

	Total Net Assets	Unrestricted Net Assets
Water Fund	\$16,077,105	\$ 5,757,539
Sewer Fund	23,638,320	6,360,047
Refuse Fund	1,269,238	808,376
Parking Fund	1,029,873	704,821
Stormwater Management Fund	13,635,792	10,022,559
RedGate Golf Course Fund	1,938,618	(335,356)

Statement of Projected Cash in City Funds

The schedule below depicts the anticipated beginning and ending cash balances for each of the City's 11 funds. This schedule differs from the schedule on the facing page (which depicts unreserved fund balance or net assets). The cash balances reflected below are the projected balances in the cash and investment accounts of the City as of fiscal year end. Fund balance (or net assets for the enterprise funds) is the difference between all assets and liabilities for each fund and is calculated in accordance with Generally Accepted Accounting Principles (GAAP) for governmental entities. Fund balance can differ from cash balance because cash not yet received (receivables) or cash owed to others (payables or other liabilities) is reflected differently. Depreciation expense for capital items also creates differences between cash and fund balance. The projected cash balances at year end reflect assumptions about when cash will be dispersed or received; funds for capital improvements projects are appropriated in the year that contracts are signed, even though expenditures for large projects may occur over a multi-year period.

Fund	Projected Cash Balance June 30, 2004	Plus Projected Cash In FY 2005	Less Projected Cash Out FY 2005	Projected Cash Balance June 30, 2005	FY 2004-2005 Change
General	\$10,591,331	\$47,699,049	\$48,936,045	\$9,354,335	-11.7%
Water Facility	903,365	9,706,826	8,121,614	2,488,577	175.5%
Sewer	2,747,524	8,664,535	9,982,987	1,429,072	-48.0%
Refuse	(572,002)	4,787,142	5,027,010	(811,870)	-41.9%
Parking ⁽¹⁾	4,588,729	26,240,793	28,479,435	2,350,087	-48.8%
Stormwater Management	9,357,457	892,912	1,992,177	8,258,192	-11.75%
RedGate Golf Course ⁽²⁾	(382,810)	1,407,540	1,396,585	(371,855)	2.9%
Special Activities	328,534	128,330	456,864	0	-100.0%
Comm. Development Block Grant	0	772,882	772,882	0	0.0%
Debt Service	3,906,793	16,781,499	16,885,893	3,802,399	-2.7%
Capital Projects ⁽³⁾	<u>(1,188,018)</u>	<u>45,434,648</u>	<u>47,376,678</u>	<u>(3,130,048)</u>	<u>-163.5%</u>
Grand Total	<u>\$30,280,903</u>	<u>\$162,516,156</u>	<u>\$169,428,170</u>	<u>\$23,368,889</u>	<u>-22.8%</u>

(1) Based on adopted operating budget and an estimate of capital expenditures and debt issuance for the parking garages during FY 2005.

(2) Reflects investment in carts that will be paid back over a multi-year period as revenue is received.

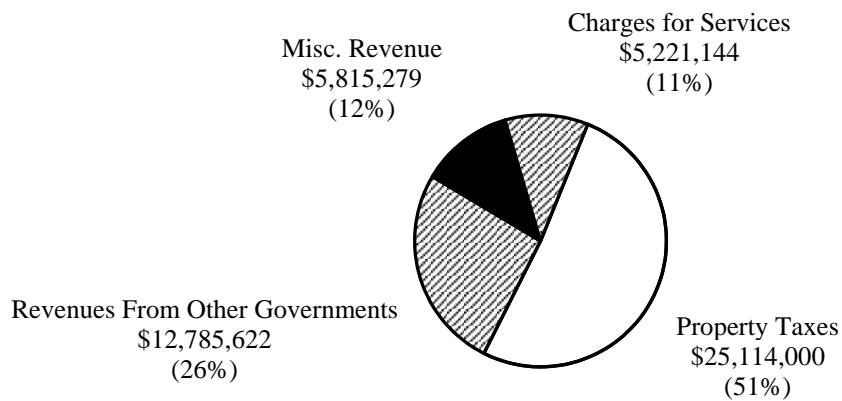
(3) Reflects Federal funds of \$3.23 million owed at 6/30/04 and \$4.35 million owed at 6/30/05.

General Fund Revenues, All Sources, FY 2002 - FY 2005

Total FY 2005 General Fund revenues are budgeted at \$48,936,045, a 7.6 percent increase over the modified FY 2004 budget, net of the appropriated fund balance. The FY 2004 modified budget column represents the budget appropriation presented to the Mayor and Council in May 2004. The chart below compares revenues by source from FY 2002 – FY 2005. The pages that follow provide detailed information on the City’s major General Fund revenue sources and comparative data by source for all General Fund revenue.

General Fund Revenues (all sources):	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Property Taxes	\$20,388,964	\$21,496,983	\$23,261,000	\$25,114,000	7.97%
Licenses and Permits	2,095,586	2,360,680	1,674,150	1,811,500	8.20%
Revenue from Other Gov’ts	12,641,913	12,845,634	11,800,406	12,785,622	8.35%
Charges for Services	5,271,444	4,828,296	5,061,031	5,221,144	3.16%
Fines and Forfeitures	8,443	157,787	387,400	610,000	57.46%
Use of Money and Property	464,008	269,260	227,922	290,900	27.63%
Other Revenue	1,401,964	1,435,735	1,807,795	1,768,333	-2.18%
Appropriated Fund Balance	<u>0</u>	<u>0</u>	<u>1,520,194</u>	<u>1,334,546</u>	<u>-12.21%</u>
Total Revenues/Fund Bal.	<u>\$42,272,322</u>	<u>\$43,394,375</u>	<u>\$45,739,898</u>	<u>\$48,936,045</u>	<u>6.99%</u>

Total General Fund Revenue of \$48,936,045



Misc. Revenue includes: Licenses and Permits \$1,811,500 or 4%; Fines and Forfeitures \$610,000 or 1%; Use of Money and Property \$290,900 or less than 1%; Other Revenues \$1,768,333 or 4%; and Appropriated Fund Balance \$1,334,546 or 3%.

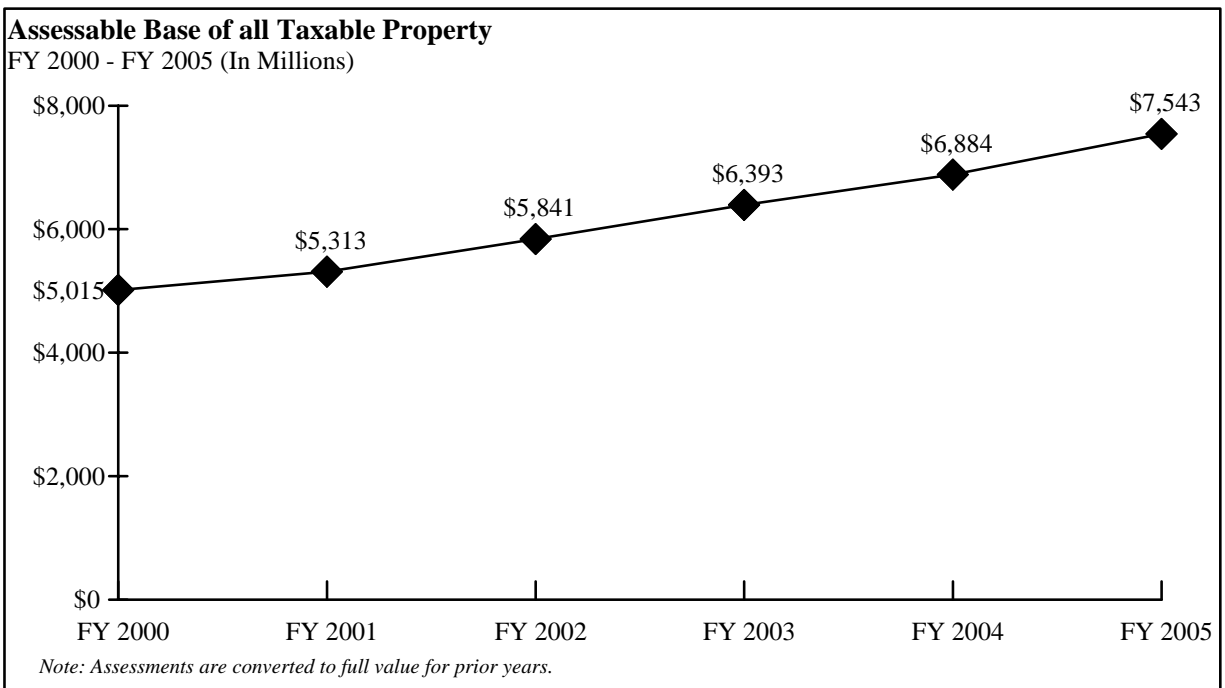
General Fund Revenues, Detail of Major Revenue Sources

Property Taxes – General

This category of revenue consists of taxes on the assessed value of real estate (including land, structures, and improvements) and taxes on the assessed value of inventory, furniture, and fixtures of business establishments. The tax rate is the amount levied per \$100 of assessed value, as determined by the State of Maryland Department of Assessments and Taxation. The Mayor and Council establish the tax rate each year in order to finance General Fund activities. In FY 2005, property taxes constitute 53 percent of the City's General Fund budget, net of appropriated fund balance.

The assessable base of all taxable property fluctuates because of changes to the fair cash value of the existing base or because of the addition of new residential or commercial properties. The current projected increase in the tax base is fueled by a combination of development activities and reassessments of existing property.

In Maryland, real property is reassessed every three years. Any increases to the assessed value are phased in over a three-year period and homeowners are further protected by a cap that limits the increase in any one year to 10 percent of the current assessed value.



General Fund Revenues, Detail of Major Revenue Sources

— Continued —

Property Taxes – Full Value Assessments

As the result of a change to State law, all real property in the City is assessed at 100 percent of value, beginning in FY 2002, rather than the 40 percent assessment rate used prior to FY 2002. For comparative purposes, assessment levels and tax rates for real property in prior years have been restated at their equivalent full value.

Personal property has always been assessed at full value. State law now specifies that personal property shall be taxed at 2.5 times the real property rate ($\$0.322 \times 2.5 = \0.805).

Real Property Tax Rate per \$100 of Assessed Value FY 1996 – FY 2005 (Restated at equivalent full value)

FY 1996 = \$0.328	FY 2001 = \$0.322
FY 1997 = \$0.328	FY 2002 = \$0.322
FY 1998 = \$0.328	FY 2003 = \$0.322
FY 1999 = \$0.326	FY 2004 = \$0.322
FY 2000 = \$0.322	FY 2005 = \$0.322

Personal Property Tax Rate per \$100 of Assessed Value FY 1996 – FY 2005

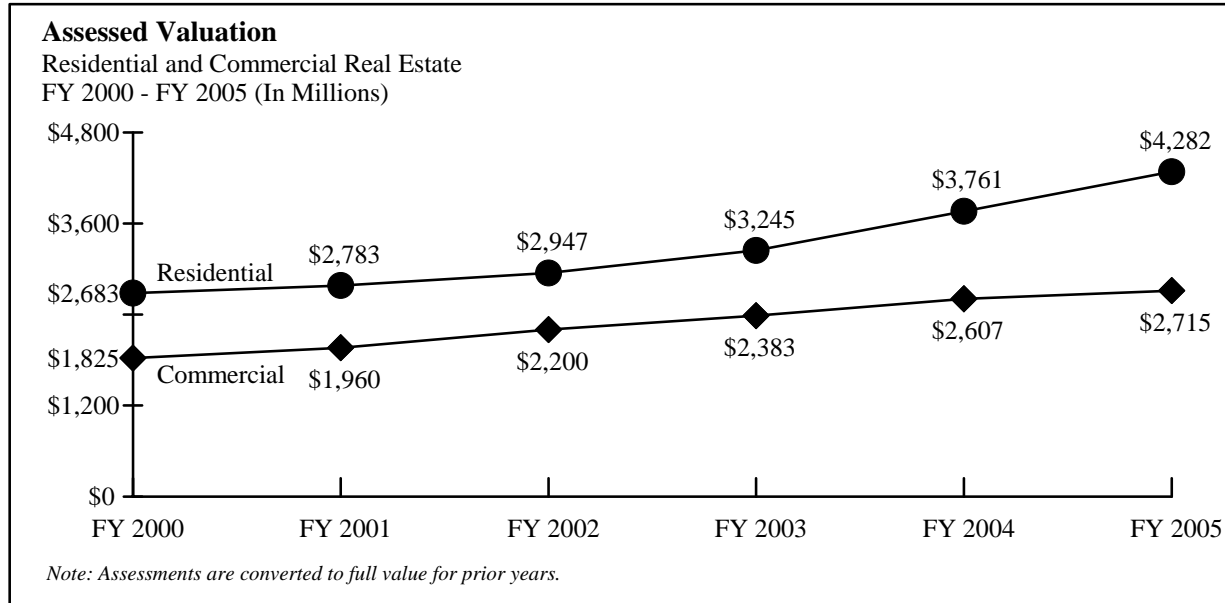
FY 1996 = \$0.82	FY 2001 = \$0.805
FY 1997 = \$0.82	FY 2002 = \$0.805
FY 1998 = \$0.82	FY 2003 = \$0.805
FY 1999 = \$0.815	FY 2004 = \$0.805
FY 2000 = \$0.815	FY 2005 = \$0.805

General Fund Revenues, Detail of Major Revenue Sources

— Continued —

Taxes on Real Property

This category of property taxes represents taxes on the assessed value of real property, which includes land, structures, and improvements. Real property taxes are levied on both residential and commercial real estate. In FY 2005, real property taxes constitute 46.0 percent of the General Fund budget, net of appropriated fund balance.



Assessed Value of Real Property History, Projections, and Percent Change for FY 2000-FY 2005:

FY 2000 Estimate ⁽¹⁾	\$4,603,057,145	5.21%
FY 2001 Actual	\$4,881,473,288	6.05%
FY 2002 Actual	\$5,365,409,658	9.91%
FY 2003 Actual	\$5,921,959,542	10.37%
FY 2004 Estimate	\$6,493,697,163	9.65%
FY 2005 Budget	\$7,142,637,787	9.99%

⁽¹⁾ The FY 2000 information was not provided by Montgomery County as a result of the implementation of their new tax billing system.

Assumptions:

The FY 2005 budget for taxes on real property is based on the following information sources and assumptions:

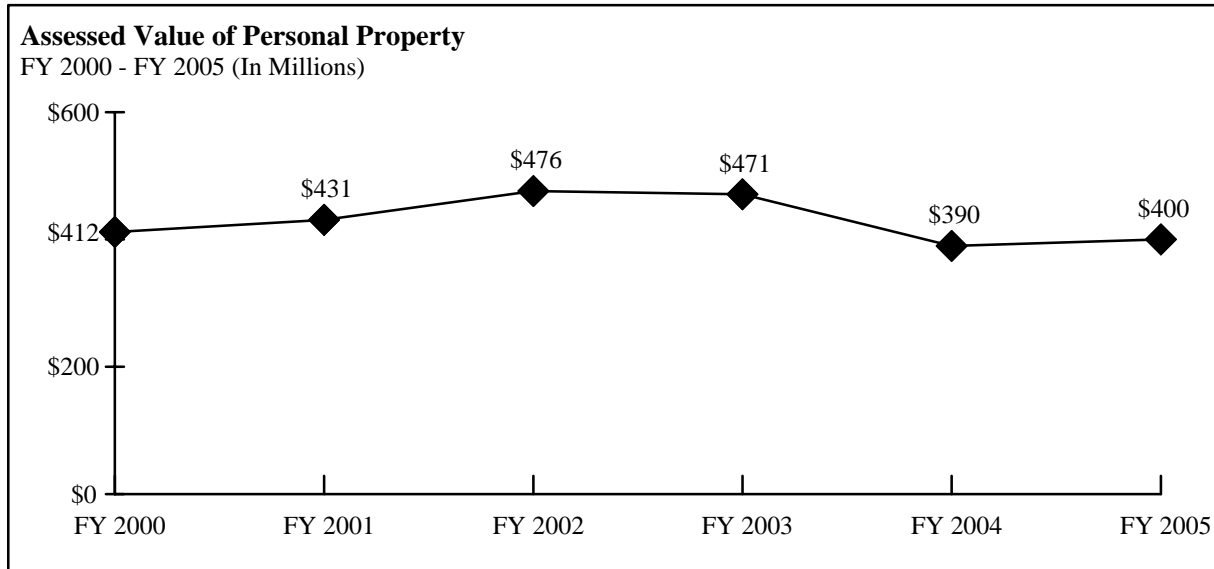
- The calculation of the assessed value begins with an estimate prepared by the State of Maryland of the assessed value of all property that will be on the tax rolls as of the beginning of the City's FY 2005, based on assessments conducted as of January 1, 2004.
- The City's estimate of the amount of residential and commercial development that would be completed and assessed during the remainder of FY 2004 and throughout FY 2005 at the King Farm and Fallsgrove developments, in Town Center, and at various infill sites is added to this base amount. The projection assumes the addition of the following new property during FY 2005: 637,992 square feet of commercial space, 514 multi-family units, 69 single family dwellings, and 275 townhouses.
- The estimate of tax revenue is based on multiplying the assessed value times the tax rate, taking into consideration when during the year the tax on new property is levied, the impact of appeals and late payments, and the possibility of less than anticipated growth.
- The classification of assessed value into residential and commercial categories is only provided at the beginning of the tax year and does not include new property added during the year.

General Fund Revenues, Detail of Major Revenue Sources

— Continued —

Taxes on Personal Property

The Personal Property category consists of taxes on the value of inventory, furniture, and fixtures of commercial establishments, both incorporated and unincorporated. In FY 2005, personal property taxes constitute 6.7 percent of the City's General Fund budget, net of appropriated fund balance.



Assessed Value of Personal Property History, Projections, and Percent Change for FY 2000-FY 2005:

FY 2000 Estimate ⁽¹⁾	\$411,871,570	0.64%
FY 2001 Actual	\$431,263,580	4.71%
FY 2002 Actual	\$475,731,730	10.31%
FY 2003 Actual	\$471,400,091	-0.91%
FY 2004 Estimate	\$390,252,000	-17.21%
FY 2005 Budget	\$400,000,000	2.50%

⁽¹⁾ The FY 2000 information was not provided by Montgomery County as a result of the implementation of their new tax billing system.

Assumptions:

The projection is based on an estimate of FY 2004 billings from the State Department of Assessments and Taxation. As a result of low investment by businesses in calendar year 2002 (2002 tax filings are certified by the State during FY 2004), the personal property tax has declined by five to six percent statewide. The drop in Rockville receipts is projected to be much steeper because of the number of high-tech businesses that depreciate their equipment on an accelerated schedule; as a result, a decrease in new investment has a larger impact. The impact of appeals, late payments, and the collection rate is taken into consideration in the estimate.

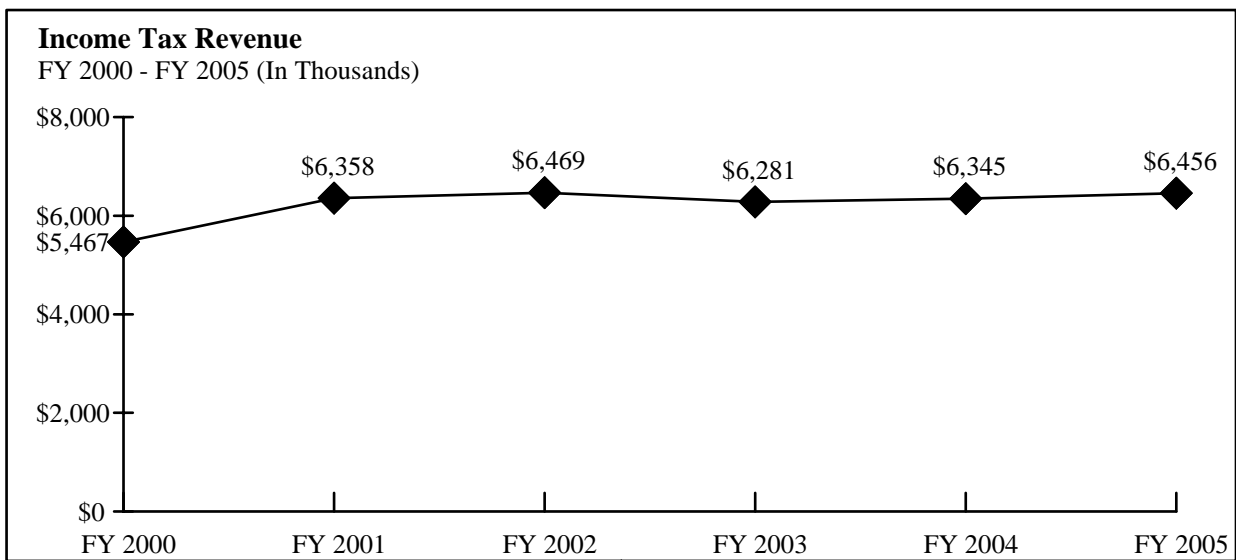
General Fund Revenues, Detail of Major Revenue Sources

— Continued —

Income Tax Revenue

This category of revenue consists of the City's share of income taxes received by the State of Maryland for returns filed from Rockville. Revenue from income tax payments increased substantially between FY 1997 and FY 2001, as the result of employment growth, population growth, and growth in income from capital gains. In FY 2005, income taxes constitute 13.7 percent of the City's General Fund budget, net of appropriation of fund balance. The income tax is the second largest source of revenue to the General Fund, and is expected to equal about 26 percent of the property tax in FY 2005.

Maryland counties are able to impose an income tax that is separate from the State income tax. Municipalities receive only a portion of the county tax collected returns within the municipality; the remainder goes to the county. As a result, the income tax constitutes a significantly higher percentage of Montgomery County's General Fund revenue.



Income Tax Revenue History, Projections, and Percent Change for FY 1999-FY 2004:

FY 2000 Adjusted ⁽¹⁾	\$5,466,540	6.39%
FY 2001 Adjusted ⁽¹⁾	\$6,358,239	16.31%
FY 2002 Actual	\$6,468,570	1.74%
FY 2003 Actual	\$6,281,463	-2.89%
FY 2004 Budget	\$6,345,000	1.01%
FY 2005 Budget	\$6,456,175	1.75%

⁽¹⁾ Actual revenue in FY 2000 was \$4,867,201 as the result of a significant shift in the number of late filers; additional revenue from late filers in the amount of \$599,339 was received in September 2000. Actual revenue in FY 2001 was \$6,957,578 before adjustment for the prior year's late filers.

Assumptions:

The projection assumes a 1.8 percent increase in estimated tax revenue in FY 2005 compared to the budget for FY 2004. The projections for FY 2003 through FY 2005 reflect a weaker economy for tax years 2002 through 2004, with substantially lower income from capital gains. Income taxes paid on capital gains were a major factor in the increases to this revenue source over the last several years and are the most volatile portion of the revenue stream. Recent information from the State indicates that the City's collections for calendar year 2002 were one-third of one percent below calendar year 2001 collections. Montgomery County's income tax rate was increased by 3.4 percent effective January 1, 2004.

General Fund Revenues, by Source, FY 2002-FY 2005

— Continued —

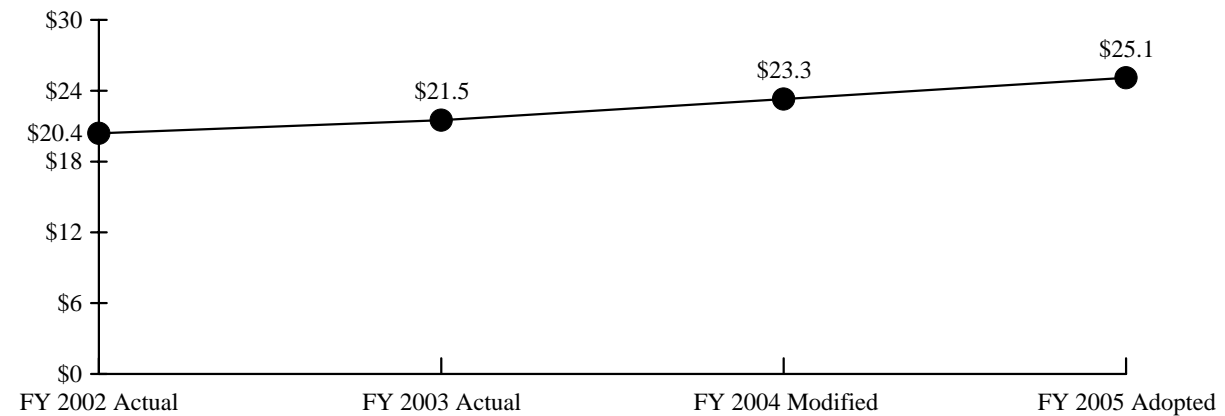
Property Taxes

The combined property tax receipts for FY 2005 are expected to amount to \$25,114,000, which is 7.97 percent more than the modified budget for FY 2004. Detailed information on property tax revenue is provided on the preceding pages.

Property Taxes:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Real Property – Revenues from taxes on assessed value of real estate including land, structures, and improvements.	\$16,790,514	\$17,929,767	\$20,216,000	\$21,894,000	8.30%
Real Property-TIF – Revenue from taxes on increases to the assessed value of real estate located within the Town Center Tax Increment Financing (TIF) district.	0	37,586	0	0	0.00%
Personal Property-Corporations – Revenue from taxes on assessed valuation of inventory, furnishings, and fixtures of incorporated businesses.	3,462,464	3,405,440	2,900,000	3,100,000	6.90%
Personal Property-Unincorporated Businesses – Revenue from taxes on assessed valuation of inventory, furnishings, and fixtures of unincorporated businesses.	12,278	38,805	25,000	35,000	40.00%
Interest on Taxes – Interest paid on delinquent taxes.	<u>123,708</u>	<u>85,385</u>	<u>120,000</u>	<u>85,000</u>	<u>-29.17%</u>
Total Property Taxes	<u>\$20,388,964</u>	<u>\$21,496,983</u>	<u>\$23,261,000</u>	<u>\$25,114,000</u>	<u>7.97%</u>

History of Property Tax Revenue

FY 2002 - FY 2005 (In Millions)



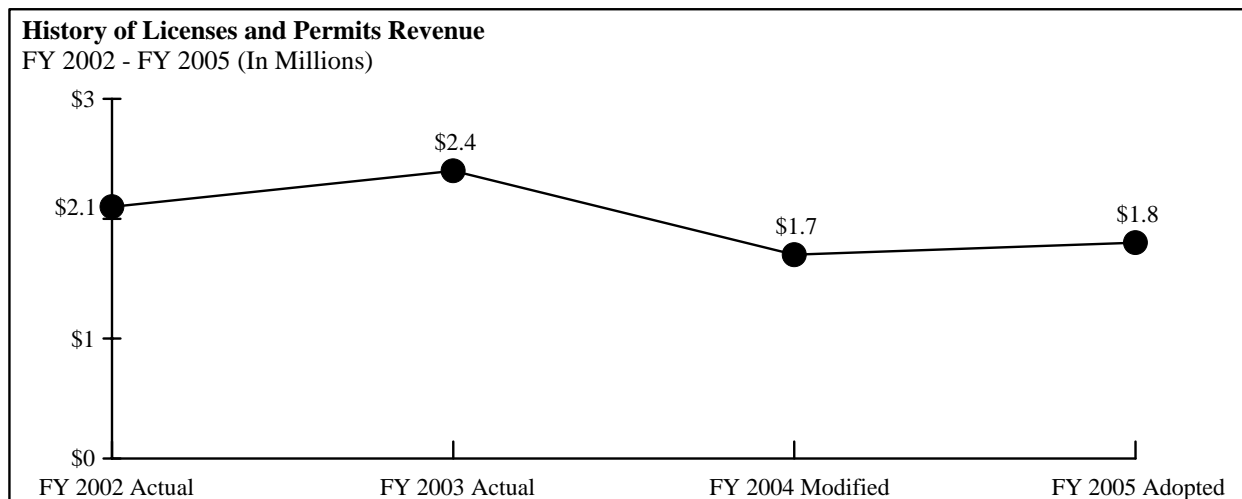
General Fund Revenues, by Source, FY 2002-FY 2005

— Continued —

Licenses and Permits

Building permit receipts have declined substantially from the levels received in FY 2002 and FY 2003 as the result of a decrease in development activity. The FY 2005 budget is based on estimated development activity during the fiscal year, including the Town Square development.

Licenses and Permits:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Traders Licenses – Fees collected from local businesses by the State and returned to the City.	\$92,835	\$90,965	\$95,000	\$91,000	-4.21%
Building Permits – Revenue from permits issued for building construction/electrical work, plumbing, sewer, water, and gas connections.	1,736,657	1,965,181	1,200,000	1,325,000	10.42%
Rental Licenses – Licensing fee for the annual unit inspection of single-family dwellings.	172,692	183,652	275,000	286,500	4.18%
Landlord and Tenant Fees – One-time revenue from permits issued to landlords for residential rentals.	12,590	15,360	12,150	13,000	7.00%
Animal Licenses – Revenue from the sale of dog and cat licenses to dog and cat owners within the City.	9,630	17,422	20,000	21,000	5.00%
Other Non-Business Licenses – Revenue from the issuance of local licenses and permits not elsewhere classified.	<u>71,182</u>	<u>88,101</u>	<u>72,000</u>	<u>75,000</u>	<u>4.17%</u>
Total Licenses and Permits	<u>\$2,095,586</u>	<u>\$2,360,681</u>	<u>\$1,674,150</u>	<u>\$1,811,500</u>	<u>8.20%</u>



General Fund Revenues, by Source, FY 2002-FY 2005

— Continued —

Revenue From Other Governments

Revenue from the police protection grants decreased due to the end of the federal COPS grant. Revenue from Youth and Family Services grants increased beginning in FY 2003 to reflect the addition of the Linkages to Learning program. Detailed information on projected income tax receipts is provided on the preceding pages. Revenue from gasoline and motor vehicle taxes were reduced in both FY 2004 and FY 2005 because of reductions to the amount paid by the State to local jurisdictions. The tax duplication increase is the result of one-time higher road maintenance costs in FY 2003.

Revenue From Other Governments:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Police Protection Grants – City’s share of State and federal funds for police protection.	\$695,621	\$525,598	\$592,173	\$562,075	-5.08%
State Grants – State funds for a Victims Advocate.	19,521	51,064	0	2,925	100.00%
County Grants – County funds for telecommunications and other grants.	0	102,000	1,700	0	-100.00%
Youth, Family, and Community Services Grants – County and State payments to support Youth Services programs.	116,815	304,127	279,696	283,390	1.32%
Recreation Grants – Grants from the State and corporations for various recreation programs including Senior Center grants.	50,645	59,226	45,625	37,985	-16.75%
Income Taxes – City’s share of income tax received by the State for returns filed from Rockville.	6,468,570	6,281,463	6,345,000	6,456,175	1.75%
Gasoline and Motor Vehicle Taxes – City’s share of gasoline tax and vehicle registrations collected by the State.	2,559,709	2,564,114	1,789,506	2,158,695	20.63%
Admissions and Amusements Receipts – Taxes on admissions are returned to municipalities by the State on the basis of the amount collected.	1,056,024	1,079,393	1,106,500	1,139,912	3.02%
Tax Duplication Rebate – Revenue sharing from the County as a partial reimbursement to municipalities for tax duplication.	1,416,161	1,482,285	1,258,500	1,698,450	34.96%
Traffic Signal Maintenance Fees – Reimbursement from the State for maintenance of traffic signals in the city limits of Rockville.	5,054	11,827	5,000	5,000	0.00%
Cable Franchise Fees – City’s share of Montgomery County’s cable franchise fee, plus County cable operating grant.	240,528	371,272	363,441	427,750	17.69%
Payment in Lieu of Taxes – Revenue received from Montgomery County in lieu of financial corporation taxes.	<u>13,265</u>	<u>13,265</u>	<u>13,265</u>	<u>13,265</u>	<u>0.00%</u>
Total Revenue-Other Governments	<u>\$12,641,913</u>	<u>\$12,845,634</u>	<u>\$11,800,406</u>	<u>\$12,785,622</u>	<u>8.35%</u>

General Fund Revenues, by Source, FY 2002-FY 2005

— Continued —

Charges for Services

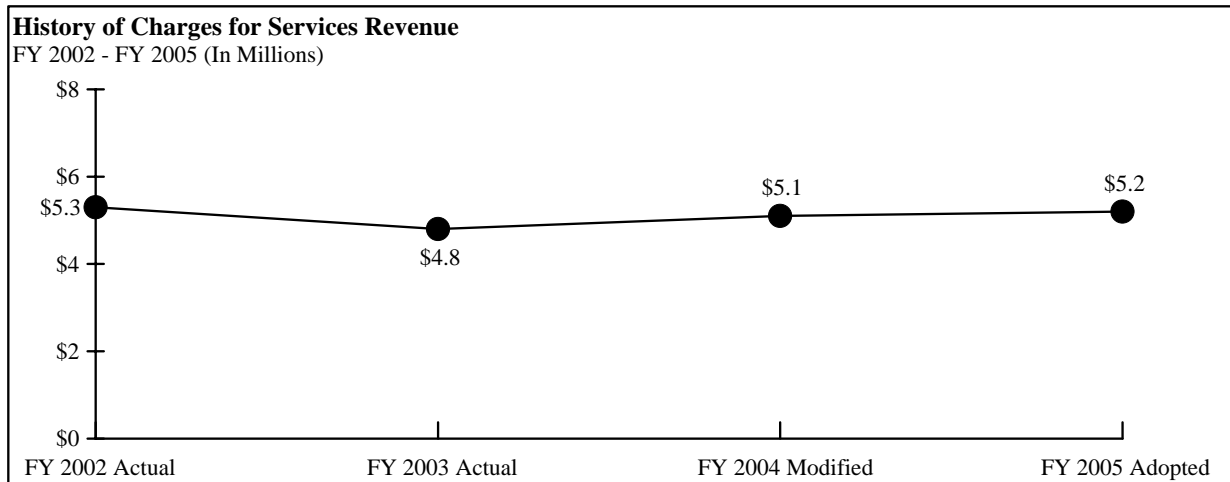
Public Works permit fees decreased beginning in FY 2003 due to the completion of major new development projects in the City. Fire Review and Safety fees are expected to decrease due to a decline in development. Special Event Fees will decrease in FY 2005 due to the temporary postponement of events held in the Town Center as a result of the Town Square redevelopment. Recreation program fees have increased as the result of a major cost recovery analysis completed in FY 2004.

Charges for Services:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Zoning Fees – Charges for services relating to zoning such as map enhancements, text amendments, and use permits.	\$149,516	\$153,556	\$160,000	\$160,000	0.00%
Community Support-Police – Charges for community requests for police services at community/neighborhood events.	52,760	49,709	60,000	50,000	-16.67%
Sale of Materials – Revenue from City publications or souvenirs.	13,654	15,393	15,000	15,400	2.67%
Sale of Land – Revenue received from the sale of land.	0	15,000	0	0	0.00%
Fire Safety Fees – Revenue from fire inspection and permits.	220,994	267,876	136,655	144,000	5.37%
Fire Review Fees – Revenue from fire codes plans review.	62,335	79,323	38,205	25,000	-34.56%
Public Works Permits – Fees paid by private contractors for design review and inspection services for work within rights-of-way.	1,178,657	275,445	374,000	350,000	-6.42%
Swim Team Dues – Fees paid for the RMSC swim team.	70,609	126,382	115,000	150,000	30.43%
Recreation Membership Fees – Fees paid for memberships to recreation and swim centers.	397,906	487,077	510,300	511,460	0.23%
Recreation and Parks Concessions – Revenue received from concessions at City facilities.	20,652	15,513	2,727	3,200	17.35%
Facility Rental Fees – Revenue received from the rental of City facilities.	429,839	520,912	526,422	587,312	11.57%
Recreation Program Fees – Revenues from fees for various recreation programs and classes.	2,125,286	2,087,019	2,363,237	2,452,533	3.78%
Social Services Fees – Social services fees at the Senior Center.	26,320	22,362	24,540	26,130	6.48%
Special Events Fees – Corporate sponsorship of City events.	135,011	74,703	60,000	25,000	-58.33%

General Fund Revenues, by Source, FY 2002-FY 2005

— Continued —

Charges for Services:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Recreation Theme Park Tickets – Revenue from sale of tickets to area theme parks through the Maryland Recreation and Parks Association.	130,423	125,090	152,000	152,000	0.00%
F. Scott Fitzgerald Theatre Tickets – Revenue received from theatre ticket sales.	38,092	302,791	298,945	303,945	1.67%
Internal City Use of Facilities – Revenue received from the use of City facilities by City programs and events.	0	0	0	22,164	100.00%
Pool Merchandise Sales – Revenue received from merchandise sold at the Swim Center.	3,811	2,768	4,000	3,000	-25.00%
Pool Admission Charges – Revenue received from admissions to the Swim Center.	<u>215,579</u>	<u>207,379</u>	<u>220,000</u>	<u>240,000</u>	<u>9.09%</u>
Total Charges for Services	<u>\$5,271,444</u>	<u>\$4,828,298</u>	<u>\$5,061,031</u>	<u>\$5,221,144</u>	<u>3.16%</u>



General Fund Revenues, by Source, FY 2002-FY 2005

— Continued —

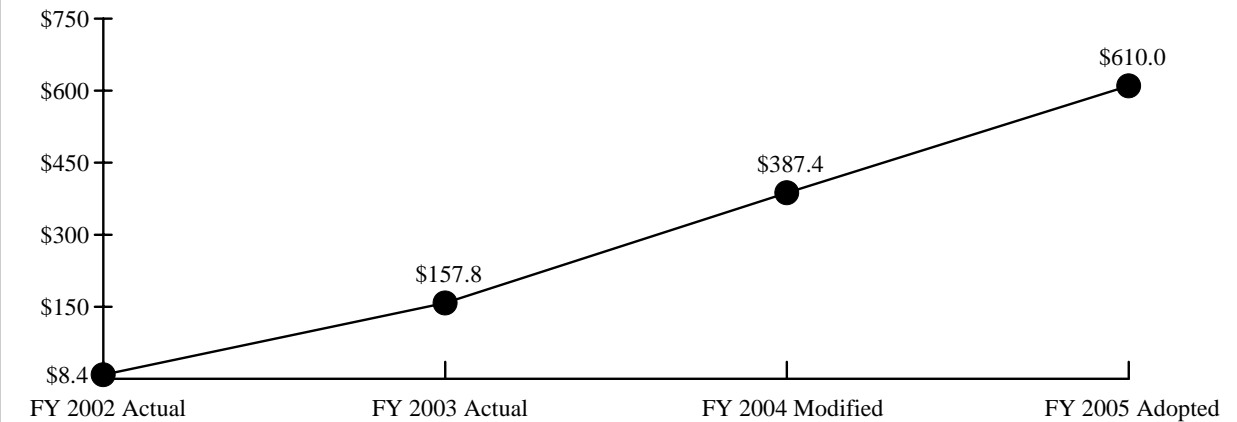
Fines and Forfeitures

In FY 2003, revenue received from fines for red light infractions was added to the General Fund. Any net revenue from this program is contributed to the CIP to fund transportation and pedestrian improvements.

Fines and Forfeitures:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Municipal Infractions – Revenues received from fines for municipal infractions.	\$8,365	\$9,885	\$10,000	\$10,000	0.00%
Red Light Camera Revenue – Revenue received from fines for red light infractions.	0	147,881	377,400	600,000	58.98%
Confiscated Funds – Cash and personal items seized under current law by City Police during the commission of a crime.	<u>78</u>	<u>21</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Fines and Forfeitures	<u>\$8,443</u>	<u>\$157,787</u>	<u>\$387,400</u>	<u>\$610,000</u>	<u>57.46%</u>

History of Fines and Forfeitures Revenue

FY 2002 - FY 2005 (In Thousands)



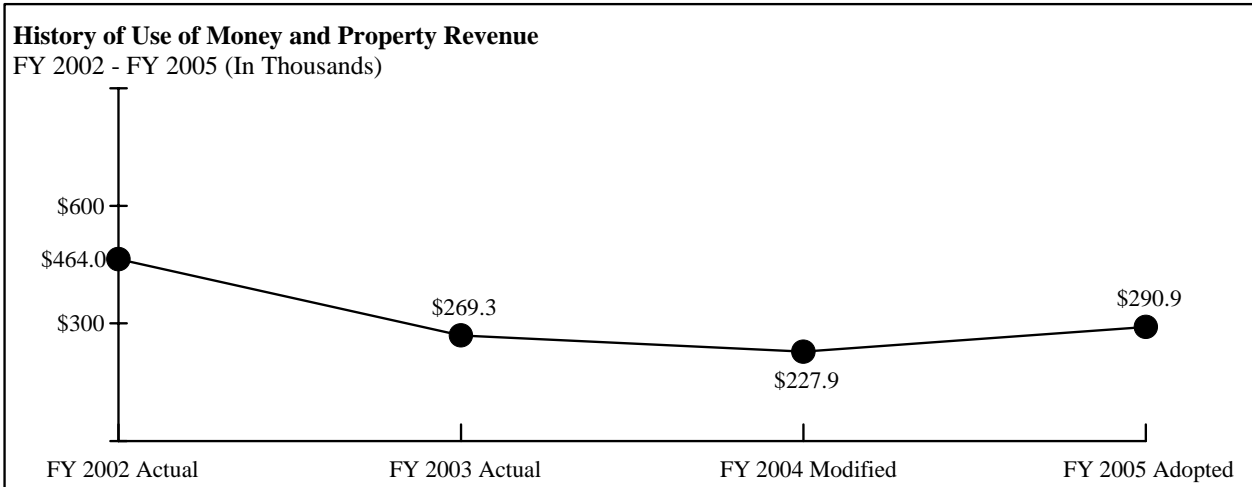
General Fund Revenues, by Source, FY 2002-FY 2005

— Continued —

Use of Money and Property

For the category of interest income, the City of Rockville generally estimates using a rate of 5.0 percent. Because of the persistence of extremely low rates, the FY 2004 modified budget reflects a rate of less than one percent and FY 2005 is proposed at 1.1 percent.

Use of Money and Property:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Interest Income – Interest received from the investment of City funds.	\$447,280	\$152,290	\$100,000	\$150,000	50.00%
Land Rental – Revenue from telecommunications companies for monopolies on City-owned property.	0	99,690	108,914	110,900	1.82%
Building Rental – Revenue from the rental of City-owned buildings located on the King Farm.	<u>16,728</u>	<u>17,280</u>	<u>19,008</u>	<u>30,000</u>	<u>57.83%</u>
Total Use of Money and Property	<u>\$464,008</u>	<u>\$269,260</u>	<u>\$227,922</u>	<u>\$290,900</u>	<u>27.63%</u>



General Fund Revenues, by Source, FY 2002-FY 2005

— Continued —

Other Revenue

Proceeds from the auction of used vehicles vary from year to year depending primarily on the number of vehicles being replaced. This same fluctuation pattern is evident for other miscellaneous revenues. This revenue category also includes charges to enterprise funds for centrally budgeted administrative costs. Each Fund pays for its share of the costs through a transfer into the General Fund. In FY 2005, the transfer from the Parking Fund was increased.

Other Revenue:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Community Contribution – Contributions from individuals and groups in the community to sponsor specific programs.	\$32,115	\$84,927	\$123,210	\$144,006	16.88%
Other Grant Revenue – Mid-year anticipated grant revenue (undesignated).	0	0	21,830	20,000	-8.38%
Sale of Vehicles – Proceeds from the vehicle auction.	48,042	9,326	50,000	40,000	-20.00%
Miscellaneous Revenues – Other revenues not categorized elsewhere.	118,522	110,098	319,428	182,200	-42.96%
Water Facility Fund – Charges for various direct services received from the General Fund.	357,918	360,656	371,476	382,620	3.00%
Sewer Fund – Charges for various direct services received from the General Fund.	195,646	201,515	207,560	213,787	3.00%
Refuse Fund – Charges for various direct services received from the General Fund.	370,258	381,366	392,807	404,591	3.00%
RedGate Golf Course Fund – Charges for various direct services received from the General Fund.	154,044	158,665	163,427	168,330	3.00%
Stormwater Management Fund – Charges for various direct services received from the General Fund.	125,419	129,182	133,057	137,049	3.00%
Parking Fund – Charges for various direct services received from the General Fund.	<u>0</u>	<u>0</u>	<u>25,000</u>	<u>75,750</u>	<u>203.00%</u>
Total Other Revenues	<u>\$1,401,964</u>	<u>\$1,435,735</u>	<u>\$1,807,795</u>	<u>\$1,768,333</u>	<u>-2.18%</u>

Appropriated Fund Balance

This is not actual revenue. It is, however, a source of funding relied upon in balancing the budget. The City's policy is to use fund balance to provide funding for the reappropriation of encumbrances from the prior year, to fund one-time items, and to provide funding support for the Capital Improvements Program in the form of a transfer.

Appropriated Fund Balance:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Appropriated Fund Balance represents a portion of the City's unappropriated fund balance, which is accumulated by collecting revenues over estimates and/or under-spending appropriations.	<u>\$0</u>	<u>\$0</u>	<u>\$1,520,194</u>	<u>\$1,334,546</u>	<u>-12.21%</u>

General Fund Expenditures

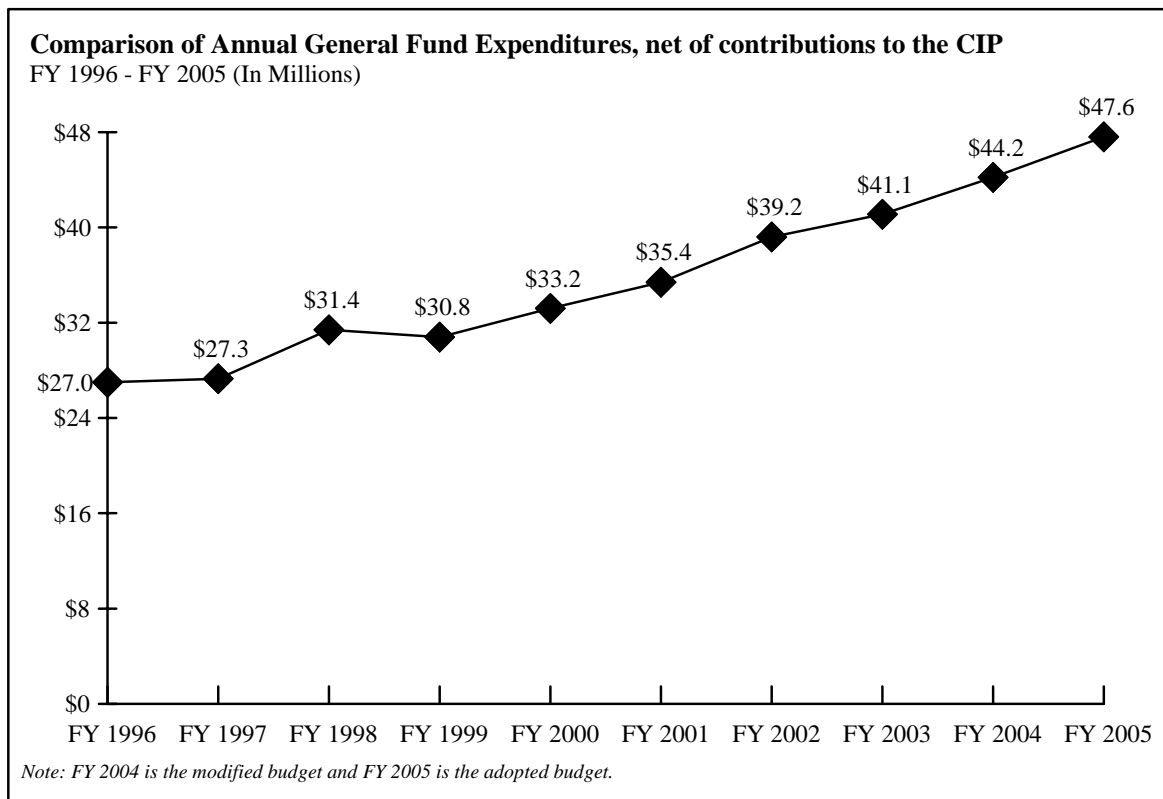
The General Fund is the primary operating fund of the City and is used to account for the normal recurring activities. Many of the City administrative functions are supported through this fund. The major revenue sources for the General Fund are property taxes, income taxes, gasoline and motor vehicle taxes, tax duplication payments from Montgomery County, and charges or user fees for services. The FY 2004 modified budget reflects the budget as it was presented to the Mayor and Council in May 2004.

Expenditures:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$25,025,791	\$27,645,055	\$29,593,431	\$31,529,062	6.54%
Operating Expenditures	8,080,423	8,739,122	10,090,050	10,931,274	8.34%
Capital Outlays	1,041,274	431,029	659,525	523,562	-20.62%
Other Charges	847,103	938,426	977,209	933,518	-4.47%
Contribution to the CIP	4,700,000	2,991,248	1,299,000	1,185,496	-8.74%
Debt Service	<u>4,150,000</u>	<u>3,384,064</u>	<u>3,120,683</u>	<u>3,833,133</u>	<u>22.83%</u>
Total Expenditures	<u>\$43,844,591</u>	<u>\$44,128,944</u>	<u>\$45,739,898</u>	<u>\$48,936,045</u>	<u>6.99%</u>

Expenditures by Department:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Mayor and Council	\$1,261,077	\$1,165,496	\$1,318,640	\$1,211,077	-8.16%
City Manager	1,835,756	2,002,839	2,059,807	2,116,503	2.75%
Community Planning	2,594,888	2,934,505	3,275,525	4,589,425	40.11%
Finance	1,411,307	1,506,703	1,565,889	1,604,872	2.49%
Information and Technology	2,746,834	2,692,000	3,076,605	2,892,593	-5.98%
Neighborhood/Comm. Services	1,480,329	1,781,789	2,000,141	2,073,287	3.66%
Personnel	820,655	811,520	870,350	878,552	0.94%
Police	4,551,043	4,938,165	5,393,885	5,924,488	9.84%
Public Works	4,604,088	5,160,692	5,354,142	5,533,419	3.35%
Recreation and Parks	12,031,089	12,726,536	13,473,654	14,046,642	4.25%
Non-Departmental	<u>10,507,525</u>	<u>8,408,699</u>	<u>7,351,260</u>	<u>8,065,187</u>	<u>9.71%</u>
Total Expenditures	<u>\$43,844,591</u>	<u>\$44,128,944</u>	<u>\$45,739,898</u>	<u>\$48,936,045</u>	<u>6.99%</u>

FY 1996 - FY 2005 Comparison of Annual General Fund Expenditures

This line chart indicates General Fund expenditures for the ten year period ending FY 2005. The increase in FY 1998 reflects the decision to pay off the City's liability in the State of Maryland pension plan in the amount of \$1,842,908. This decision will save the City of Rockville taxpayers an estimated \$1,744,065 in avoided finance charges over the next 23 years. In FY 2002, the revenue and expenditures associated with the Swim Center were transferred to the General Fund from the Special Revenue Fund. The figures for FY 2004 and FY 2005 are budget numbers; in general, actual expenditures are lower than the budgeted amounts.



Special Revenue Funds

Special revenue funds are used to account for the proceeds of specific revenue sources that are restricted by legal and regulatory provisions to finance specific activities. Included in the special revenue funds are the Property Management, Special Activities, and Community Development Block Grant Funds. The Property Management Fund was closed during FY 2004.

Property Management Fund

The Property Management Fund was used to account for land sales within the City's redevelopment area. This land was purchased in 1976 when the urban renewal program was terminated. Proceeds from these land sales were used periodically for purposes that meet Community Development Block Grant (CDBG) eligibility criteria. The Fund was closed during FY 2004 because the Fund no longer had any assets that were required to be accounted for separately.

Property Management Fund Revenues:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Interest Income	\$0	\$11,517	\$2,027	\$0	-100.00%
Appropriated Fund Balance	<u>0</u>	<u>0</u>	<u>146,000</u>	<u>0</u>	<u>-100.00%</u>
Total Revenues	<u>\$0</u>	<u>\$11,517</u>	<u>\$148,027</u>	<u>\$0</u>	<u>-100.00%</u>

Property Management Fund Expenditures:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Operating Charges	\$0	\$0	\$146,000	\$0	-100.00%
Addition to Fund Balance	<u>0</u>	<u>0</u>	<u>2,027</u>	<u>0</u>	<u>-100.00%</u>
Total Expenditures	<u>\$0</u>	<u>\$0</u>	<u>\$148,027</u>	<u>\$0</u>	<u>-100.00%</u>

Property Management Fund by Department:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Non-Departmental	<u>\$0</u>	<u>\$0</u>	<u>\$148,027</u>	<u>\$0</u>	<u>-100.00%</u>
Totals by Department	<u>\$0</u>	<u>\$0</u>	<u>\$148,027</u>	<u>\$0</u>	<u>-100.00%</u>

As noted above, the Property Management Fund no longer exists as a separate fund. For this reason, no graphic information will follow this summary.

Special Revenue Funds

— Continued —

Special Activities Fund

The Special Activities Fund receives revenues from separate fundraising activities by such groups as the Rockville Seniors Inc, the Mansion Gift Shop Docents, and a variety of corporations and community service organizations. In FY 2003, the Telecommunications activities were moved to the Department of Information and Technology in the General Fund.

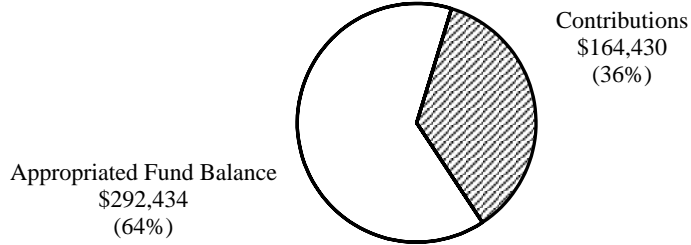
Special Activities Fund Revenues:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Mansion Rentals	\$15,065	\$15,280	\$15,000	\$15,000	0.00%
Donations	262,040	194,070	88,738	97,840	10.26%
State Grant	74,961	96,249	81,000	49,000	-39.51%
Telecommunications	91,445	0	0	0	0.00%
Interest Income	11,760	3,925	3,272	2,590	-20.84%
Appropriated Fund Balance	<u>0</u>	<u>0</u>	<u>277,020</u>	<u>292,434</u>	<u>5.56%</u>
Total Revenues	<u>\$455,271</u>	<u>\$309,524</u>	<u>\$465,030</u>	<u>\$456,864</u>	<u>-1.76%</u>

Special Activities Fund by Program:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Telecommunications	\$75,818	\$0	\$0	\$0	0.00%
Holiday Drive	12,641	21,960	51,992	46,221	-11.10%
REAP	4,894	13,031	16,169	38,459	137.86%
Strengthening Families/RISE	50,534	7,759	8,140	4,000	-50.86%
Recreation Fund	15,587	40,689	127,184	137,226	7.90%
Glenview Mansion Improv.	19,223	25,395	50,672	35,007	-30.91%
Senior Assistance	2,529	0	9,145	11,231	22.81%
Friends of the Arts	6,519	0	17,177	17,183	0.03%
Rockville Youth Orchestra	10,750	0	0	0	0.00%
Bikeway Program	79,358	83,894	109,865	102,667	-6.55%
Forest and Tree Preservation	78,663	60,084	52,280	39,993	-23.50%
Pepsi Sponsorship	23,186	16,684	18,469	18,521	0.28%
Croydon Creek Nature Center	<u>0</u>	<u>1,878</u>	<u>3,937</u>	<u>6,356</u>	<u>61.44%</u>
Total Expenditures	<u>\$379,702</u>	<u>\$271,374</u>	<u>\$465,030</u>	<u>\$456,864</u>	<u>-1.76%</u>

Special Activities Fund by Department:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Information and Technology	\$75,818	\$0	\$0	\$0	0.00%
Neighborhood/Comm. Services	68,069	42,750	76,301	88,680	16.22%
Recreation and Parks	<u>235,815</u>	<u>228,624</u>	<u>388,729</u>	<u>368,184</u>	<u>-5.29%</u>
Totals by Department	<u>\$379,702</u>	<u>\$271,374</u>	<u>\$465,030</u>	<u>\$456,864</u>	<u>-1.76%</u>

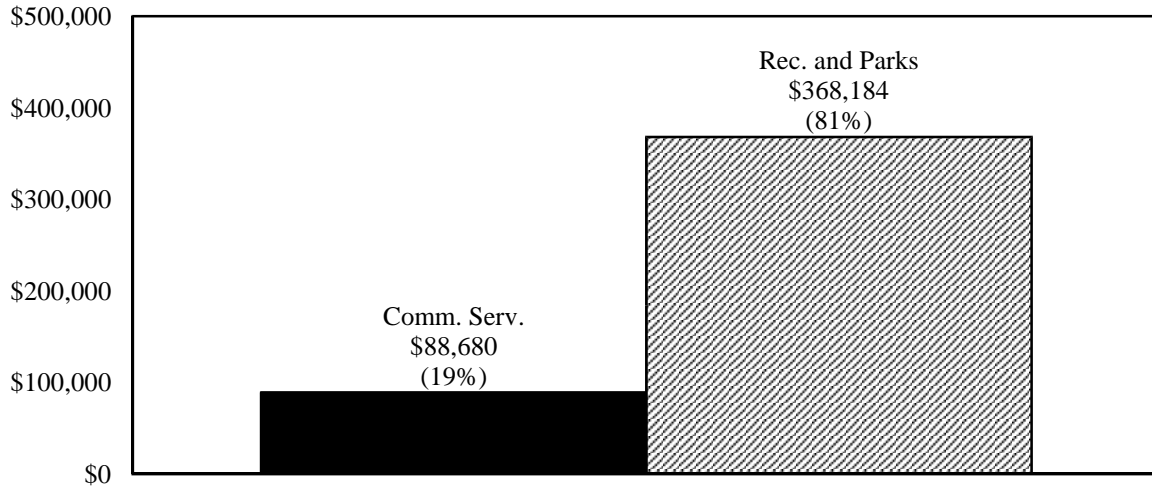
Special Revenue Funds Graphs

FY 2005 Special Activities Fund Revenues of \$456,864

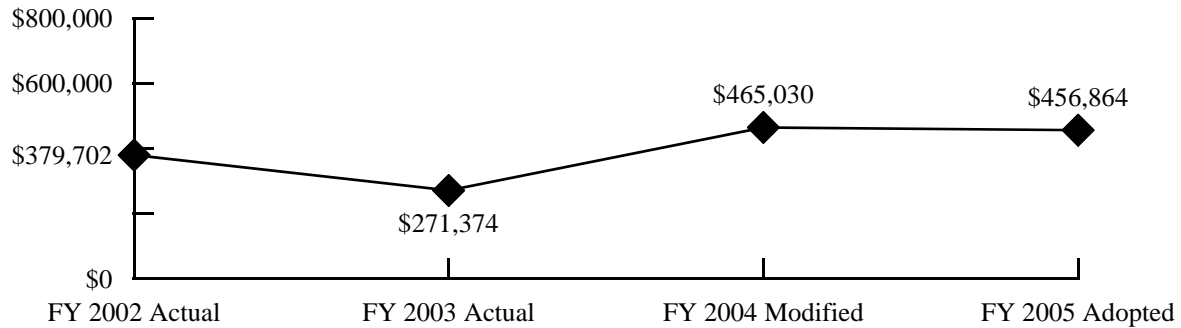


Contributions combines Rentals, Donations, Grants, and Interest Income.

FY 2005 Budget by Department (total \$456,864)



FY 2002 - FY 2005 Expenditure History



Special Revenue Funds

— Continued —

Community Development Block Grant Fund

The Community Development Block Grant (CDBG) Fund is a special revenue fund supported by a sub-grant of federal funds via Montgomery County. The annual budget for this fund consists of unexpended prior years' grants as well as the next year's anticipated grant and is based on the latest information available from Montgomery County.

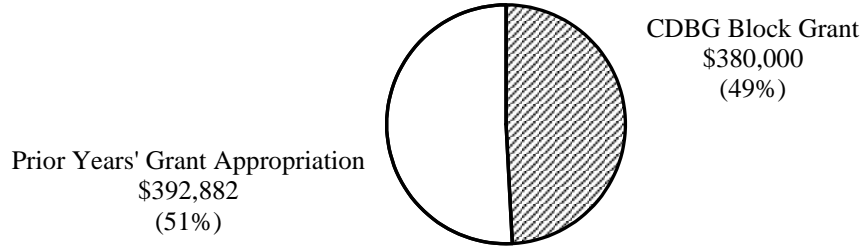
CDBG Fund Revenues:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
CDBG Block Grant	\$98,550	\$55,179	\$392,882	\$380,000	-3.28%
Prior Years' Appropriation	<u>419,852</u>	<u>346,178</u>	<u>440,138</u>	<u>392,882</u>	-10.74%
Total Revenues	<u>\$518,402</u>	<u>\$401,357</u>	<u>\$833,020</u>	<u>\$772,882</u>	<u>-7.22%</u>

CDBG Fund Expenditures:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$53,755	\$55,179	\$70,000	\$70,000	0.00%
Operating Expenditures	44,795	0	322,882	310,000	-3.99%
Prior Years' Expenditures	<u>419,852</u>	<u>346,178</u>	<u>440,138</u>	<u>392,882</u>	-10.74%
Total Expenditures	<u>\$518,402</u>	<u>\$401,357</u>	<u>\$833,020</u>	<u>\$772,882</u>	<u>-7.22%</u>

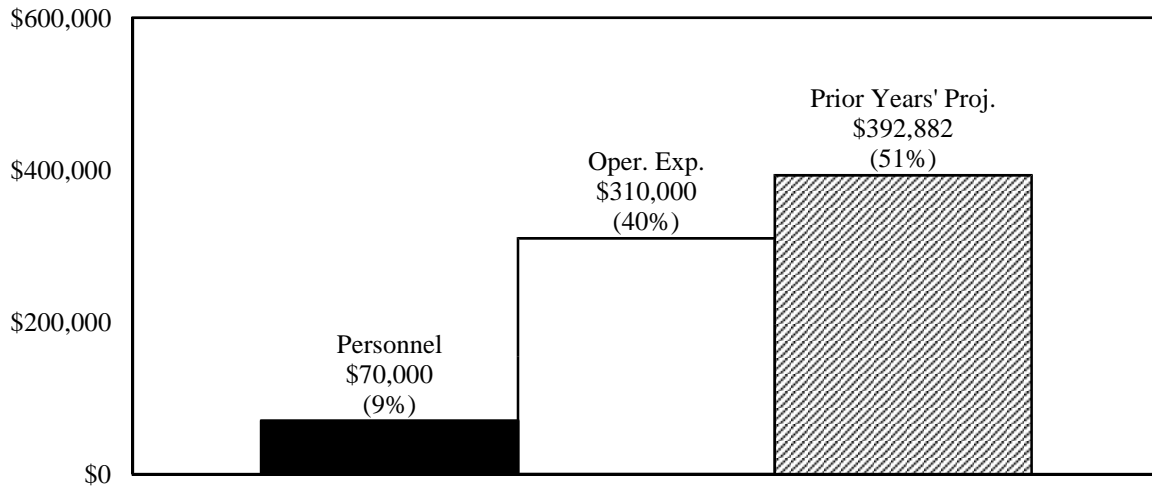
CDBG Fund by Department:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Community Planning/Devel.	<u>\$518,402</u>	<u>\$401,357</u>	<u>\$833,020</u>	<u>\$772,882</u>	-7.22%
Totals by Department	<u>\$518,402</u>	<u>\$401,357</u>	<u>\$833,020</u>	<u>\$772,882</u>	<u>-7.22%</u>

Special Revenue Funds Graphs

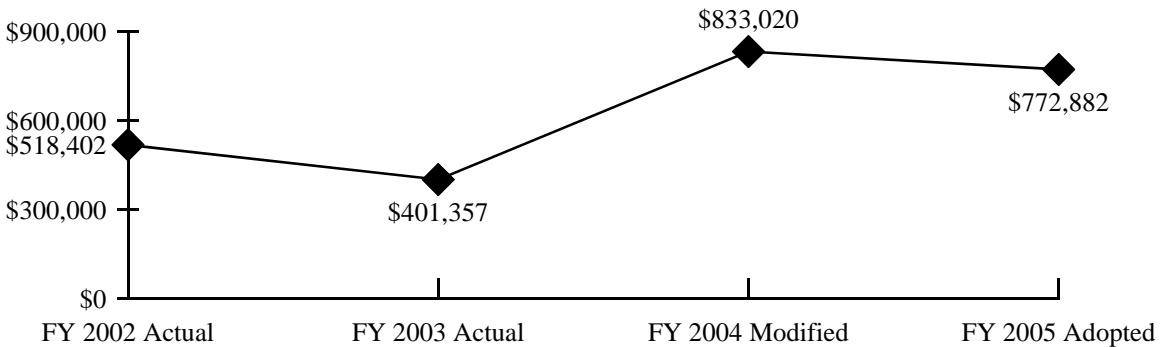
FY 2005 CDBG Fund Revenues of \$772,882



FY 2005 Budget by Type of Expenditure (total \$772,882)



FY 2002 - FY 2005 Expenditure History



Debt Service Fund

The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs. The fund includes expenditures for the payment of principal and interest due and service charges on debt, other than that supported by enterprise fund revenue. Applicable graphic presentations and charts within the budget document present the Debt Service Fund separately after a subtotal has been reached. This is due to the fact that the Debt Service Fund represents the budgeting of transfers from other funds so that there is essentially a double-budgeting effect when the Debt Service Fund records the same expenditure. Any charts or graphs that include the Debt Service Fund within their total will be clearly designated as doing so.

The budget for the Debt Service Fund assumes the issuance of \$5.18 million of debt in the Capital Projects Fund during FY 2005. Of this amount, \$522,393 is for the purchase of vehicles in the General Fund. The term of this debt will not exceed the useful life of the vehicles.

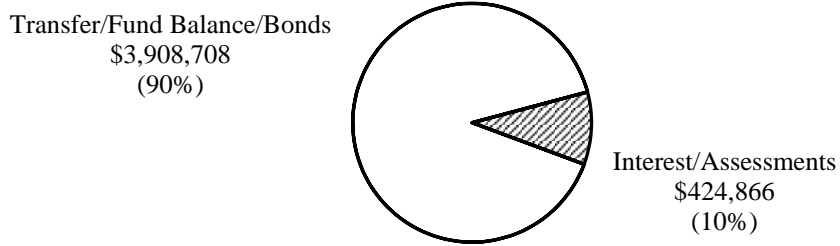
Debt Service Fund Revenues:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Interest Income	\$12,352	\$194,731	\$223,914	\$206,894	-7.60%
Assessments	460,332	257,065	202,632	217,972	7.57%
Transfer from General Fund	4,150,000	3,384,064	3,120,683	3,833,133	22.83%
Premium on Bonds Sold	0	137,595	0	0	0.00%
General Obligation Bonds-CIP	0	0	50,000	50,000	0.00%
Appropriated Fund Balance	<u>0</u>	<u>0</u>	<u>35,000</u>	<u>25,575</u>	<u>73.00%</u>
Total Revenues	<u>\$4,622,684</u>	<u>\$3,973,455</u>	<u>\$3,632,229</u>	<u>\$4,333,574</u>	<u>19.31%</u>

Debt Service Fund Expenditures:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Principal	\$2,407,652	\$2,026,136	\$2,696,027	\$3,149,989	16.84%
Interest	830,538	728,383	794,250	1,119,544	40.96%
Other Charges	0	81,826	141,952	64,041	-54.89%
Addition to Fund Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$3,238,190</u>	<u>\$2,836,345</u>	<u>\$3,632,229</u>	<u>\$4,333,574</u>	<u>19.31%</u>

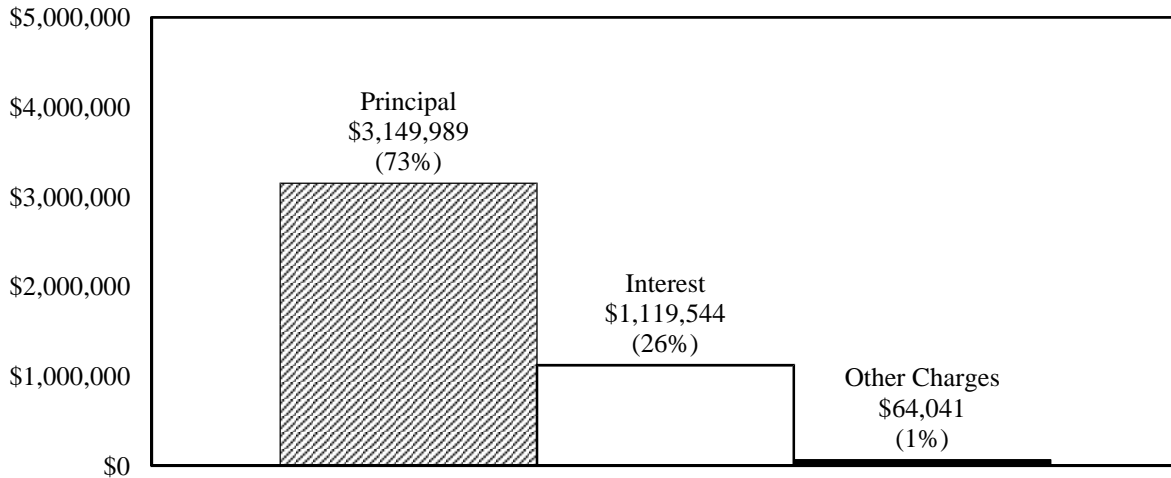
Debt Service Fund by Department:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Non-Departmental	<u>\$3,238,190</u>	<u>\$2,836,345</u>	<u>\$3,632,229</u>	<u>\$4,333,574</u>	<u>19.31%</u>
Totals by Department	<u>\$3,238,190</u>	<u>\$2,836,345</u>	<u>\$3,632,229</u>	<u>\$4,333,574</u>	<u>19.31%</u>

Debt Service Fund Graphs

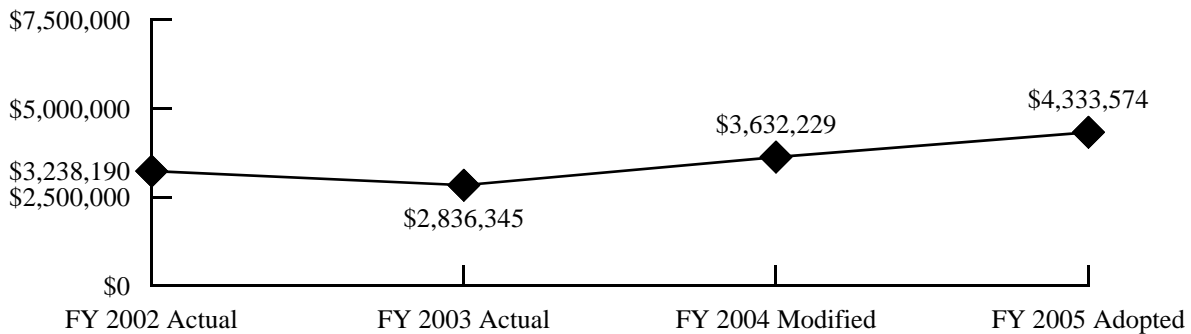
FY 2005 Debt Service Fund Revenues of \$4,333,574



FY 2005 Budget by Type of Expenditure (total \$4,333,574)



FY 2002 - FY 2005 Expenditure History



Debt Service Fund

— Continued —

Long-term Debt Summary

The following is a list of the bonds and notes included in the City's long-term debt at June 30, 2004:

<u>Description</u>	<u>Year of Issuance</u>	<u>Outstanding Principal</u>	<u>Interest Rate Range</u>	<u>Year of Final Maturity</u>
General long-term debt:				
General improvements	1998	\$1,240,000	3.50-4.30%	2013
General improvements— Equipment	1999	105,241	4.17-4.53%	2006
General improvements— Equipment	2000	327,886	4.17-4.53%	2007
General improvements	2002	2,198,625	4.00-4.65%	2021
General improvements	2003	9,684,598	2.00-3.85%	2023
General improvements— Refunding	2003	8,703,374	2.00-3.00%	2013
Bond anticipation notes	2004	11,415,000	4.00-5.00%	2029
General improvements	2004	<u>12,350,000</u>	3.00-3.25%	2006
Total general long-term debt		<u>\$46,024,724</u>		
 Enterprise funds long-term debt:				
General improvements	1999	\$2,251,092	3.21%	2019
General improvements	2000	1,696,837	3.64%	2020
General improvements	2002	1,355,979	1.90%	2023
General improvements	2002	2,986,375	4.00-4.65%	2021
General improvements	2003	3,040,401	2.00-3.875%	2023
General improvements— Refunding	2003	3,556,626	2.00-3.00%	2013
General improvements	2004	<u>7,900,000</u>	4.00-5.00%	2029
Total enterprise funds long-term debt		<u>\$22,787,310</u>		

On June 1, 2004, the government issued general obligation bonds and bond anticipation notes in the amount of \$31,665,000 to provide funds for the acquisition and construction of major capital facilities and the purchase of certain real property.

The City anticipates that all amounts required for payment of interest and principal on enterprise fund debt will be provided from the respective funds' revenues and that amounts required for payment of interest and principal on special assessment general improvement bonds will be provided from the collection of assessments levied against property owners; however, the bonds are further secured by the full faith and credit and unlimited taxing power of the City. There are no legal limits as to the amount of debt the City of Rockville can incur. The following pages show the amount of principal and interest payments due by fiscal year within each category, general and enterprise funds long-term debt.

Debt Service Fund

— Continued —

Long-term Debt Detail

The following is a list of the principal and interest payments due by fiscal year as of June 30, 2004:

General Long-Term Debt:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>
2005	\$3,126,989	\$1,401,472	\$4,528,461
2006	15,538,665	1,430,794	16,969,459
2007	3,114,221	961,967	4,076,188
2008	3,041,082	883,758	3,924,840
2009	1,948,476	802,753	2,751,229
2010	1,947,828	742,979	2,690,807
2011	1,704,362	679,696	2,384,058
2012	1,677,417	621,222	2,298,639
2013	1,527,536	561,601	2,089,137
2014	1,201,061	506,430	1,716,491
2015	1,201,061	462,681	1,672,742
2016	1,201,061	417,454	1,627,515
2017	1,201,061	370,748	1,580,809
2018	1,201,061	322,997	1,533,058
2019	1,201,061	274,104	1,484,165
2020	1,201,061	224,637	1,434,698
2021	1,201,140	174,030	1,384,170
2022	1,075,678	122,455	1,198,133
2023	1,071,903	76,450	1,148,353
2024	<u>570,000</u>	<u>28,500</u>	<u>598,500</u>
Totals	<u>\$46,024,724</u>	<u>\$11,066,727</u>	<u>\$57,091,451</u>

Enterprise Funds Long-Term Debt:

Water Facility Fund

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>
2005	\$660,220	\$267,923	\$928,143
2006	686,421	250,998	937,419
2007	700,418	233,399	933,817
2008	669,173	201,079	870,252
2009	393,405	159,855	553,260
2010	399,939	147,944	547,883
2011	360,283	135,436	495,719
2012	363,223	124,037	487,260
2013	341,492	112,493	453,985
2014	321,458	101,653	423,111
2015	331,561	91,551	423,112
2016	341,993	81,118	423,111
2017	352,763	70,347	423,110
2018	363,886	59,226	423,112
2019	375,371	47,742	423,113
2020	189,888	26,215	216,103
2021	50,087	13,049	63,136
2022	51,039	12,097	63,136
2023	<u>51,750</u>	<u>11,128</u>	<u>62,878</u>
Totals	<u>\$7,004,370</u>	<u>\$2,147,290</u>	<u>\$9,151,660</u>

Debt Service Fund

— Continued —

Long-term Debt Detail, continued

Enterprise Funds Long-Term Debt, continued:

Sewer Fund

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>
2005	\$659,871	\$321,761	\$981,632
2006	677,005	328,008	1,005,013
2007	680,471	309,079	989,550
2008	678,595	290,109	968,704
2009	578,825	270,434	849,259
2010	576,554	252,061	828,615
2011	523,565	232,731	756,296
2012	516,752	214,360	731,112
2013	482,687	195,745	678,432
2014	450,135	177,858	627,993
2015	450,136	160,737	610,873
2016	450,136	143,093	593,229
2017	450,136	124,930	575,066
2018	445,135	106,490	551,625
2019	445,136	87,904	533,040
2020	445,135	69,093	514,228
2021	445,370	49,922	495,292
2022	274,518	30,512	305,030
2023	273,478	18,866	292,344
2024	135,000	6,750	141,750
Totals	<u>\$9,638,640</u>	<u>\$3,390,443</u>	<u>\$13,029,083</u>

RedGate Golf Course Fund

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>
2005	\$5,945	\$12,603	\$18,548
2006	5,945	12,484	18,429
2007	5,945	12,365	18,310
2008	5,945	12,246	18,191
2009	24,804	12,116	36,920
2010	24,803	11,526	36,329
2011	24,803	10,869	35,672
2012	24,803	10,162	34,965
2013	24,804	9,418	34,222
2014	24,803	8,674	33,477
2015	24,803	7,930	32,733
2016	24,803	7,156	31,959
2017	24,804	6,349	31,153
2018	24,803	5,505	30,308
2019	24,803	4,637	29,440
2020	24,803	3,744	28,547
2021	24,804	2,827	27,631
2022	24,803	1,896	26,699
2023	24,618	954	25,572
Totals	<u>\$395,644</u>	<u>\$153,461</u>	<u>\$549,105</u>

Debt Service Fund

— Continued —

Long-term Debt Detail, continued

Enterprise Funds Long-Term Debt, continued:

Parking Fund

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>
2005	\$170,000	\$179,553	\$349,553
2006	125,000	220,803	345,803
2007	130,000	215,803	345,803
2008	135,000	210,603	345,603
2009	135,000	205,202	340,202
2010	140,000	199,802	339,802
2011	145,000	194,202	339,202
2012	150,000	188,402	338,402
2013	160,000	182,402	342,402
2014	165,000	176,003	341,003
2015	170,000	169,403	339,403
2016	180,000	162,390	342,390
2017	185,000	154,740	339,740
2018	195,000	146,785	341,785
2019	205,000	138,205	343,205
2020	210,000	129,185	339,185
2021	220,000	119,735	339,735
2022	230,000	109,560	339,560
2023	245,000	98,750	343,750
2024	255,000	86,500	341,500
2025	265,000	73,750	338,750
2026	280,000	60,500	340,500
2027	295,000	46,500	341,500
2028	310,000	31,750	341,750
2029	<u>325,000</u>	<u>16,250</u>	<u>341,250</u>
Totals	<u>\$5,025,000</u>	<u>\$3,516,778</u>	<u>\$8,541,778</u>

Refuse Fund

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>
2005	\$165,566	\$20,286	\$185,852
2006	167,415	16,707	184,122
2007	164,338	12,125	176,463
2008	166,337	7,668	174,005
2009	10,000	2,920	12,920
2010	10,000	2,000	12,000
2011	10,000	1,600	11,600
2012	10,000	1,200	11,200
2013	10,000	800	10,800
2014	<u>10,000</u>	<u>400</u>	<u>10,400</u>
Totals	<u>\$723,656</u>	<u>\$65,706</u>	<u>\$789,362</u>

Enterprise Funds

Enterprise funds are used to account for operations financed and operated in a manner similar to private business enterprises where the cost of expenses, including both operations and capital, are financed or recovered primarily through user-related charges. The City of Rockville has designated the following individual operations as enterprise funds: Water Facility, Sewer, Refuse, Parking, Stormwater Management (SWM), and RedGate Golf Course. The results of a fee study performed by DMG-Maximus Inc. increased administration costs to all of the enterprise funds from the General Fund and increased revenues in the Water Facility, Sewer, and SWM Funds for various fee-generating activities. All enterprise funds are summarized below and on the pages that follow. The FY 2004 modified budget reflects the budget as it was presented to the Mayor and Council in May 2004.

Water Facility Fund

The Water Facility Fund is used to account for all financial activity associated with the treatment and distribution of potable water. The City provides water service to approximately 13,783 households within the City limits. The FY 2005 rate of \$2.07 per 1,000 gallons is a \$.08 increase over the FY 2004 rate.

The FY 2005 operating budget will use \$126,929 of appropriated net assets. Six-year cash flows are prepared to set water rates and to ensure that projected revenues can support operating and capital improvement expenses for the fund and that the fund can be maintained as an on-going concern.

Revenue projections for utility charges are based upon the City's growth forecast regarding development, potential development and significant infill projects planned for future years. The number of planned and current water accounts is multiplied by the estimated rates for the fund. The Water Facility Fund is projecting operating water revenues for FY 2005 of \$4,098,720 (computed by multiplying 13,783 accounts times the average yearly revenue per account of \$297.38). Note that operating revenue is net of connection charges, interest income, premium on bonds sold, and appropriated net assets. The Water Facility Fund will receive an additional amount of \$4,064,000 in the form of a loan from the State of Maryland to fund capital improvements projects in the FY 2005 CIP.

Water Facility Fund Revenues:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Sales of Materials	\$144,872	\$190,115	\$126,000	\$126,000	0.00%
Utility Charges	2,868,512	2,934,827	3,313,014	3,535,860	6.73%
Penalties	24,790	25,047	25,000	25,000	0.00%
Connection Charges	682,275	713,262	591,200	791,200	33.83%
Interest Income	147,760	67,237	54,018	21,452	-60.29%
Transfer From Sewer	223,030	229,720	236,612	304,773	28.81%
Transfer From Refuse	98,002	100,940	103,968	107,087	3.00%
Premium on Bonds Sold	0	0	0	2,987	100.00%
Appropriated Net Assets	<u>0</u>	<u>0</u>	<u>560,814</u>	<u>126,929</u>	<u>-77.37%</u>
Total Revenues	<u>\$4,189,241</u>	<u>\$4,261,148</u>	<u>\$5,010,626</u>	<u>\$5,041,288</u>	<u>0.61%</u>

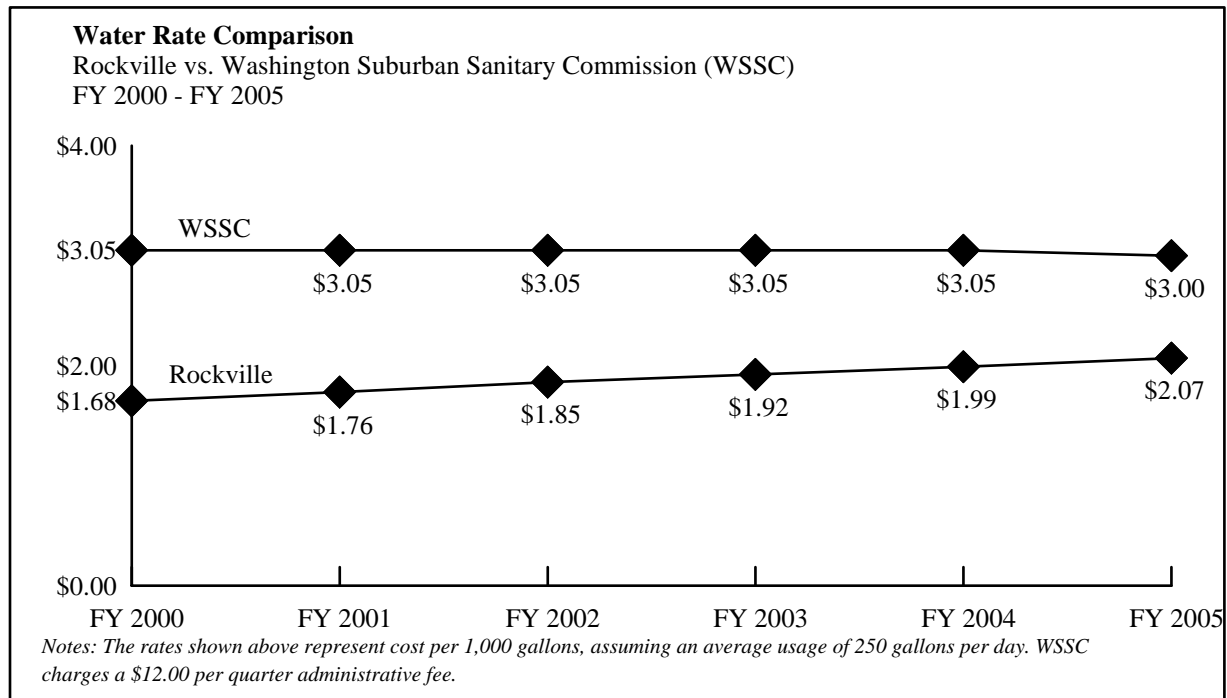
Enterprise Funds

— Continued —

Water Facility Fund, continued

Water Facility Fund Expenses:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$1,688,784	\$1,787,550	\$1,957,688	\$2,030,289	3.71%
Operating Expenses	820,839	859,000	1,081,224	1,088,409	0.66%
Capital Outlays	113,648	160,817	223,410	306,221	37.07%
Administrative Charges	357,918	360,656	371,476	382,620	3.00%
Other Charges	908,282	1,058,628	1,084,560	965,578	-10.97%
Debt Service	<u>287,350</u>	<u>281,772</u>	<u>292,268</u>	<u>268,171</u>	<u>-8.24%</u>
Total Expenses	<u>\$4,176,821</u>	<u>\$4,508,423</u>	<u>\$5,010,626</u>	<u>\$5,041,288</u>	<u>0.61%</u>

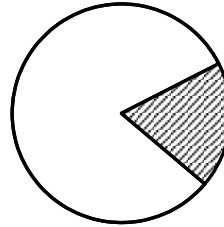
Water Facility Fund by Department:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Mayor and Council	\$9,179	\$0	\$0	\$0	0.00%
Finance	547,388	613,929	706,424	843,508	19.41%
Public Works	1,989,633	2,139,528	2,406,141	2,449,032	1.78%
Non-Departmental	<u>1,630,621</u>	<u>1,754,966</u>	<u>1,898,064</u>	<u>1,748,748</u>	<u>-7.87%</u>
Totals by Department	<u>\$4,176,821</u>	<u>\$4,508,423</u>	<u>\$5,010,629</u>	<u>\$5,041,288</u>	<u>0.61%</u>



Enterprise Funds Graphs

FY 2005 Water Facility Fund Revenues of \$5,041,288

Operating Revenue
\$4,098,720
(81%)

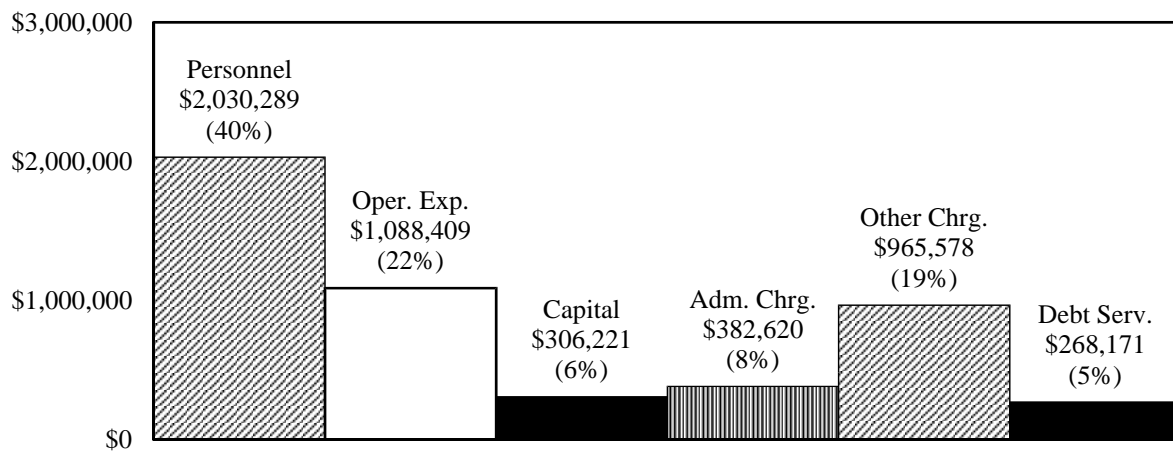


Other
\$942,568
(19%)

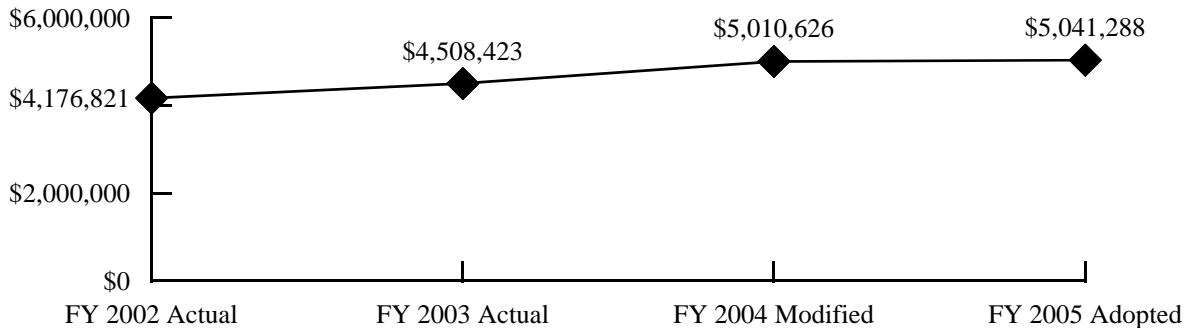
Operating Revenue includes: Sales of Materials \$126,000 or 2%; Utility Charges \$3,535,860 or 70%; Penalties \$25,000 or less than 1%; Transfer from Sewer Fund \$304,773 or 6%; and Transfer from the Refuse Fund \$107,087 or 2%.

Other includes: Connection Charges \$791,200 or 16%; Interest Income \$21,452 or less than 1%; Premium on Bonds Sold \$2,987 or less than 1%; Appropriated Retained Earnings \$126,929 or 3%.

FY 2005 Budget by Type of Expense (total \$5,041,288)



FY 2002 - FY 2005 Expense History



Enterprise Funds

— Continued —

Sewer Fund

The Sewer Fund accounts for the financial activity associated with the collection and treatment of sewage. Charges are based on water consumption unless the customer pays for separate metering. Nearly all of the capital costs in the Sewer Fund and a substantial portion of the operating costs are payments for the operation of and capital improvements to the Blue Plains Wastewater Treatment Plant. The 1998 Master Plan for the District of Columbia Water and Sewer Authority (DCWASA) included a significant increase in planned capital costs, as reflected in the Regional Treatment Facilities Capital Improvements Program project. As a result of this increase in capital costs, the FY 2005 rate is \$3.61 per 1,000 gallons, an increase of \$.11 over the FY 2004 rate. Similar increases are anticipated in future years depending on the pace of work at the Blue Plains facility.

The budget assumes an increase of \$1,289,584 to the net assets in the Sewer Fund as the result of operations. Six-year cash flows are prepared to set sewer rates and to ensure that projected revenues can support operating and capital improvement expenses for the fund.

During FY 2005, the Sewer Fund will issue bonds in the amount of \$2 million to finance the additional improvements at the Blue Plains facility. Revenue projections for the fund are based upon the City's growth forecast regarding development planned for future years. The number of planned and current sewer accounts is then multiplied by the estimated rates for the fund. The Sewer Fund is projecting operating sewer revenues for FY 2005 of \$5,718,718 (computed by multiplying 13,783 accounts times the average yearly revenue per account of \$414.91). Note that operating revenue is net of connection charges, interest income, and premium on bonds sold.

Sewer Fund Revenues:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Utility Charges	\$4,712,449	\$4,872,954	\$5,422,666	\$5,673,718	4.63%
Penalties	44,484	40,182	45,000	45,000	0.00%
Connection Charges	751,590	819,247	645,600	864,000	33.83%
Interest Income	99,587	57,413	57,252	34,515	-39.71%
Premium on Bonds Sold	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,261</u>	<u>100.00%</u>
Total Revenues	<u>\$5,608,110</u>	<u>\$5,789,796</u>	<u>\$6,170,518</u>	<u>\$6,620,494</u>	<u>7.29%</u>

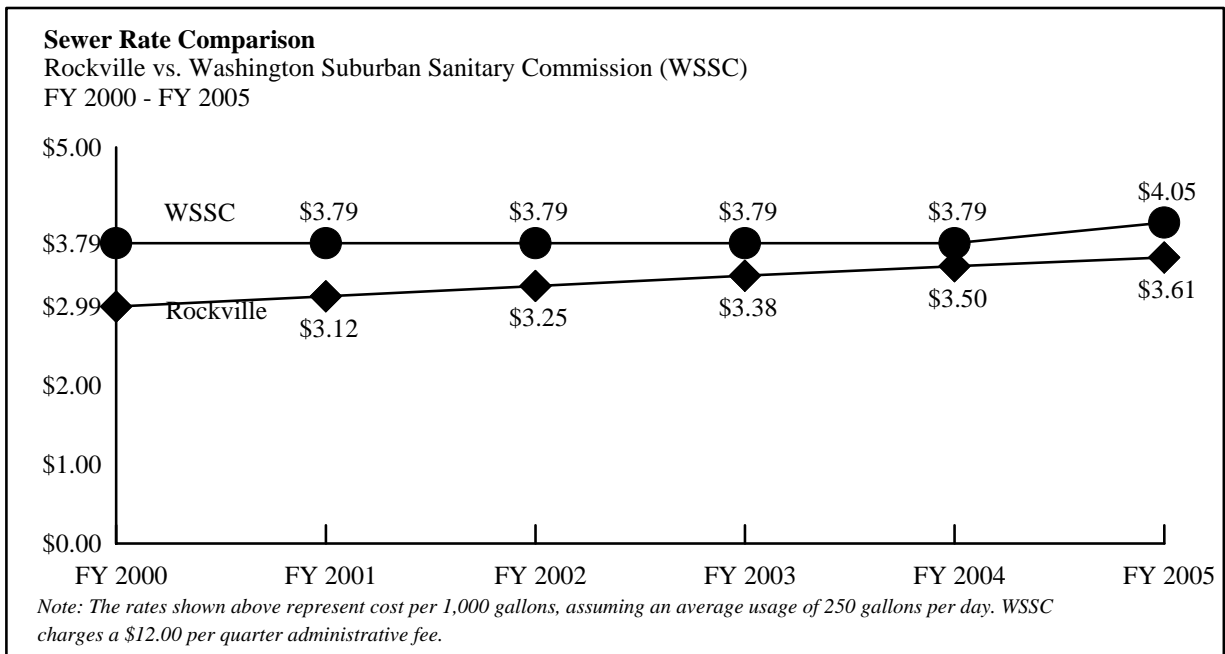
Enterprise Funds

— Continued —

Sewer Fund, continued

Sewer Fund Expenses:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$766,158	\$781,531	\$840,676	\$1,029,141	22.42%
Operating Expenses	1,995,217	2,154,333	2,748,173	2,494,510	-9.23%
Capital Outlays	7,728	0	0	1,796	100.00%
Administrative Charges	195,646	201,515	207,560	213,787	3.00%
Other Charges	745,879	1,077,922	1,122,068	1,235,277	10.09%
Addition to Net Assets	0	0	990,162	1,289,584	30.24%
Debt Service	<u>288,490</u>	<u>251,808</u>	<u>261,879</u>	<u>356,399</u>	<u>36.09%</u>
Total Expenses	<u>\$3,999,118</u>	<u>\$4,467,109</u>	<u>\$6,170,518</u>	<u>\$6,620,494</u>	<u>7.29%</u>

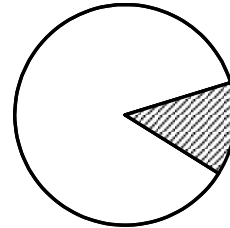
Sewer Fund by Department:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Mayor and Council	\$293	\$2,170	\$5,000	\$5,000	0.00%
Public Works	2,745,306	2,899,827	3,514,075	3,439,046	-2.14%
Non-Departmental	<u>1,253,519</u>	<u>1,565,112</u>	<u>2,651,443</u>	<u>3,176,448</u>	<u>19.80%</u>
Totals by Department	<u>\$3,999,118</u>	<u>\$4,467,109</u>	<u>\$6,170,518</u>	<u>\$6,620,494</u>	<u>7.29%</u>



Enterprise Funds Graphs

FY 2005 Sewer Fund Revenues of \$6,620,494

Operating Revenue
\$5,718,718
(86%)

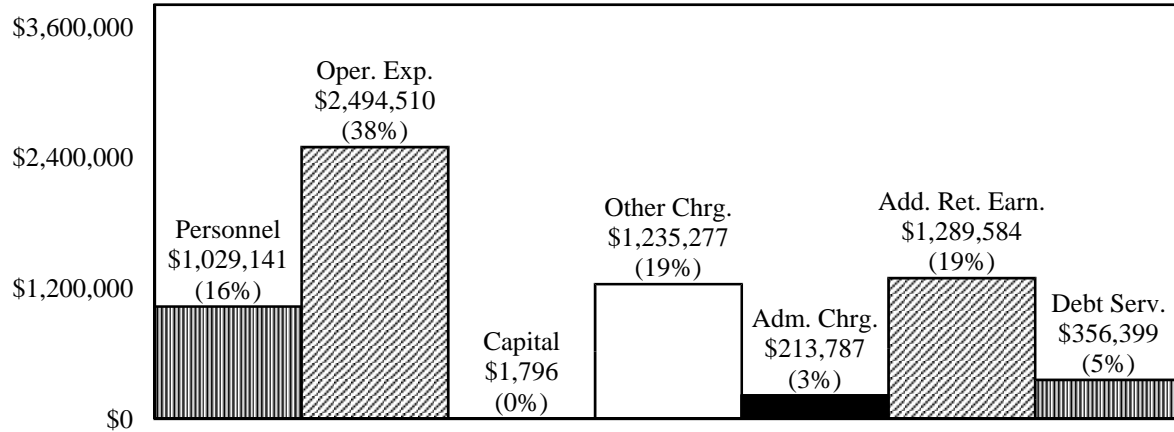


Other
\$901,776
(14%)

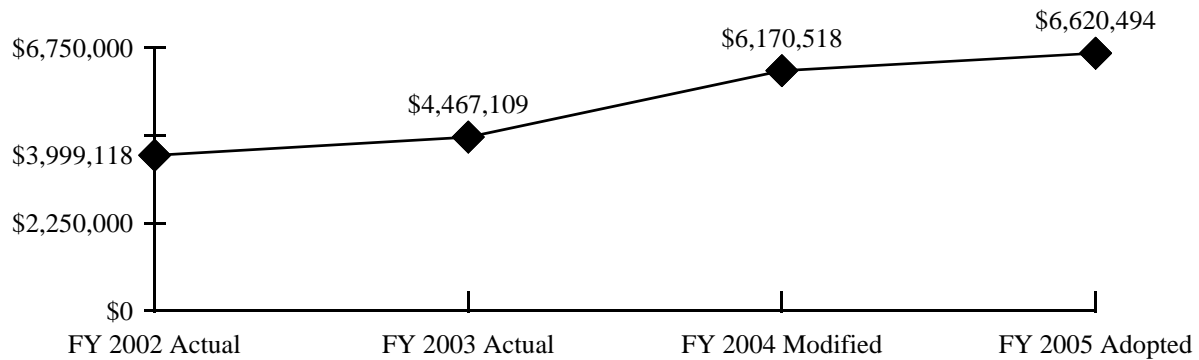
Operating Revenue includes: Utility Charges \$5,673,718 or 86% and Penalties \$45,000 or less than 1%.

Other includes: Connection Charges \$864,000 or 13%; Interest Income \$34,515 or less than 1%; and Premium on Bonds Sold \$3,261 or less than 1%.

FY 2005 Budget by Type of Expense (total \$6,620,494)



FY 2002 - FY 2005 Expense History



Enterprise Funds

— Continued —

Refuse Fund

The Refuse Fund is used to account for all the financial activity associated with the collection and disposal of refuse, recycling, and yard waste. The refuse rate in the FY 2005 budget is \$27.75 per month, which is a \$2.25 increase over the FY 2004 rate to cover increased operating costs. Forty-one cents of the increase is attributable to a fee increase at the County transfer station. Further refuse rate increases will be needed in future years to accommodate modest cost increases and to achieve the appropriate break-even rate.

The budget assumes a decrease of \$574,834 to the net assets in the Refuse Fund as the result of operations. Six-year cash flows are prepared to set refuse rates and to ensure that projected revenues can support operating and capital improvement expenses for the fund and that the fund can be maintained as an on-going concern. In light of a negative cash position in the Refuse Fund and the need for ongoing rate increases, the City has hired a consultant to examine service delivery and other operational issues.

Revenue projections for the fund are based upon the City's growth forecast regarding development planned for future years. The number of planned and current refuse accounts is multiplied by the estimated rates for the fund. The Refuse Fund is projecting operating refuse revenues for FY 2005 of \$4,558,174 (computed by multiplying 13,551 accounts times the average yearly revenue per account of \$336.37). Note that operating revenue is net of interest income and appropriated net assets. A debt issuance of \$228,968 is planned in FY 2005 to fund the purchase of vehicles.

Refuse Fund Revenues:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Customer Charges	\$3,235,619	\$3,569,369	\$4,028,406	\$4,491,382	11.49%
Penalties	24,933	34,605	30,000	30,000	0.00%
Interest Income	33,209	9,256	2,746	0	-100.00%
Transfer-General Fund	36,792	36,792	36,792	36,792	0.00%
Appropriated Net Assets	<u>0</u>	<u>0</u>	<u>687,526</u>	<u>574,834</u>	<u>-16.39%</u>
Total Revenues	<u>\$3,330,553</u>	<u>\$3,650,022</u>	<u>\$4,785,470</u>	<u>\$5,133,008</u>	<u>7.26%</u>

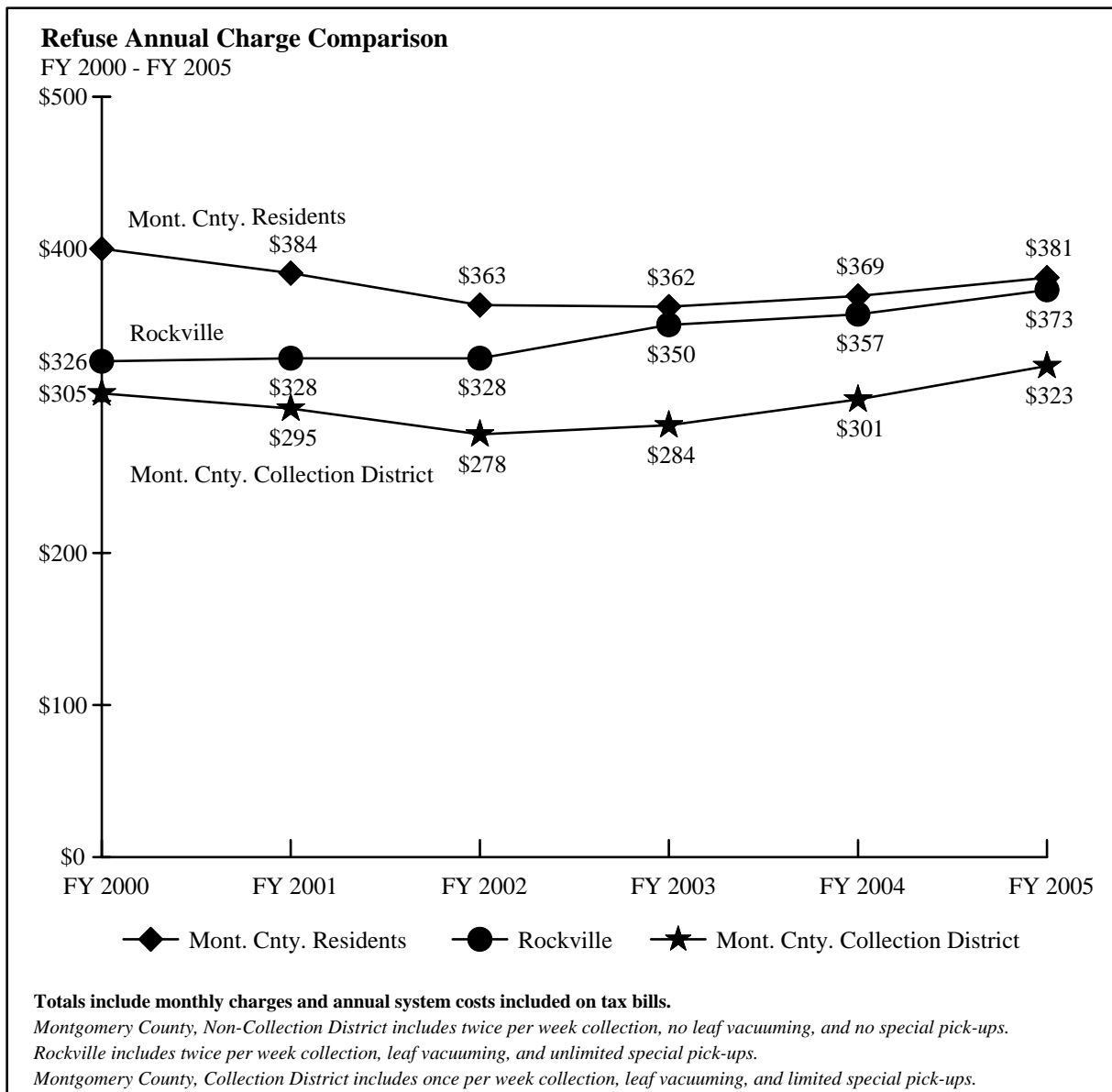
Refuse Fund Expenses:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$2,348,648	\$2,527,679	\$2,697,076	\$2,916,552	8.14%
Operating Expenses	956,436	1,016,489	1,165,717	1,319,709	13.21%
Capital Outlays	(105,927)	10,959	5,000	13,466	169.32%
Administrative Charges	370,258	381,366	392,807	404,591	3.00%
Other Charges	417,507	453,232	505,031	461,875	-8.55%
Debt Service	<u>9,473</u>	<u>10,784</u>	<u>19,839</u>	<u>16,815</u>	<u>-15.24%</u>
Total Expenses	<u>\$3,996,395</u>	<u>\$4,400,509</u>	<u>\$4,785,470</u>	<u>\$5,133,008</u>	<u>7.26%</u>

Enterprise Funds

— Continued —

Refuse Fund, continued

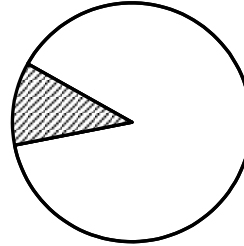
Refuse Fund by Department:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Public Works	\$3,126,036	\$3,462,891	\$3,735,419	\$4,083,009	9.31%
Non-Departmental	<u>870,359</u>	<u>937,618</u>	<u>1,050,051</u>	<u>1,049,999</u>	0.00%
Totals by Department	<u>\$3,996,395</u>	<u>\$4,400,509</u>	<u>\$4,785,470</u>	<u>\$5,133,008</u>	<u>7.26%</u>



Enterprise Funds Graphs

FY 2005 Refuse Fund Revenues of \$5,133,008

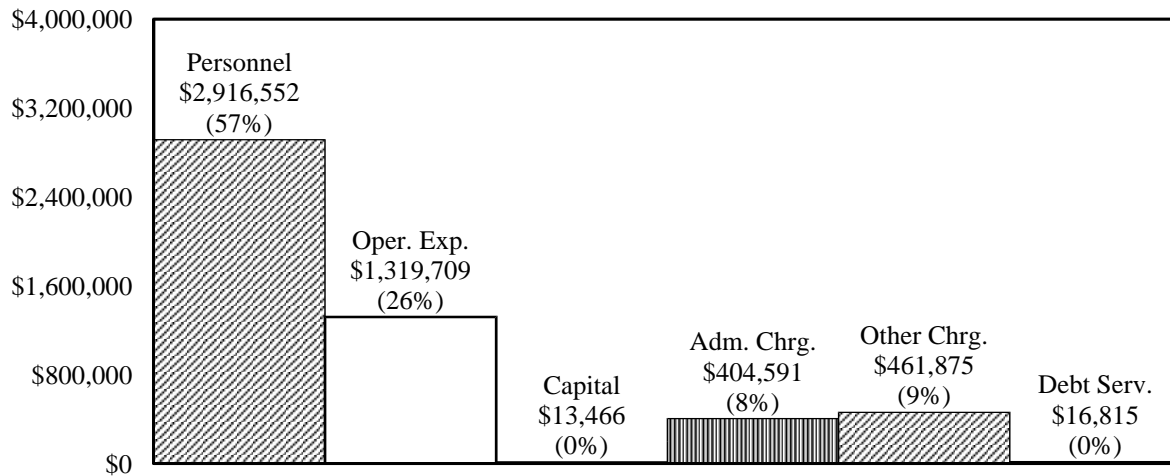
Appropriated Fund Balance
\$574,834
(11%)



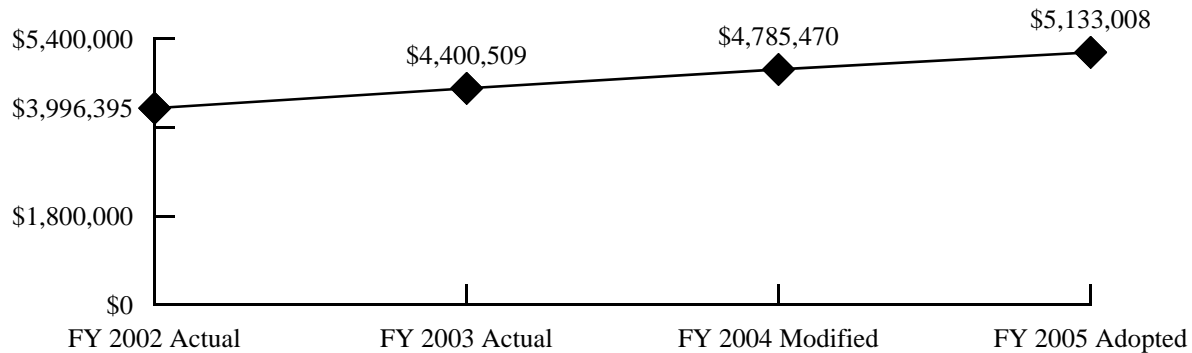
Operating Revenue
\$4,558,174
(89%)

Operating Revenue includes: Customer Charges \$4,491,382 or 88%; Penalties \$30,000 or less than 1%; and Transfer from the General Fund \$36,792 or less than 1%.

FY 2005 Budget by Type of Expense (total \$5,133,008)



FY 2002 - FY 2005 Expense History



Enterprise Funds

— Continued —

Parking Fund

The Parking Fund was created to account for the revenue and expenses from parking related activities, including the issuance of parking tickets, the parking meter program, and costs associated with the planning, design, construction, or operation of proposed parking garages in the City's Town Center. The operating budget assumes an increase of \$674,448 to the net assets in the Parking Fund. Revenue projections are based upon an estimated number of parking violations and parking meter usage rates. **These projections may be revised after the City has more experience with the 366 meters that were installed in January through July of 2004.** In FY 2005, the City is preparing to add up to 117 new meters in the Halpine Avenue area. The operating budget only reflects the debt service associated with the \$5.025 million of parking fund bonds issued in FY 2004. The bulk of the debt for the construction of parking garages in Town Center will be issued in FY 2005 and the options for structuring that debt are currently under review.

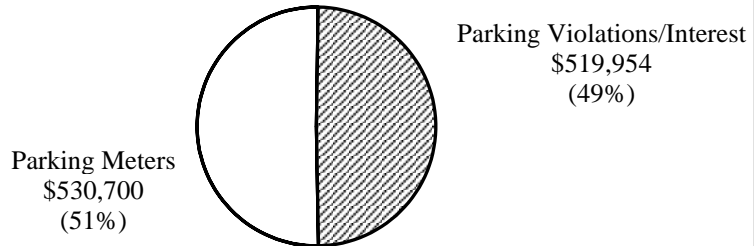
Parking Fund Revenues:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Parking Meters	\$86,096	\$96,932	\$268,818	\$530,700	97.42%
Parking Lot Receipts	34,937	44,381	15,000	0	-100.00%
Parking Violations	165,968	282,144	617,051	513,954	-16.71%
Interest Income	<u>14,607</u>	<u>7,167</u>	<u>6,000</u>	<u>6,000</u>	<u>0.00%</u>
Total Revenue	<u>\$301,608</u>	<u>\$430,624</u>	<u>\$906,869</u>	<u>\$1,050,654</u>	<u>15.86%</u>

Parking Fund Expenses:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$22,178	\$45,643	\$104,616	\$79,528	-23.98%
Operating Expenses	175,201	14,884	79,724	34,112	-57.21%
Capital Outlays	1,201	0	46,584	0	-100.00%
Other Charges	0	3,333	0	7,263	100.00%
Administrative Charges	0	0	25,000	75,750	100.00%
Addition to Net Assets	0	0	632,044	674,448	6.71%
Debt Service	<u>0</u>	<u>0</u>	<u>18,901</u>	<u>179,553</u>	<u>100.00%</u>
Total Expenses	<u>\$198,580</u>	<u>\$63,860</u>	<u>\$906,869</u>	<u>\$1,050,654</u>	<u>15.86%</u>

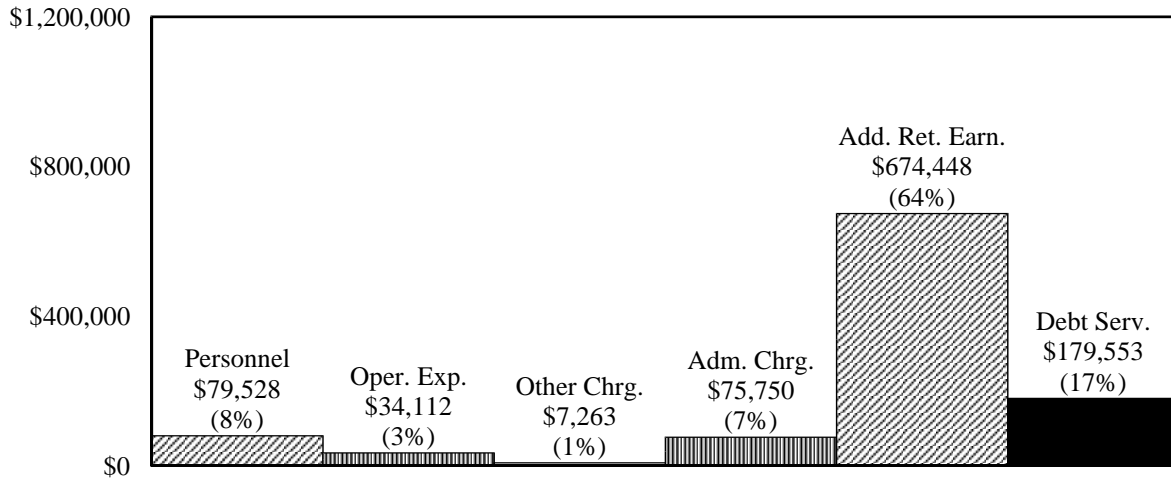
Parking Fund by Department:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Police	\$17,623	\$44,607	\$171,227	\$103,445	-39.59%
Public Works	0	0	21,544	3,400	-84.22%
Non-Departmental	<u>180,957</u>	<u>19,253</u>	<u>714,098</u>	<u>943,809</u>	<u>32.17%</u>
Totals by Department	<u>\$198,580</u>	<u>\$63,860</u>	<u>\$906,869</u>	<u>\$1,050,654</u>	<u>15.86%</u>

Enterprise Funds Graphs

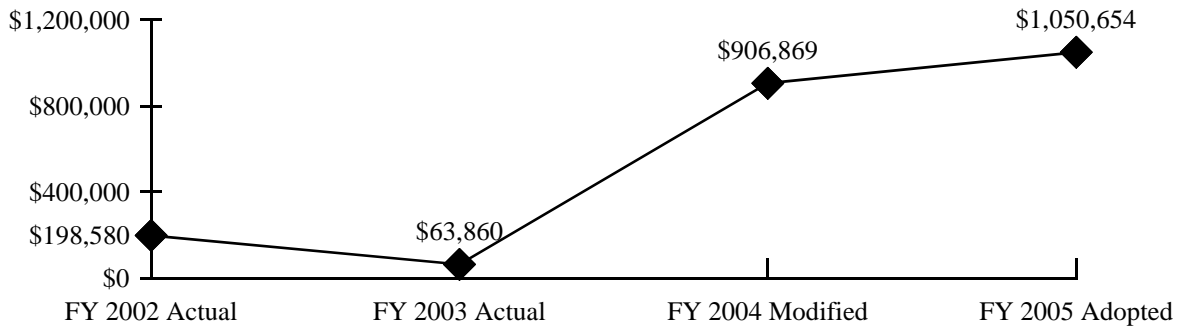
FY 2005 Parking Fund Revenues of \$1,050,654



FY 2005 Budget by Type of Expense (total \$1,050,654)



FY 2002 - FY 2005 Expense History



Enterprise Funds

— Continued —

Stormwater Management Fund

The Stormwater Management (SWM) Fund accounts for the costs of maintaining existing SWM facilities and constructing new facilities. In FY 2005, the operating budget assumes a reduction to net assets of \$557,007. Revenue estimates are based projected development. A staff analysis indicates that an annual fee will need to be established by FY 2008 in order to provide ongoing support for SWM activities, particularly in light of changes to environmental requirements. A study will be initiated in FY 2005 to lay the groundwork for establishing this fee.

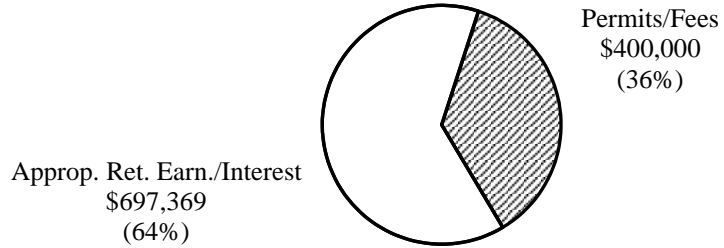
SWM Fund Revenues:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
SWM Permits	\$856,710	\$430,686	\$250,000	\$200,000	-20.00%
Regional SWM Participation Fees	680,116	342,388	200,000	200,000	0.00%
Interest Income	261,523	94,249	134,371	140,362	4.46%
Appropriated Net Assets	<u>0</u>	<u>0</u>	<u>523,903</u>	<u>557,007</u>	<u>6.32%</u>
Total Revenues	<u>\$1,798,349</u>	<u>\$867,323</u>	<u>\$1,108,274</u>	<u>\$1,097,369</u>	<u>-0.98%</u>

SWM Fund Expenses:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$301,790	\$345,796	\$391,560	\$416,968	6.49%
Operating Expenses	124,187	96,579	472,465	432,160	-8.53%
Capital Outlays	14,505	0	0	0	0.00%
Administrative Charges	125,419	129,182	133,057	137,049	3.00%
Other Charges	<u>115,614</u>	<u>111,192</u>	<u>111,192</u>	<u>111,192</u>	<u>0.00%</u>
Total Expenses	<u>\$681,515</u>	<u>\$682,749</u>	<u>\$1,108,274</u>	<u>\$1,097,369</u>	<u>-0.98%</u>

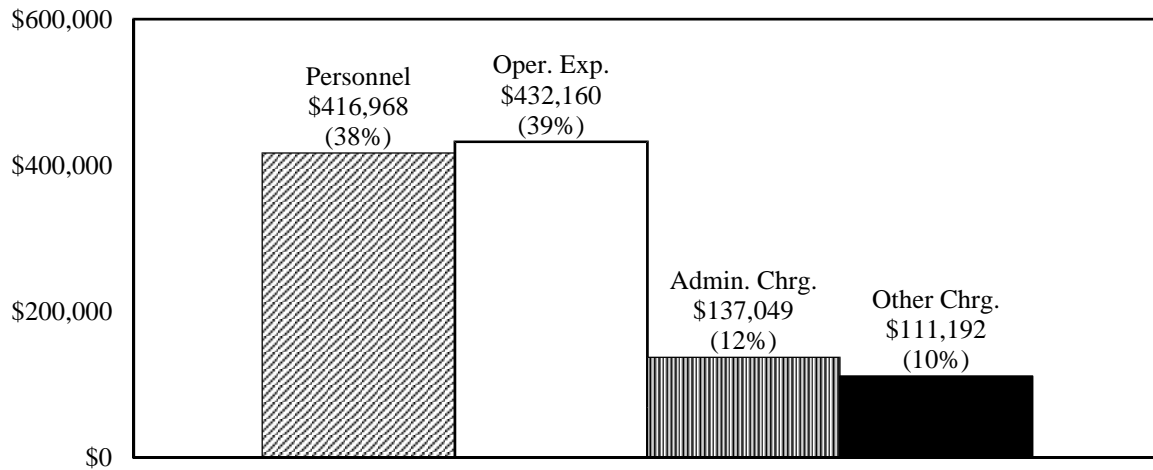
SWM Fund Expenses by Department:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Mayor and Council	\$23,637	\$16,679	\$15,000	\$15,000	0.00%
Public Works	413,891	412,924	833,734	822,043	-1.40%
Non-Departmental	<u>243,987</u>	<u>253,146</u>	<u>259,540</u>	<u>260,326</u>	<u>0.30%</u>
Totals by Department	<u>\$681,515</u>	<u>\$682,749</u>	<u>\$1,108,274</u>	<u>\$1,097,369</u>	<u>-0.98%</u>

Enterprise Funds Graphs

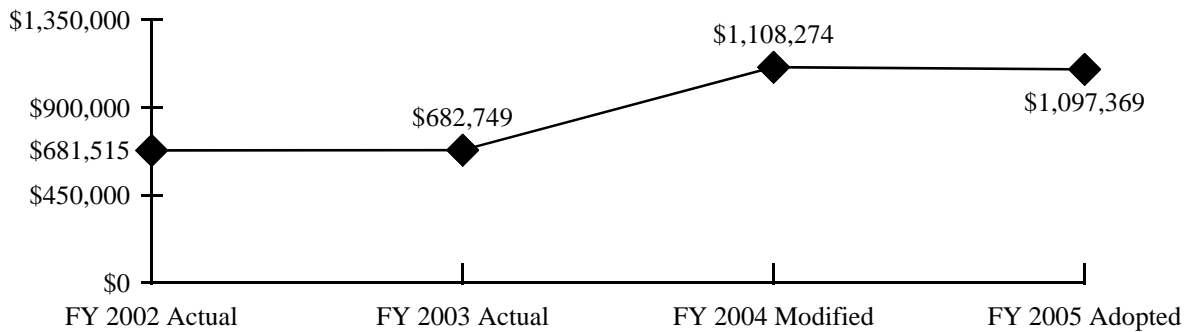
FY 2005 Stormwater Management Fund of \$1,097,369



FY 2005 Budget by Type of Expense (total \$1,097,369)



FY 2002 - FY 2005 Expense History



Enterprise Funds

— Continued —

RedGate Golf Course Fund

The RedGate Golf Course Fund is used to account for the financial activity associated with the City's public golf course. Revenue projections are based upon the average fee per round of play multiplied by the total estimated rounds per fiscal year, and added to the estimated revenue from golf cart rentals. The RedGate Golf Course Fund is projecting Golf Course fee revenues for FY 2005 of \$1,120,000 (computed by multiplying 48,000 rounds for the fiscal year by the average fee per round of \$23.33). In January 2002, the City restructured the operations of the golf course and purchased the existing golf cart fleet. As a result, the City receives revenue from the cart rentals, driving range fees, and the rental of the pro shop. Difficult weather conditions throughout FY 2003 and the sniper crisis in the fall resulted in only 36,500 rounds played that year and sharply reduced revenue. Better weather conditions and an enhanced marketing effort are expected to result in 10,000 additional rounds in FY 2004.

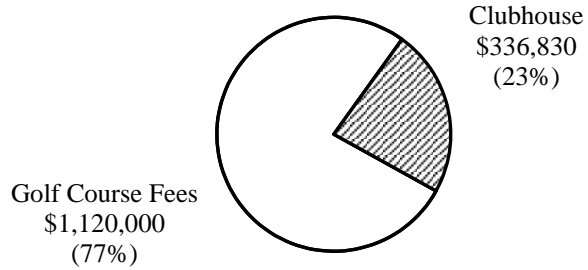
Golf Course Fund Revenues:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Golf Course Fees	\$999,760	\$764,009	\$1,108,208	\$1,120,000	1.06%
Concessions	57,066	12,969	12,000	12,480	4.00%
Cart Rentals	106,835	178,899	245,000	265,000	8.16%
Pro Shop Rental	0	8,500	8,500	8,500	0.00%
Driving Range Fees	21	0	1,500	1,560	4.00%
Interest Income	844	528	0	0	0.00%
Appropriated Net Assets	<u>0</u>	<u>0</u>	<u>14,728</u>	<u>49,290</u>	<u>234.67%</u>
Total Revenues	<u>\$1,164,526</u>	<u>\$964,905</u>	<u>\$1,389,936</u>	<u>\$1,456,830</u>	<u>4.81%</u>

Golf Course Fund Expenses:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$682,887	\$717,807	\$738,555	\$796,932	7.90%
Operating Expenses	313,815	299,490	341,968	350,996	2.64%
Capital Outlays	19,565	8,583	93,740	110,220	17.58%
Administrative Charges	154,044	158,665	163,427	168,330	3.00%
Other Charges	197,219	146,205	38,081	17,749	-53.39%
Debt Service	<u>1,767</u>	<u>587</u>	<u>14,165</u>	<u>12,603</u>	<u>-11.03%</u>
Total Expenses	<u>\$1,369,297</u>	<u>\$1,331,337</u>	<u>\$1,389,936</u>	<u>\$1,456,830</u>	<u>4.81%</u>

Golf Course Fund by Department:	FY 2002 Actual	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Public Works	\$9,897	\$8,102	\$36,990	\$53,595	44.89%
Recreation and Parks	945,078	970,960	1,060,295	1,131,665	6.73%
Non-Departmental	<u>414,322</u>	<u>352,275</u>	<u>292,651</u>	<u>271,570</u>	<u>-7.20%</u>
Totals by Department	<u>\$1,369,297</u>	<u>\$1,331,337</u>	<u>\$1,389,936</u>	<u>\$1,456,830</u>	<u>4.81%</u>

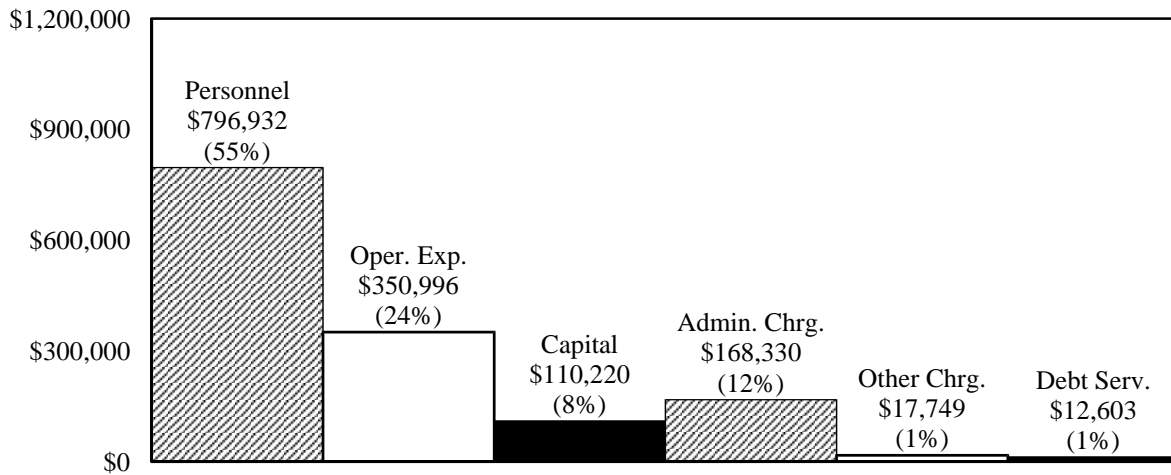
Enterprise Funds Graphs

FY 2005 RedGate Golf Course Fund Revenues of \$1,456,830

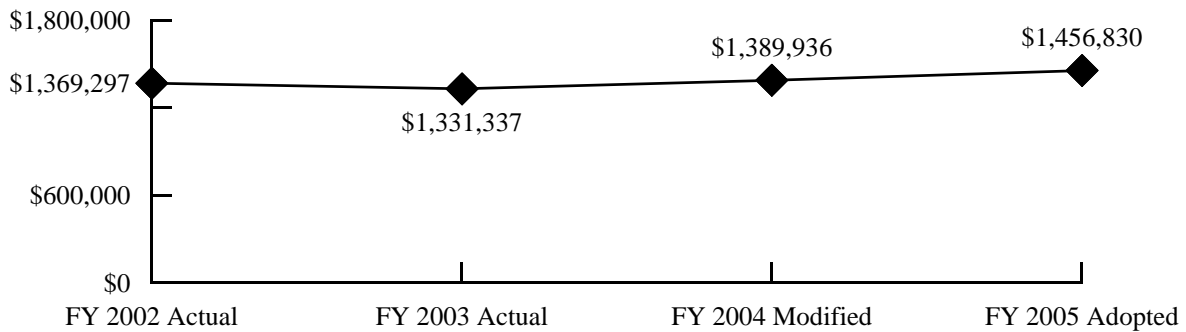


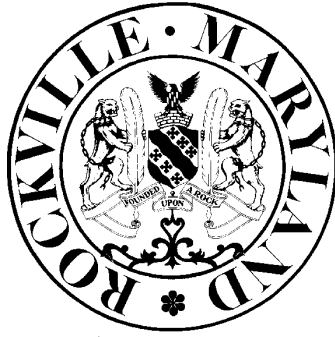
Clubhouse includes: Cart Rentals \$265,000 or 18%; Appropriated Retained Earnings \$49,290 or 3%; Concessions \$12,480 or 1%; Pro Shop Rentals \$8,500 or less than 1%; and Driving Range Fees \$1,560 or less than 1%.

FY 2005 Budget by Type of Expense (total \$1,456,830)



FY 2002 - FY 2005 Expense History









Department of the Mayor and Council

Fund Support: The Department of the Mayor and Council is supported by the General, Sewer, and Stormwater Management Funds, as well as miscellaneous revenues derived from the sale of ordinances, souvenirs, and election materials.

Description: The Mayor and Council legislate for the protection and promotion of the health, safety, comfort, and welfare of the residents of Rockville and for the preservation of the City's property, rights, and privileges.

Department Mission Statement: The Department of the Mayor and Council preserves and enhances the City's identity and quality of life for those who live and work in Rockville by providing direction, leadership, and specific initiatives to ensure the effective and efficient development and administration of City services, policies, and laws.

Goals:

- The Mayor and Council will work to implement their initiatives within the following goal areas:
 - Create a Vibrant Town Center **TC**
 - Ensure New Development Citywide Enhances Rockville's Quality of Life 
 - Improve Pedestrian and Traffic Safety 
 - Strengthen Rockville's Neighborhoods and Sense of Community 
 - Enhance the City Government's Performance 

Significant Change: None.

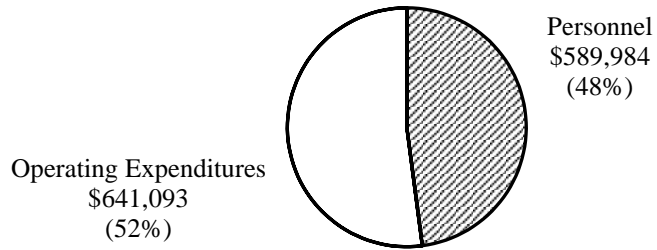
Staff Contact: Claire F. Funkhouser, City Clerk/Treasurer (240) 314-8280.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Mayor and Council's Office	\$223,890	\$216,987	\$256,997	\$263,197	\$253,697	-3.61%
City Attorney's Office	799,527	710,509	761,491	761,491	702,710	-7.72%
City Clerk's Office ⁽¹⁾	<u>270,768</u>	<u>256,849</u>	<u>306,002</u>	<u>313,952</u>	<u>274,670</u>	<u>-12.51%</u>
Dept. Expenditures Total	<u>\$1,294,185</u>	<u>\$1,184,345</u>	<u>\$1,324,490</u>	<u>\$1,338,640</u>	<u>\$1,231,077</u>	<u>-8.04%</u>

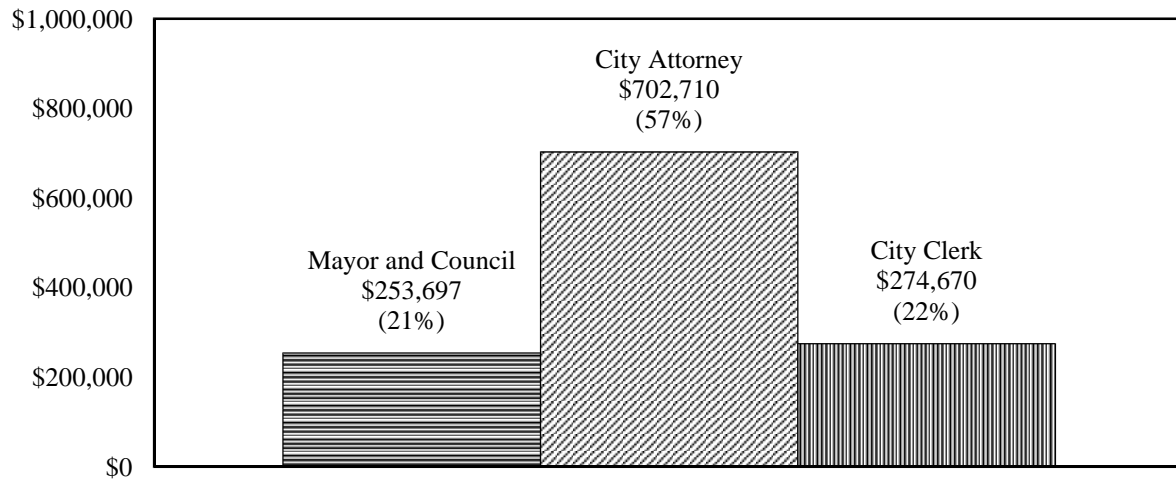
⁽¹⁾ *The fluctuation in expenditure amounts is due to additional expenditures incurred in election years.*

Department of Mayor and Council Graphs

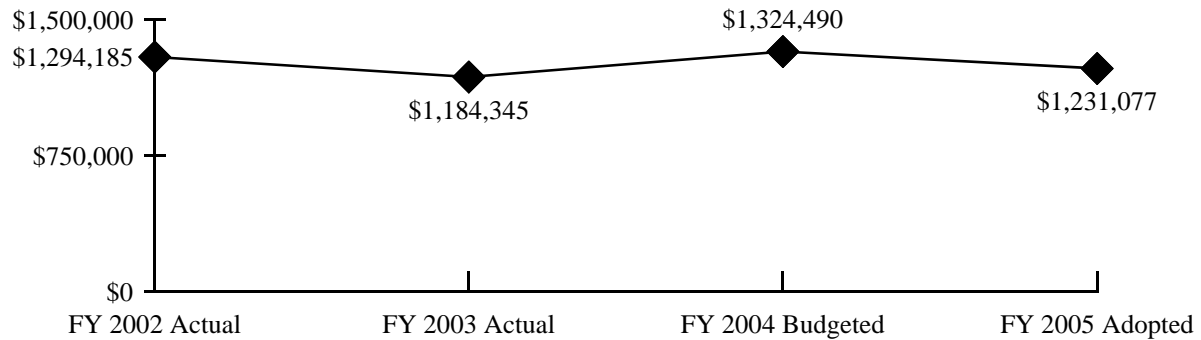
FY 2005 Budget of \$1,231,077



FY 2005 Budget by Division (total \$1,231,077)



FY 2002 - FY 2005 Expenditure History



Department of the Mayor and Council

— Continued —

Staffing Summary by Division:	FY 2003 Actual		FY 2004 Revised		FY 2005 Adopted	
	Reg.	Temp.	Reg.	Temp.	Reg.	Temp.
Mayor and Council's Office	1.0	0.0	1.0	0.0	1.0	0.0
City Attorney's Office	2.5	0.0	1.5	0.4	1.5	0.5
City Clerk's Office	3.0	0.1	3.0	0.2	3.0	0.1
Department Total	6.5	0.1	5.5	0.6	5.5	0.6

Staffing Summary by Position – FY 2005 Regular Positions

	<u>FTE</u>		<u>FTE</u>
Mayor and Council's Office:		City Clerk's Office:	
Council Support Specialist (1)	1.0	Assistant to the City Clerk (1).....	1.0
Councilmember (Elected) (4).....	N/A	City Clerk/Treasurer (Appointed) (1)	1.0
Mayor (Elected) (1).....	N/A	Deputy City Clerk (1)	1.0
 City Attorney's Office:			
Assistant City Attorney-PT (Appointed) (1).....	0.5		
Assistant to the City Attorney (1)	1.0		

Mayor and Council's Office

Department of the Mayor and Council

Fund Support: General Fund.

Mission Statement/Description: The Mayor and Council develop and enact policies and ordinances for the City. They conduct regularly scheduled General Session meetings and Public Hearings. Worksessions are conducted on a periodic basis to review issues of concern and to discuss the operating budget and Capital Improvements Program. The Mayor and Council also meet with members of the City's boards, commissions, committees, and neighborhood groups when circumstances dictate.

Other Activities and Memberships: Travel is planned for attendance at the Maryland Municipal League (MML) annual convention, the National League of Cities (NLC) annual conference, the MML Fall legislative conference, and the International Municipal Clerks Association annual meeting. The Mayor and Council represent the City at the annual Congressional City Conference sponsored by the NLC. The Mayor may attend meetings of the U.S. Conference of Mayors. Individual members of the Mayor and Council or their designee serve on the following Metropolitan Washington Council of Governments committees: Chesapeake Bay Policy, Human Services, Public Safety, Metropolitan Development Policy, Transportation Planning Board, and Board of Directors. Mayor and Council members also serve on the following NLC policy committees: Community and Economic Development, Public Safety and Crime Prevention, Human Development Policy, and Transportation Infrastructure and Services.

Mayor and Council Goal Areas and Objectives:

Create a Vibrant Town Center **TC**

- To create a Town Center that will be the heart of the Rockville community and that will be distinctive, special, and “uniquely Rockville.”
- To ensure that Town Center redevelopment respects and protects surrounding neighborhoods.
- To keep future development in Town Center aligned with road capacity, school capacity, and other infrastructure.

Ensure New Development Citywide Enhances Rockville's Quality of Life

- To shape and manage growth and development proactively.
- To keep new growth aligned with road capacity, school capacity, and other infrastructure.
- To provide land use regulations and policies suitable to an urbanizing environment.
- To transform the Rockville Pike corridor and the area around the Twinbrook Metro station into community assets.

Improve Pedestrian and Traffic Safety

- To provide a safe and inviting transportation network and environment for pedestrians and bicyclists.
- To address problem areas in neighborhoods where speeding traffic and/or high volumes of automobile traffic negatively impact the character and/or safety of the neighborhood.

Strengthen Rockville's Neighborhoods and Sense of Community

- To protect property values and ensure a consistent level of property maintenance citywide.
- To enhance public safety.
- To expand the stock of affordable housing and foster home ownership.
- To leverage Rockville's rich diversity.
- To enhance community-oriented policing.

Enhance the City Government's Performance

- To always strive to “do more with less.”
- To achieve best-in-class levels of customer satisfaction.
- To hold the City government accountable for its performance.
- To focus the City government's limited resources on activities and initiatives with the highest impact.

Mayor and Council's Office

— Continued —

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$118,805	\$128,045	\$144,647	\$151,147	\$160,550	6.22%
Operating Expenditures	103,756	88,942	112,350	112,050	93,147	-16.87%
Capital Outlay	<u>1,329</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures ⁽¹⁾	<u>\$223,890</u>	<u>\$216,987</u>	<u>\$256,997</u>	<u>\$263,197</u>	<u>\$253,697</u>	<u>-3.61%</u>

⁽¹⁾ *The fluctuation in expenditure amounts is due to additional expenditures incurred in election years.*





City Attorney's Office

Department of the Mayor and Council

Fund Support: General, Sewer, and Stormwater Management Funds.

Mission Statement/Description: The City Attorney's Office acts as legal advisor to the Mayor and Council, boards and commissions of the City, and City staff. The office prepares legal documents for the City and is responsible for preparing for enactment all additions and amendments to the Rockville City Code. The City Attorney's Office represents the City before administrative agencies and federal and state courts where the City is party to or has an interest in legal proceedings.

FY 2005 Objectives:

- Implement the Town Center development agreement, support in securing funding, site acquisition, finalizing financial participation commitments among the County, State and federal governments, and implementing a parking district strategy. **TC**
- Work with staff to review and revise the City's Zoning and Planning Ordinance, including the optional method of development provisions. 
- Assist staff with the review of development including review and preparation of development related agreements and easements. 
- Work with staff on developing an Adequate Public Facilities Ordinance. 
- Assist staff with the development of neighborhood master plans. 
- Prepare amendment to the Zoning Ordinance in order to clarify sign provisions.
- Assist staff with development and implementation of City policy to coordinate responses to Freedom of Information Act requests.
- Review and evaluate county and state laws concerning effects on municipalities.
- Prosecute municipal infraction citations.
- Support staff in conjunction with the development in King Farm, Rose Hill, Fallsgrrove, Tower Oaks, Town Center, and redevelopment of Moore Drive.
- Support staff with the implementation of the Master Plan recommendations.
- Represent the City's interests in legal proceedings before federal and state courts and administrative agencies.
- Represent the City in employment grievances.
- Assist staff in complying with HIPPA and other Federal laws and regulations.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$166,270	\$172,952	\$178,016	\$178,016	\$184,519	3.65%
Operating Expenditures	633,079	537,557	583,475	583,475	518,191	-11.19%
Capital Outlay	<u>178</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$799,527</u>	<u>\$710,509</u>	<u>\$761,491</u>	<u>\$761,491</u>	<u>\$702,710</u>	<u>-7.72%</u>




City Clerk's Office

Department of the Mayor and Council

Fund Support: General Fund.

Mission Statement/Description: The City Clerk's Office supports the Mayor and Council in carrying out their mission by providing administrative and clerical assistance, attending all official meetings of the elected body, preparing and managing the records of actions of the meetings, serving as a liaison between the Mayor and Council and the citizens of Rockville, coordinating City boards and commissions, and administering a fair and impartial process for City elections.

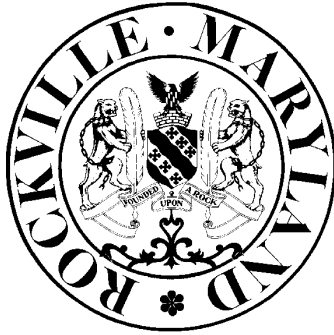
FY 2005 Objectives:

- Maintain a comprehensive calendar and log of neighborhood and civic group meetings and events requesting the Mayor and Council's participation, focusing on activities related to the Mayor and Council's goals and action items for 2004 – 2005. 
- Provide administrative support and training to City boards and commissions, including facilitation of the Mayor and Council's appointment process. 
- Encourage greater citizen participation in City government activities by providing electronic information on agendas, minutes, and legal notices and by utilizing the *Expression of Interest* form and the City's Web site to encourage citizens to serve on City boards and commissions. 
- Provide efficient and effective controls over the creation, organization, maintenance, and disposition of specific City records by exploring new technologies to improve the updating, storing, and retrieving of records processes, such as the use of scanning.
- Facilitate the maintenance of the City's archival records in their new location, which will be customized to ensure the preservation and protection of the City's historic documents, while allowing greater accessibility to citizens and researchers.
- Begin to prepare for the City's 2005 election by creating the candidates' packet in the spring of 2005, exploring resources for translation services, and recruiting new election judges and voters, especially individuals who represent Rockville's diverse community.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of time processing of official documents completed within seven days	100%	100%	95%	100%
<i>Workload:</i>				
Number of Board and Commission applications processed for consideration	57	50	32	50
Number of Council meetings supported	93	85	96	95**
Number of Public Hearing Notices processed	57	60	50	60
Number of Boards & Commission appts. processed	76	N/A	57	60

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$220,991	\$226,807	\$244,963	\$244,963	\$244,915	-0.02%
Operating Expenditures	49,777	20,011	61,039	68,989	29,755	-56.87%
Capital Outlay	<u>0</u>	<u>10,030</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures ⁽¹⁾	<u>\$270,768</u>	<u>\$256,848</u>	<u>\$306,002</u>	<u>\$313,952</u>	<u>\$274,670</u>	<u>-12.51%</u>

(1) *The fluctuation in expenditure amounts is due to additional expenditures incurred in election years.*














Department of the City Manager

Fund Support: The Department of the City Manager is supported by the General Fund.

Description: The Department of the City Manager coordinates with the Mayor and Council to enact and implement City policy, manage the Mayor and Council's Strategic Plan, and provide management and administrative support for the day-to-day operations of the City government.

Department Mission Statement: The Department of the City Manager implements official policies of the Mayor and Council by coordinating City services to meet the needs of all who visit, work, and live in Rockville. The department provides services to citizens, coordinates and directs the efforts of City departments, works with other elected officials and levels of government, and communicates frequently with the Mayor and Council to assure that quality municipal services are provided to the members of our community.

Goals:

- Manage the implementation of the Mayor and Council’s 2005 Goals and Action Items. **TC**    
- Lead staff in implementing the development agreement for Town Center, continuing to seek funding from other levels of government, and coordinating the efforts of City departments to implement the vision articulated in the *Town Center Master Plan*. **TC**
- Facilitate communication with the Mayor and Council and the community during the renovation of City Hall, and work to actively accommodate citizens’ and employees’ needs during the renovation process. 
- Implement recommendations from the police services analysis. 
- Plan and implement employee-training initiatives by continuing to support the training@Rockville program and LEAD training, develop a program to enhance the City’s responsiveness to non-English speaking customers, develop continuous training program to enhance the City’s customer service to all customers and promote employee wellness through the Wellness Program. 
- Improve service delivery through the implementation of innovative and progressive methods, including performance measurement, benchmarking, project management and best practices. 
- Review the City’s performance measurement program and consider ways to more accurately measure customer satisfaction. 
- Continue efforts to control costs and improve the quality of City services. 
- Maintain flexibility in managing the City’s resources to achieve strategic goals and objectives. 
- Promote and enhance communication with City residents through facilitating public meetings, preparing press releases on important Rockville news, mailing neighborhood advisories to residents and businesses when City projects are being planned or constructed, and providing easy-to-read and graphically attractive materials providing information to citizens.
- Ensure open access to City government and that quality services are provided in a cost-effective manner.
- Provide timely and effective response to citizens’ concerns and needs.
- Foster efforts of all City departments to ensure civic participation in the decision-making processes of Rockville.

Significant Changes: The City Manager’s Office will absorb the responsibilities of the vacant City Manager position while the search for a new City Manager continues. Beginning in FY 2005, the Graphics and Printing Division will begin charge-backs to departments for color copies, thereby decreasing the budget for Graphics and Printing.

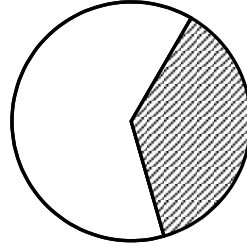
Staff Contact: W. Bowman Ferguson, Assistant to the City Manager (240) 314-8105.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
City Manager’s Office	\$957,701	\$1,069,886	\$1,023,800	\$1,022,499	\$1,103,083	7.88%
Public Info. Office	<u>878,054</u>	<u>932,953</u>	<u>1,007,180</u>	<u>1,037,308</u>	<u>1,013,420</u>	<u>-2.30%</u>
Dept. Expend. Total	<u>\$1,835,755</u>	<u>\$2,002,839</u>	<u>\$2,030,980</u>	<u>\$2,059,807</u>	<u>\$2,116,503</u>	<u>2.75%</u>
Dept. Revenue Total	\$20,000	\$0	\$0	\$0	\$0	0.00%

Department of the City Manager Graphs

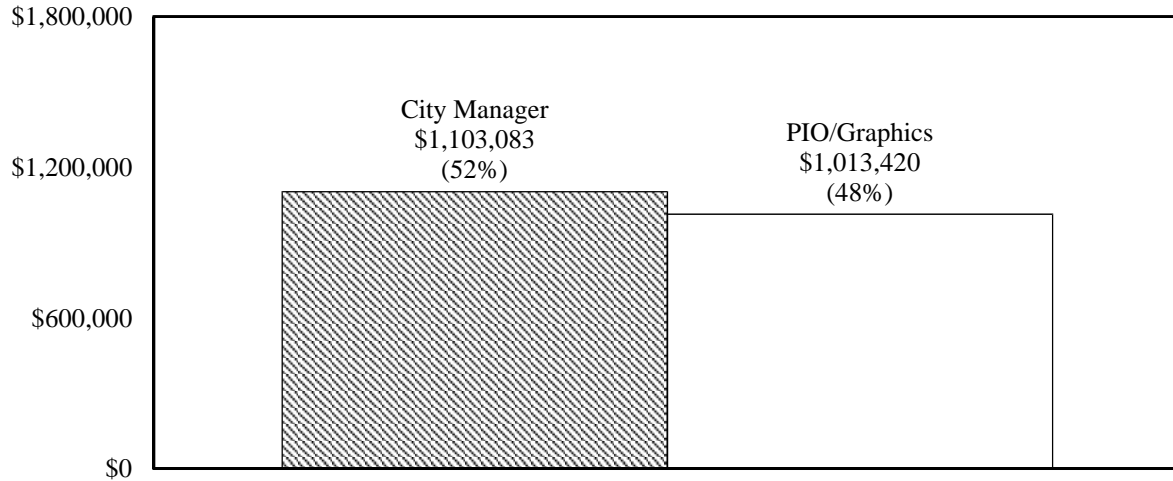
FY 2005 Budget of \$2,116,503

Personnel
\$1,329,215
(63%)

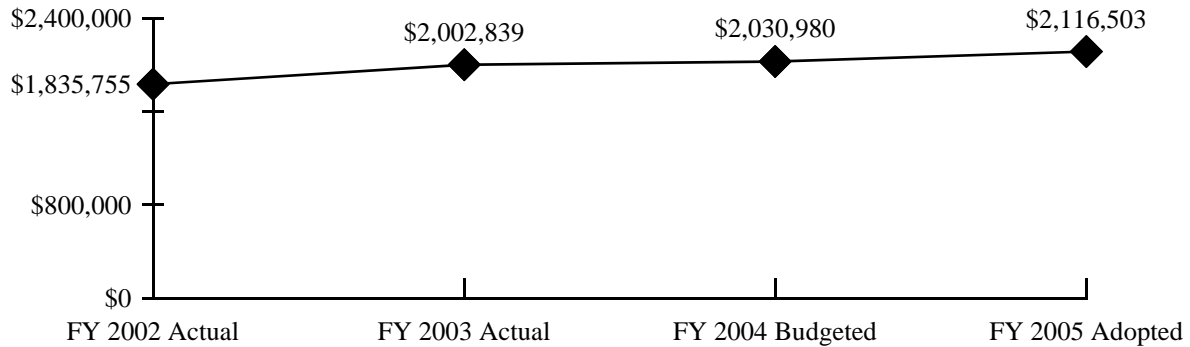


Operating Expenditures
\$787,288
(37%)

FY 2005 Budget by Division (total \$2,116,503)



FY 2002 - FY 2005 Expenditure History



Department of the City Manager

— Continued —

Staffing Summary by Division:	FY 2003 Actual		FY 2004 Revised		FY 2005 Adopted	
	Reg.	Temp.	Reg.	Temp.	Reg.	Temp.
City Manager's Office	10.1	0.8	8.1	0.8	8.1	0.8
PIO, Graphics, and Printing	8.0	0.0	8.0	0.0	8.0	0.0
Department Total	18.1	0.8	16.1	0.8	16.1	0.8

Staffing Summary by Position – FY 2005 Regular Positions

	<u>FTE</u>		<u>FTE</u>
City Manager's Office:		PIO, Graphics, and Printing:	
Administrative Support Coordinator (1)	1.0	Copy Center and Mail Specialist (1)	1.0
Assistant City Manager (Contract) (1)	1.0	Graphics Specialist (2)	2.0
Assistant to the City Manager (2)	2.0	Graphics/Printing Supervisor (1)	1.0
City Hall Facilities Manager – PT (1)	0.5	Printing Specialist I (1)	1.0
City Manager (Appointed) (1)	1.0	Printing Specialist II (1)	1.0
Employee Wellness Coordinator (1)	1.0	Public Information Manager (1)	1.0
Public Info. Assistant/PBX Operator – PT (1)	0.6	Public Information Specialist (1)	1.0
Secretary I – PT (2)	1.0		






City Manager's Office


Department of the City Manager

Fund Support: General Fund.

Mission Statement/Description: The City Manager's Office is responsible for the efficient day-to-day operation and management of the City. This division implements official policies of the Mayor and Council by coordinating City services to meet the needs of all who live, work, and visit in Rockville. The staff of the City Manager's Office coordinates the communication and efforts of City departments, manages the City's interactions with the county, state and federal governments, as well as other local governments, coordinates the citizen service request system, promotes a healthy workforce, and plans and implements special projects such as audits and analyses to support the mission of the organization and the goals of the Mayor and Council.

FY 2005 Objectives:

- Develop and implement a parking district strategy. **TC**
- Secure funding from Montgomery County, the State of Maryland, and the federal government for the development of Town Center. **TC**
- Seek federal grant funding to initiate a study and plan for a local loop shuttle connecting neighborhoods to Town Center and transit. **TC**
- Develop a citywide program to enhance responsiveness to non-English speaking customers. 
- Improve customer service levels among all employees. 
- Assist implementation of City Hall renovation. 
- Implement a new system for tracking and reporting on major City projects and initiatives. 
- Consider changes to the Performance Measurement Program to provide more clear information on cost performance, customer satisfaction and progress on major initiatives and projects. 
- Involve over 70 percent of the employees in at least one Employee Wellness program.
- Incorporate concepts from the LEAD training program into the budget development and other processes by including more employees from throughout the organization in decision-making.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of residents who strongly agree or agree that they receive good value for the taxes they pay 	63%	65%	NA*	65%
Percent of residents who rate the quality of life in the City as excellent or good	93%	93%	NA*	95%
Percent of residents who strongly agree or agree that government welcomes citizen involvement	71%	75%	NA*	75%
Percent of residents who strongly agree or agree that they are pleased with the overall direction the City is taking	65%	70%	NA*	70%
Percent of employees participating in Wellness events	72%	70%	73%	70%
<i>Workload:</i>				
Number of participants served by the Wellness Program	2,088	1,800	2,104	1,800

**The City conducts a citizen survey every two years. No survey data was collected for FY 2004.*

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$736,953	\$699,085	\$692,471	\$654,271	\$779,452	19.13%
Operating Expenditures	220,748	370,801	331,329	368,228	323,631	-12.11%
Capital Outlay	0	0	0	0	0	0.00%
Total Expenditures	<u>\$957,701</u>	<u>\$1,069,886</u>	<u>\$1,023,800</u>	<u>\$1,022,499</u>	<u>\$1,103,083</u>	<u>7.88%</u>
Total Revenues	\$20,000	\$0	\$0	\$0	\$0	0.00%


Public Information, Graphics, and Printing

Department of the City Manager

Fund Support: General Fund.

Mission Statement/Description: The Public Information, Graphics, and Printing Division, in collaboration with the Web Administrator and *The Rockville Channel* staff from the Department of Information and Technology, increases citizen understanding of, awareness of, and participation in City government programs, projects, and services through marketing campaigns, the media, and Rockville's publications.

FY 2005 Objectives:

- Provide marketing, graphics, and printing support to the implementation of Town Center redevelopment. **TC**
- Continue to work with all City departments to produce important documents in languages beyond English via building relationships with foreign language print and broadcast media outlets. 
- Reach new audiences around the metropolitan Washington, D.C. area with news of Rockville's progress and accomplishments, particularly aiming at business publications and departments of news media that traditionally have not reported on the City.
- Continue to improve *Rockville Reports* by including more stories about residents and business owners who make an impact on the City, particularly residents serving on neighborhood associations, City Boards and Commissions and as volunteers.
- Use the new color copier to save money for all departments that previously outsourced color copies at a higher per page cost, and by increasing use of color in documents to maximize impact of the materials.
- Continue to update and repackage the City's Welcome Kit.
- Develop marketing efforts to increase use of City facilities, including RedGate Municipal Golf Course, the Rockville Municipal Swim Center, Glenview Mansion, and F. Scott Fitzgerald Theatre.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of citizens who get most or a lot of information from:				
▪ <i>Rockville Reports</i>	52%	NA	NA	56%
▪ Water bill inserts	10%	NA	NA	15%
<i>Efficiency:</i>				
Cost per printed piece distributed for:				
▪ <i>Rockville Reports</i>	\$0.28	\$0.35	\$0.35	\$0.38
▪ Water bill inserts	\$0.07	\$0.09	\$0.09	\$0.09
<i>Workload:</i>				
Number of job requests completed by Graphics, Printing, and Copy Center	1,987	1,500	1,449	2,075

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$472,389	\$500,455	\$519,656	\$528,856	\$549,763	3.95%
Operating Expenditures	398,426	432,498	487,524	493,302	463,657	-6.01%
Capital Outlay	<u>7,239</u>	<u>0</u>	<u>0</u>	<u>15,150</u>	<u>0</u>	<u>-100.00%</u>
Total Expenditures	<u>\$878,054</u>	<u>\$932,953</u>	<u>\$1,007,180</u>	<u>\$1,037,308</u>	<u>\$1,013,420</u>	<u>-2.30%</u>







Department of Community Planning and Development Services

Fund Support: The Department of Community Planning and Development Services (CPDS) is supported by the General Fund, the Community Development Block Grant (CDBG) Fund, and revenues derived from fees for services and fines.

Description: The Department of CPDS promotes and facilitates the orderly development, redevelopment, and maintenance of property in the City to benefit the residential and business communities. The department consists of seven divisions: CPDS Administration, Revitalization and Housing, Planning, Long-Range Planning, Inspection Services, CDBG, and CPDS Studies and Plans.

Department Mission Statement: The Department of Community Planning and Development Services protects and preserves the developed and natural environment to enhance the quality of life, upholds the standards of the Rockville community, and identifies and facilitates redevelopment in Town Center.

Goals:

- Lead staff in monitoring the construction and development agreement in Town Center, finalizing the financial participation commitments of the County, State and federal governments, and implementing the parking district strategy. **TC**
- Design and oversee building of the new cultural arts center, in conjunction with the Department of Recreation and Parks. **TC**
- Administer an Adequate Public Facilities Ordinance when adopted. 
- Revise neighborhood plans for Rockville Pike and Twinbrook. 
- Lead staff in developing policies to protect existing neighborhoods, largely through review and revisions to the zoning ordinance. 
- Assist staff in upgrading the code enforcement program. 
- Monitor the redevelopment on Moore Drive in Lincoln Park by the Rockville Housing Enterprises (RHE).
- Encourage the preservation of historic properties.
- Preserve the City's natural environment and historic resources.
- Encourage citizen participation in decisions.
- Support development activities of Rockville's high technology, retail, and corporate business communities.

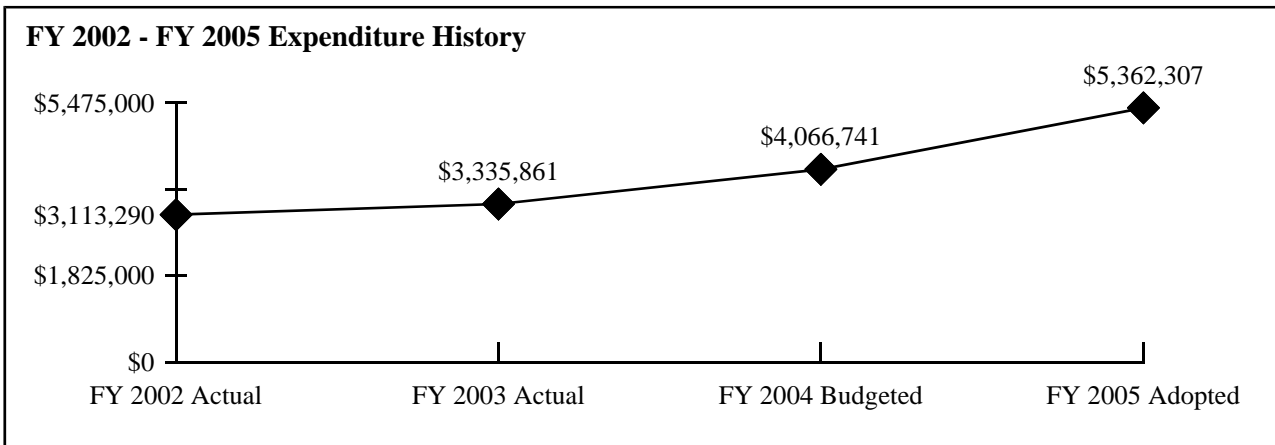
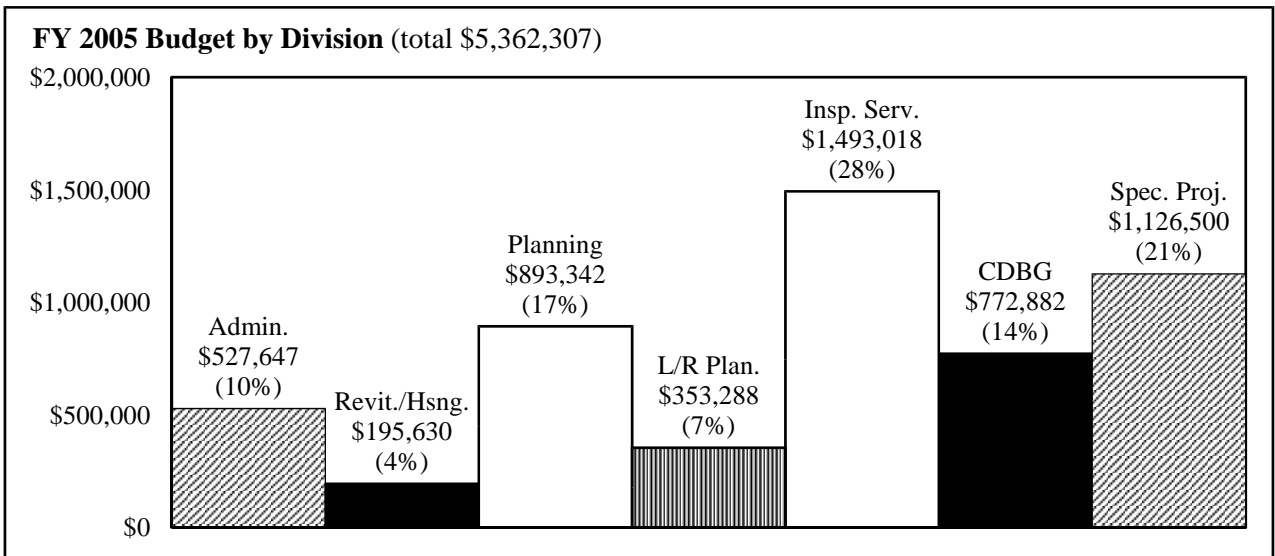
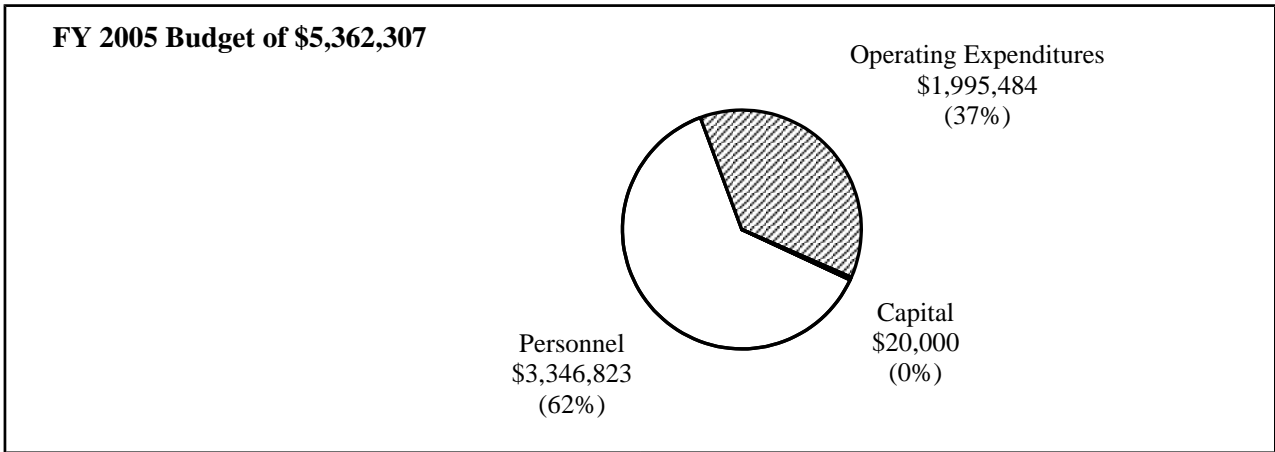
Significant Changes: In FY 2005, a new division, CPDS Studies and Plans, will be established to manage projects that support the Mayor and Council's planning, development, and neighborhood infrastructure initiatives.

Staff Contact: Arthur Chambers, Director of Community Planning and Development Services (240) 314-8200.

Budget Summary:	FY 2002	FY 2003	FY 2004	FY 2004	FY 2005	FY 2004-2005
	Actual	Actual	Budgeted	Modified	Adopted	Change
CPDS Administration	\$341,154	\$375,459	\$418,520	\$386,007	\$527,647	36.69%
Revitalization/Housing	194,764	219,925	196,782	241,505	195,630	-19.00%
Planning	645,447	751,901	881,480	890,909	893,342	0.27%
Long-Range Planning	234,336	252,559	339,994	311,425	353,288	13.44%
Inspection Services	1,179,187	1,334,660	1,469,965	1,445,679	1,493,018	3.27%
CDBG	518,402	401,357	760,000	833,020	772,882	-7.22%
CPDS Studies/Plans	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,126,500</u>	<u>100.00%</u>
Dept. Expend. Total	<u>\$3,113,290</u>	<u>\$3,335,861</u>	<u>\$4,066,741</u>	<u>\$4,108,545</u>	<u>\$5,362,307</u>	<u>30.52%</u>
Dept. Revenue Total ⁽¹⁾	<u>\$2,755,789</u>	<u>\$2,948,839</u>	<u>\$2,957,860</u>	<u>\$2,432,880</u>	<u>\$2,494,882</u>	<u>2.55%</u>

⁽¹⁾ Department revenues for FY 2005 comprise \$1,722,000 from the General Fund (\$1,392,000 in licenses and permits for building permits and other non-business licenses; \$329,000 in charges for services for fire safety fire review charges and zoning fees; and \$1,000 in fines and forfeitures for municipal infractions) and \$772,882 from the CDBG Fund (for the current and upcoming CDBG grants).

Department of Community Planning and Development Services Graphs



Department of Community Planning and Development Services

— Continued —

Staffing Summary by Division:	FY 2003 Actual		FY 2004 Revised		FY 2005 Adopted	
	Reg.	Temp.	Reg.	Temp.	Reg.	Temp.
CPDS Administration	4.9	0.4	4.9	0.0	5.9	0.1
Revitalization and Housing	2.8	0.0	2.1	0.0	2.1	0.0
Planning	11.5	0.0	10.5	0.0	10.5	0.0
Long-Range Planning	4.5	0.0	4.5	0.0	4.5	0.0
Inspection Services	21.0	0.1	21.0	0.2	20.0	0.1
Community Development Block Grant	1.3	0.0	1.0	0.0	1.0	0.0
Department Total	46.0	0.5	44.0	0.2	44.0	0.2

Staffing Summary by Position – FY 2005 Regular Positions

	<u>FTE</u>		<u>FTE</u>
CPDS Administration:		Long-Range Planning:	
Administrative Assistant II (1).....	1.0	Chief of Long-Range Planning (1)	1.0
CPDS Specialist (2)	2.0	Environmental Specialist (1).....	1.0
Director of CPDS (Contract) (1).....	1.0	Planner II (1).....	1.0
Secretary II (1).....	1.0	Planner III (1).....	1.0
Secretary III (1).....	0.9	Planning Technician.....	0.5
Revitalization and Housing:		Inspection Services:	
Comm. Development Program Manager (1).....	1.0	Chief of Inspection Services (1)	1.0
CPDS Administrator (1)	1.0	Construction Codes Inspector I (2).....	2.0
Rehabilitation Specialist (1).....	0.1	Construction Codes Inspector II (4).....	4.0
Planning:		Construction Codes Specialist (1).....	1.0
Chief of Planning (1)	1.0	Fire Codes Inspector II – PT (2)	1.0
Planner I (1)	1.0	Fire Marshal (1)	1.0
Planner II (4).....	3.0	Fire Protection Engineer (1).....	1.0
Planner III (4).....	4.0	Permit Software Support Specialist (1).....	1.0
Planning Technician (1).....	0.5	Permit Technician (3)	3.0
Secretary II (1).....	1.0	Plans Examiner (3).....	3.0
		Supervisor of Inspection Services (1).....	1.0
		Zoning Inspector (1)	1.0
		Community Development Block Grant:	
		Rehabilitation Specialist	0.9
		Secretary III	0.1


Community Planning and Development Services Administration

Department of Community Planning and Development Services

Fund Support: General Fund.

Mission Statement/Description: The Community Planning and Development Services (CPDS) Administration Division carries out all policy program development, budgeting, personnel, and information services functions associated with managing the department.

FY 2005 Objectives:

- Implement and monitor the development agreement and construction of Town Square. **TC**
- Work with the County, State, and Federal governments for additional financial participation in Town Center redevelopment. **TC**
- Ensure a parking design for Town Center is user-friendly and can accommodate new and innovative parking technology. **TC**
- Administer and coordinate Town Center redevelopment and construction activities. **TC**
- Improve efficiency of administrative functions related to departmental activities through training and use of “best practices” found through literature, networking, conferences, and site visits. 
- Promote open access and participation to City operations and decisions through presentations, neighborhood meetings, mailings, and open houses.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$292,652	\$342,961	\$373,492	\$346,492	\$490,840	41.66%
Operating Expenditures	45,565	32,498	45,028	39,515	36,807	-6.85%
Capital Outlay	<u>2,937</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$341,154</u>	<u>\$375,459</u>	<u>\$418,520</u>	<u>\$386,007</u>	<u>\$527,647</u>	<u>36.69%</u>



Revitalization and Housing




Department of Community Planning and Development Services

Fund Support: General Fund.

Mission Statement/Description: The Division of Revitalization and Housing creates, implements, and coordinates housing programs to assist the City's low and moderate-income population; coordinates revitalization activities in residential areas; and works with redevelopment activities (including parking) in the Town Center.

FY 2005 Objectives:

- Lead staff in developing short- and long-range plans to meet Town Center parking needs. **TC**
- Explore new options for targeted senior housing in Town Center. **TC**
- Monitor the redevelopment on Moore Drive in Lincoln Park by the Rockville Housing Enterprises (RHE). 
- Review the Moderately Priced Dwelling Unit (MPDU) Program and consider methods to expand affordable housing, especially for seniors. 
- Seek County, State, and federal resources to assist the revitalization of Rockville neighborhoods.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of MPDU applicants housed	30%	40%	40%	60%
<i>Workload:</i>				
Number of businesses relocated ⁽¹⁾ TC	1	4	24	25
Number of households placed in MPDUs 	85	90	58	90
Number of MPDU applications processed 	218	150	305	225
Number of MPDU agreements with builders 	3	2	1	2

⁽¹⁾ Increase during FY 2004 is due to relocation of businesses for the redevelopment of Town Square.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$191,567	\$216,610	\$187,982	\$232,705	\$189,430	0.77%
Operating Expenditures	3,197	3,315	8,800	8,800	6,200	-29.55%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$194,764</u>	<u>\$219,925</u>	<u>\$196,782</u>	<u>\$241,505</u>	<u>\$195,630</u>	<u>-0.59%</u>

Planning

Department of Community Planning and Development Services

Fund Support: General Fund.

Mission Statement/Description: The Planning Division coordinates interdepartmental review of development applications for City and regional impact and maintains and updates land use and statistical databases. Planning staff also provides support for various City boards, commissions, and neighborhoods.

FY 2005 Objectives:

- Implement an Adequate Public Facilities Ordinance. 🏠
- Ensure the attractiveness and compatibility of new development with the existing character of the City through formal and informal land use policies. 🏠
- Begin to review and revise the zoning ordinance. 🏠
- Promote and facilitate the orderly development and redevelopment of the City through projects such as Town Center and other projects submitted to the City. 🏠
- Continue historic preservation survey and education activities through public meetings, publications and neighborhood planning.
- Continue use of the Development Review Committee procedures for application processing, including Town Center, Twinbrook Commons, and other infill projects.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of citizens rating the City's efforts to keep citizens informed about land use and planning decisions 🏠	68%	70%	70%	70%
Average calendar days to review and act on applications:				
▪ Historic District	18	40	40	40
▪ Zoning Text Amendment	134	250	240	240
▪ Use Permit	79	70	75	75
▪ Special Exception	82	100	95	95
▪ Variance	59	70	70	70
▪ Record Plat	27	35	32	32
▪ CPD Detailed Applications	76	90	115	115
<i>Efficiency:</i>				
Applications reviewed per assigned FTE	18	20	23	15
<i>Workload:</i>				
Number of development and zoning applications reviewed	168	150	185	120
Number of residential units approved	121	1,100	762	600
Square feet of new commercial development approved	484,000	500,000	590,000	350,000

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$578,859	\$684,603	\$744,790	\$748,610	\$798,397	6.65%
Operating Expenditures	66,588	67,298	136,690	142,299	94,945	-33.28%
Capital Outlay	0	0	0	0	0	0.00%
Total Expenditures	<u>\$645,447</u>	<u>\$751,901</u>	<u>\$881,480</u>	<u>\$890,909</u>	<u>\$893,342</u>	<u>0.27%</u>
Total Revenues	\$148,074	\$153,556	\$160,000	\$160,000	\$160,000	0.00%




Long-Range Planning

Department of Community Planning and Development Services

Fund Support: General Fund.

Mission Statement/Description: The Long-Range Planning Division develops and oversees long-range planning for the City. This includes preparing the State-mandated *Master Plan* for the City, assisting preparation of strategic planning documents, maintaining an up-to-date statistical and demographic database, preparing neighborhood and other specialized plans, developing and implementing environmental protection and watershed stewardship programs, coordinating NPDES permit elements, and coordinating the implementation of *Master Plan* and other specialized plan recommendations. Staff also provides support for various boards, commissions, and neighborhood groups and serves as staff representatives on various regional bodies.

FY 2005 Objectives:


- Prepare design guidelines for certain areas of the City, such as Town Center and Rockville Pike. **TC** 
- Develop a vision and implementation plan for redevelopment of the Stonestreet Corridor. **TC**
- Develop a vision and implementation plan for redevelopment of the block north of Beall Avenue. **TC**
- Assist the Mayor and Council in developing a vision and process to guide development around the Twinbrook Metro station. 
- Review and revise the Rockville Pike Corridor Plan. 
- Implement *Master Plan* recommendations such as neighborhood plans and related map and text amendments.
- Prepare a City Environmental Report.
- Implement NPDES second-year permit elements to protect local streams, including pollution prevention plans and local water quality enforcement measures.
- Implement Green Building Recognition and Environmental Excellence Award programs.
- Prepare and present educational programs and information to schools and neighborhood meetings on how to protect and enhance the environment, including air quality, stormwater management, and smart growth.
- Conduct phased stream-monitoring program utilizing County and State assessment protocols.
- Implement pilot demonstration projects for Low Impact Design stormwater management.
- Prepare and maintain detailed census information for demographic trend analysis and forecasting of future service needs of an increasingly diverse community.
- Prepare growth projections in support of departments' needs.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
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Outcome/Effectiveness:

Percent of citizen advisory group members rating the neighborhood planning process as excellent or good 	NA	90	N/A	90
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Workload:

Number of neighborhood plans completed 	1	1	1	1
Number of requests received	495	500	437	500
Number of environmental educational presentations conducted	12	12	6	8
Number of research projects completed for other departments	3	4	4	4

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$222,585	\$242,691	\$298,594	\$270,025	\$330,038	10.53%
Operating Expenditures	11,714	9,868	41,400	41,400	23,250	-43.84%
Capital Outlay	<u>37</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$234,336</u>	<u>\$252,559</u>	<u>\$339,994</u>	<u>\$311,425</u>	<u>\$353,288</u>	<u>3.91%</u>


Inspection Services

Department of Community Planning and Development Services

Fund Support: General Fund.

Mission Statement/Description: The Inspection Services Division provides qualified personnel to enforce various codes and ordinances through plan review, the issuance of permits and licenses, and the inspection of new construction and existing residential and commercial structures and premises. The division also strives to identify ways to increase effectiveness of service delivery to citizens.

FY 2005 Objectives:

- Process Town Center permits. **TC**
- Reduce number of “open” permits through pro-active re-inspections. Implement program for regular inspection of high hazard occupancies. 
- Work with the Department of Information and Technology on implementing the E-apply module of Permit*Plan, allowing on-line applications for some types of permits.
- Begin imaging program for all construction plans and building permit applications tied to Permit*Plan.
- Prepare division information brochure for residents; revise inspection reports to make them more uniform and understandable.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
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Outcome/Effectiveness:

Average number of days to review plans and issue permits:

▪ Residential new construction	11	10	10	10
▪ Residential renovations/remodeling	7	10	15	14
▪ Commercial new construction	41	45	31	30
▪ Commercial renovations/remodeling	12	15	11	12

Average days to bring zoning violations into compliance	14	18	10	10
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Efficiency:

Plan reviews or inspections per assigned FTE:

▪ Building Plan Review (3 FTE)	362	350	331	300
▪ Non-Fire Code Inspections (5 FTE)	5,575	5,500	5,235	5,200
▪ Fire Code Plan Review (1 FTE)	766	800	1,002	900
▪ Fire Code Inspections (2 FTE)	3,491	2,250	1,991	2,000

Workload:

Number of permits issued	6,719	6,500	5,736	5,500
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Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$1,154,496	\$1,309,486	\$1,436,515	\$1,413,372	\$1,468,118	3.87%
Operating Expenditures	24,691	25,174	33,450	32,307	24,900	-22.93%
Capital Outlay	0	0	0	0	0	0.00%
Total Expenditures	<u>\$1,179,187</u>	<u>\$1,334,660</u>	<u>\$1,469,965</u>	<u>\$1,445,679</u>	<u>\$1,493,018</u>	<u>3.27%</u>
Total Revenues	\$2,089,313	\$2,393,926	\$2,037,860	\$1,439,860	\$1,562,000	8.48%

CPDS Studies and Plans

Department of Community Planning and Development Services

Fund Support: General Fund.

Mission Statement/Description: The Community Planning and Development Services (CPDS) Studies and Plans Division manages projects that support the Mayor and Council's planning, development, and neighborhood infrastructure initiatives. Most of the projects will involve significant analysis and should result in major revisions to planning studies and procedures. These projects are collaborative efforts by various divisions within CPDS and with other departments. This division includes funding for the planning and transportation aspects and other analyses for the projects. Funding for these projects will begin in FY 2005 and take several fiscal years to complete. Current costs are estimates only; funding needs may change as costs become clearer. To achieve these projects, other work plans may be re-prioritized. *Note: No funding source has been identified for FY 2006.*

Projects:	FY 2004 Funding ⁽¹⁾	FY 2005 Funding	FY 2006 Funding
<i>Zoning Ordinance</i>  Review and revise the City's zoning ordinances.	NA	\$410,000	\$125,000
<i>Block north of Beall Avenue TC</i>  Develop a vision for the block north of Beall Avenue. Identify a course of action for implementation of that vision for traffic analysis.	NA	75,000	0
<i>Rockville Pike Corridor Plan</i>   Review and revise the Rockville Pike Corridor Plan. <i>\$65,000 of the project plan is for traffic analysis.</i>	NA	215,000	0
<i>Twinbrook Neighborhood Plan</i>  Review and revise the Twinbrook Neighborhood Plan.	NA	20,000	6,500
<i>Twinbrook Metro Area Study</i>  Study and plan the Twinbrook Metro area in preparation for possible re-development.	NA	400,000	100,000
<i>Moderately Priced Dwelling Unit Expansion</i>  Initial study to explore the expansion of the City's Moderately Priced Dwelling Unit program (MPDU) and consider a senior set-aside provision.	NA	6,500	0
Funding Total	NA	\$1,126,500	\$231,500

⁽¹⁾ This is a new division for FY 2005.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$0	\$0	\$0	\$0	\$0	0.00%
Operating Expenditures	0	0	0	0	1,106,500	100.00%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>20,000</u>	<u>100.00%</u>
Total Expenditures ⁽¹⁾	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$1,126,500</u>	<u>100.00%</u>

⁽¹⁾ This is a new division for FY 2005.


Community Development Block Grant

Department of Community Planning and Development Services

Fund Support: Community Development Block Grant Fund.

Mission Statement/Description: The Community Development Block Grant (CDBG) Division ensures fair access to federal grant and loan funding; distributes funding allocated to the City to eligible organizations, projects, and individuals; and operates the Single Family Home Rehabilitation Program.

FY 2005 Objectives:

- Provide funds to Community Ministries for small repairs at the homes of the elderly and disabled, and to assist Latino families learn English and obtain citizenship. 
- Provide rehabilitation assistance to 30 homeowners.
- Improve administration of the CDBG program by:
 - Supporting not-for-profit organizations that use the federal grant program to provide essential services to special needs populations such as the elderly, the poor, and the disabled.
 - Continuing to seek means to leverage other funds to increase the impact of CDBG money.
- Ensure those programs for which funding is sought meet federal CDBG eligibility criteria and the needs of the community.
- Provide funds to Rockville Housing Enterprises for public housing needs and for resident counselors.
- Provide funds for renovation of the Support Center.
- Provide funds to increase Mobile Med services to Rockville residents.
- Prepare and submit to Montgomery County the City's FY 2006 CDBG application.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of CDBG funds expended within eighteen months	75%	75%	75%	75%
Number of houses brought up to standard with CDBG	48	52	50	50
<i>Workload:</i>				
Number of CDBG projects managed	15	7	7	4
Number of CDBG projects completed	7	7	7	4

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$118,824	\$55,179	\$70,000	\$140,000	\$70,000	-50.00%
Operating Expenditures	399,578	346,178	690,000	693,020	702,882	-8.68%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$518,402</u>	<u>\$401,357</u>	<u>\$760,000</u>	<u>\$833,020</u>	<u>\$772,882</u>	<u>-7.22%</u>
Total Revenues	\$518,402	\$401,357	\$760,000	\$833,020	\$772,882	-7.22%

Department of Finance

Fund Support: The Department of Finance is supported by the General and Water Facility Funds.

Description: The Department of Finance assists the departments of the City government in meeting their service objectives by acquiring goods and services, allocating and tracking the organization's available financial resources, processing financial transactions, and providing information and analysis as a basis for decision making. The department bills and/or collects the major City revenues and provides assistance to taxpayers and utility customers. The department also secures financing for capital construction and safeguards and invests City funds.

Department Mission Statement: The Department of Finance maintains the City's high standard of financial excellence by providing the citizens, employees, and vendors with professional customer service through the collection and disbursement of funds, financial reporting, and management of assets.

Goals:

- Assure the effective financial management of the Town Center redevelopment activities. **TC**
- Assist in expanding e-government opportunities through investigating e-procurement opportunities.
- Maintain the City's financial health and sound financial condition.
- Develop and administer equitable revenue-raising systems to appropriately finance City services.
- Participate in efforts to protect and enhance the City's tax base.

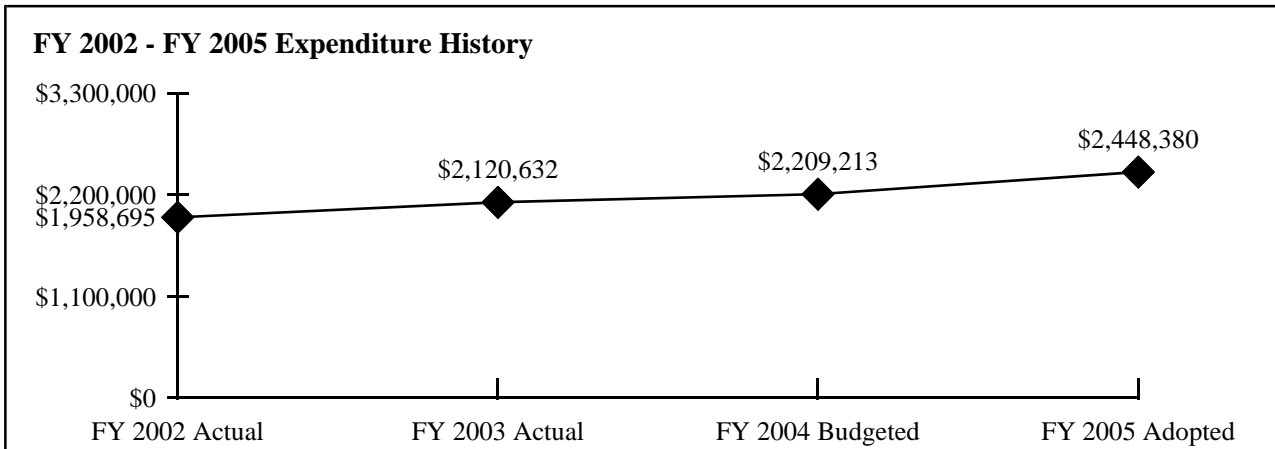
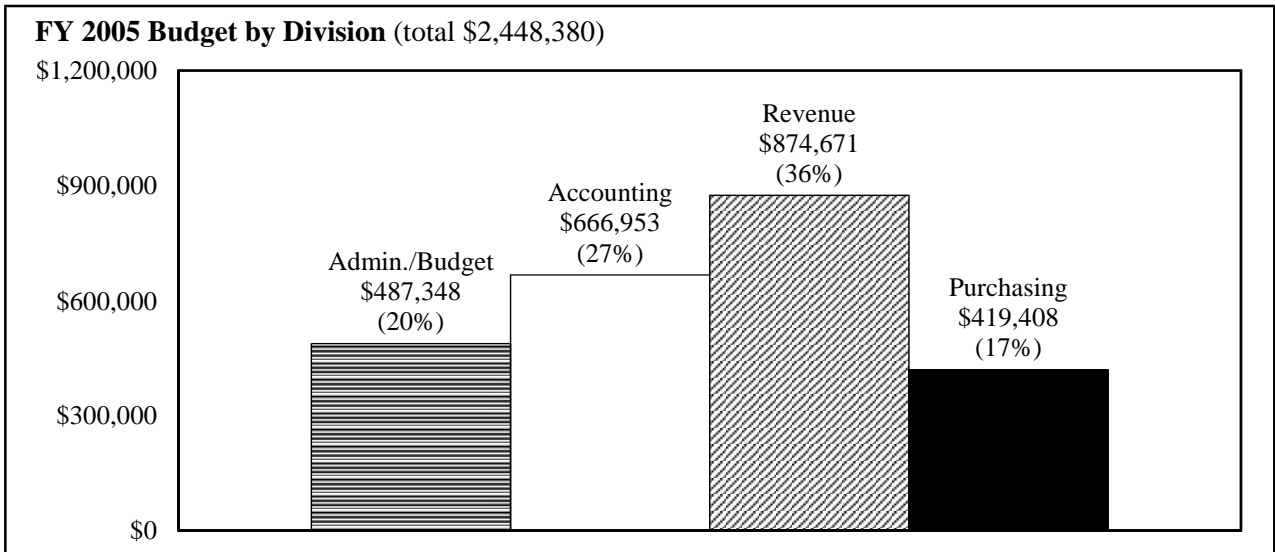
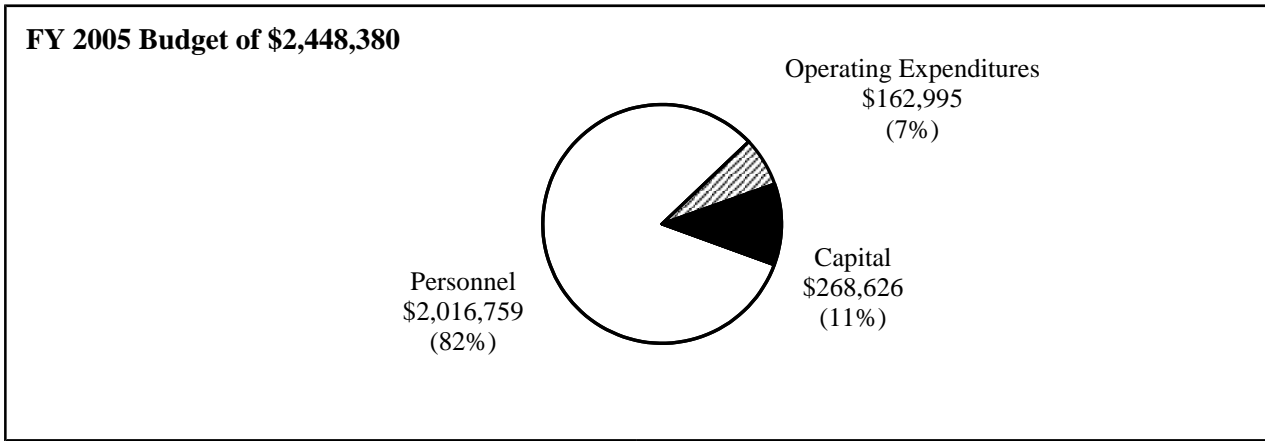
Significant Changes: During FY 2005, the department will be implementing a major upgrade to the City's financial, purchasing, and payroll system; the new system will have the capability for Web-based access by both employees and vendors. The implementation of GASB 34, a set of significant changes to the rules governing government financial reporting will continue. The financial complexity of the Town Center redevelopment and parking garage projects will re-align activities within the department.

Staff Contact: Donna J. Boxer, Director of Finance (240) 314-8400.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Financial Admin./Budget	\$426,869	\$434,108	\$441,960	\$446,150	\$487,348	9.23%
Accounting/Control	577,927	619,866	645,556	652,156	666,953	2.27%
Revenue ⁽¹⁾	592,117	668,239	720,460	762,757	874,671	14.67%
Purchasing/Stockroom	<u>361,782</u>	<u>398,419</u>	<u>401,237</u>	<u>411,247</u>	<u>419,408</u>	<u>1.98%</u>
Dept. Expenditures Total	<u>\$1,958,695</u>	<u>\$2,120,632</u>	<u>\$2,209,213</u>	<u>\$2,272,310</u>	<u>\$2,448,380</u>	<u>7.75%</u>

⁽¹⁾ The increase in FY 2005 is for a meter pilot program. Amounts represent the Water Facility Fund and the Sewer Fund shares of these costs. The Sewer Fund will reimburse the Water Facility Fund in the form of a transfer at year-end.

Department of Finance Graphs



Department of Finance

— Continued —

Staffing Summary by Division:	FY 2003 Actual		FY 2004 Revised		FY 2005 Adopted	
	Reg.	Temp.	Reg.	Temp.	Reg.	Temp.
Financial Administration and Budget	4.0	0.3	4.0	0.1	4.0	0.1
Accounting and Control	9.0	0.0	9.0	0.0	9.0	0.0
Revenue	9.0	0.0	9.0	0.0	9.0	0.0
Purchasing and Stockroom	6.0	0.0	5.5	0.0	5.5	0.0
Department Total	28.0	0.3	27.5	0.1	27.5	0.1

Staffing Summary by Position - FY 2005

Regular Position

	<u>FTE</u>		<u>FTE</u>
Financial Administration and Budget:		Revenue:	
Administrative Assistant I (1)	1.0	Cashier (1)	1.0
Budget Management Administrator (1)	1.0	Meter Services Supervisor (1)	1.0
Budget Officer (1)	1.0	Meter Services Technician (3)	3.0
Director of Finance (Contract) (1)	1.0	Revenue Assistant I (2)	2.0
		Revenue Assistant II (1)	1.0
		Revenue Supervisor (1)	1.0
Accounting and Control:		Purchasing and Stockroom:	
Accountant (1)	1.0	Buyer I – PT (1)	0.5
Accounting Operations Supervisor (1)	1.0	Buyer II (1)	1.0
Accounts Payable Assistant I (1)	1.0	Contracts Officer (1)	1.0
Accounts Payable Assistant II (1)	1.0	Inventory Services Clerk (1)	1.0
Controller (1)	1.0	Inventory Services Supervisor (1)	1.0
Financial Systems Manager (1)	1.0	Purchasing Supervisor (1)	1.0
Payroll Assistant I (2)	2.0		
Payroll Assistant II (1)	1.0		


Financial Administration and Budget

Department of Finance

Fund Support: General Fund.

Mission Statement/Description: The Financial Administration and Budget Division is responsible for developing City financial management policies and strategies. The division promotes equitable taxation systems and usage fees; maximizes the return on City investments at minimal risk; maintains banking relations; plans and executes bond sales; provides internal control oversight; prepares and monitors the annual operating budget and capital improvements program; and prepares the biannual *Long-Range Fiscal Analysis*. The Director of Finance serves as the Executive Secretary of the Retirement Board.

FY 2005 Objectives:

- Assist with the financial planning and oversight of the Town Center redevelopment and the creation of a parking district in Town Center. **TC**
- Achieve optimum credit ratings on planned General Obligation debt issues in the amount of \$5.18 million in the Capital Projects Fund and approximately \$35 million in the Parking Fund for the construction of Town Center garages. **TC**
- Continue efforts to reduce costs across City departments, building on efforts from the Strengthening the Bottom Line process. 
- Monitor cash flow needs carefully to maximize interest income, while maintaining the necessary liquidity.
- Closely monitor the impact of economic conditions on major revenue sources.
- Implement and monitor the FY 2005 Operating Budget and the FY 2005–FY 2010 Capital Improvements Program as adopted by the Mayor and Council.
- Prepare the FY 2006 Operating Budget and the FY 2006–FY 2011 Capital Improvements Program.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Investment interest rate earned as a percent of the three-month T-bill rate	88%	105%	78%	95%
Number of consecutive years receiving GFOA Budget Presentation Award	12	13	13	14
Percent variance between actual and budgeted General Fund revenue	0.3%	1.5%	.4%*	1.5%
Tax rate equivalent of annual debt service transfer	\$.05	\$0.05	\$0.04*	\$0.05
<i>Efficiency:</i>				
General Fund expenditures per capita	\$784	\$773	\$771*	\$802
<i>Workload:</i>				
Number of debt issuances	1	2	3	2

**Estimate*

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$347,394	\$367,661	\$383,085	\$366,275	\$426,514	16.45%
Operating Expenditures	79,475	66,447	58,875	79,875	60,834	-23.84%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$426,869</u>	<u>\$434,108</u>	<u>\$441,960</u>	<u>\$446,150</u>	<u>\$487,348</u>	<u>9.23%</u>


Accounting and Control

Department of Finance

Fund Support: General Fund.

Mission Statement/Description: The Accounting and Control Division provides accounting and internal control services for the City and all departments; processes accounts payable and payroll disbursements; reports the financial results of operations; administers the dependent and health care flexible benefit plans, and administers pension plans and deferred compensation plans.

FY 2005 Objectives:

- Conduct approximately 16 internal financial and operational reviews on a routine basis. 
- Assist with the implementation of the purchasing card program; take over internal financial reviews of purchasing cardholders.
- Continue to implement GASB 34, a major change to the rules governing governmental financial reporting, including retroactively reporting capitalized infrastructure in FY 2005 and FY 2006.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Number of consecutive years receiving GFOA Certificate for Annual Financial Report	14	15	15	16
Number of adjusting journal entries resulting from audit	4	2	2	2
<i>Efficiency:</i>				
Payroll checks processed per assigned FTE	7,384	7,400	7,267	7,346
Average cost per payroll check issued	\$7.00	\$7.29	\$7.38	\$7.85
<i>Workload:</i>				
Number of manual journal entries processed	702	725	700	700
Number of payroll checks issued	22,150	22,200	21,800	22,038
Number of internal control reviews completed	6	10	11	16

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$549,590	\$607,233	\$634,356	\$640,956	\$655,753	2.31%
Operating Expenditures	27,879	12,633	11,200	11,200	11,200	0.00%
Capital Outlay	<u>458</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$577,927</u>	<u>\$619,866</u>	<u>\$645,556</u>	<u>\$652,156</u>	<u>\$666,953</u>	<u>2.27%</u>

Purchasing and Stockroom

Department of Finance

Fund Support: General Fund.

Mission Statement/Description: The Purchasing and Stockroom Division is responsible for the timely and cost-effective acquisition of goods and services for the City, the storage of goods for future needs, and the disposal of excess goods. The division strives to provide needed goods and services to departments, when required, at an acceptable level of quality and at the lowest total cost of operations.

FY 2005 Objectives:

- Monitor and audit the purchasing card program and investigate additional e-government opportunities.
- Conduct training courses for user departments on the amended purchasing code and purchasing processes.
- Increase the use of cooperative procurement contracts to obtain volume discounts for goods and services.
- Network with and encourage participation by local, small, and minority businesses in the City's procurement process.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of awards made without protest	100%	99%	100%	99%
Percent of protests sustained	0%	50%	0%	0%
Average number of bids received per solicitation over \$15,000	5	6	5	5
Percent of error between actual and system inventory	0.01%	0.06%	0.009%	0.03%
Dollar value of inventory written off as obsolete at year end	\$3,928	\$5,000	\$4,950	\$3,000
<i>Efficiency:</i>				
Number of purchase orders per assigned FTE	125	130	168	130
Dollar amount of inventory per assigned FTE	\$147,216	\$150,000	\$137,424	\$150,000
<i>Workload:</i>				
Number of solicitations over \$15,000	45	60	47	50
Number of RFPs issued	15	20	7	20
Number of purchase orders issued	494	500	504	500
Dollar amount of inventory stored	\$294,000	\$300,000	\$274,848	\$300,000

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$355,846	\$390,330	\$392,002	\$402,012	\$410,173	2.03%
Operating Expenditures	5,513	8,089	9,235	9,235	9,235	0.00%
Capital Outlay	423	0	0	0	0	0.00%
Total Expenditures	<u>\$361,782</u>	<u>\$398,419</u>	<u>\$401,237</u>	<u>\$411,247</u>	<u>\$419,408</u>	<u>1.98%</u>


Revenue

Department of Finance

Fund Support: General and Water Facility Funds.

Mission Statement/Description: The Revenue Division is responsible for the receipt of all City revenues; billing and receipt of City water, sewer, and refuse fees; collecting City front-foot benefit and special assessment charges; and monitoring Montgomery County's billing, collection, and distribution of City property taxes.

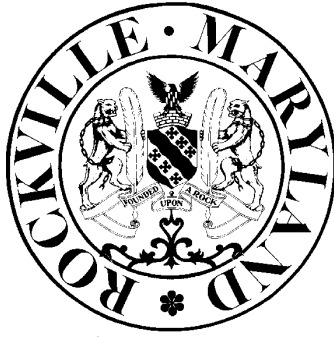
FY 2005 Objectives:

- Ensure that all properties are billed appropriately and registered with the City by reviewing Department of Community Planning and Development Services information, GIS maps, Refuse Operations Division information, and the Maryland Department of Assessment and Taxation records. 
- Implement upgrades to the utility billing and special assessment software.
- Begin water meter pilot program by replacing six commercial meters and monitoring the upgrading of residential meters to the Touch-Read System.
- Assure that billing practices are consistent with encouraging water conservation by allowing credits for timely plumbing repairs.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of accounts paid within deadline:				
▪ Water/sewer and refuse	99.3%	99.2%	99.1%	99.2%
▪ Special assessments	91.0%	90.0%	94.9%	95.0%
Percent of disconnected accounts restored within three business days	76.9%	85.0%	94.4%	90.0%
Percent of citizens rating utility billing (water, sewer and refuse) services as excellent or good	71%	NA	NA	75%
<i>Efficiency:</i>				
Average utility dollars collected per FTE (in millions)	\$2.9	\$3.0	\$2.9	\$3.0
Meter reads per FTE	12,959	13,150	13,115	13,240
<i>Workload:</i>				
Number of bills issued:				
▪ Water/sewer and refuse	69,489	70,000	72,095	70,000
▪ Special assessments	89	80	99	90
Number of delinquent accounts billed	11,234	11,500	12,161	11,500

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$428,478	\$465,638	\$496,441	\$503,641	\$524,319	4.11%
Operating Expenditures	61,033	69,716	77,519	77,096	81,726	6.01%
Capital Outlay ⁽¹⁾	<u>102,606</u>	<u>132,885</u>	<u>146,500</u>	<u>182,020</u>	<u>268,626</u>	<u>47.58%</u>
Total Expenditures	<u>\$592,117</u>	<u>\$668,239</u>	<u>\$720,460</u>	<u>\$762,757</u>	<u>\$874,671</u>	<u>14.67%</u>

⁽¹⁾ The increase in FY 2005 is for a meter pilot program. Amounts represent the Water Facility Fund and the Sewer Fund shares of these costs. The Sewer Fund will reimburse the Water Facility Fund in the form of a transfer at year-end.







Department of Information and Technology

Fund Support: The Department of Information and Technology is supported by the General Fund.

Description: The Department of Information and Technology (IT) manages the City's telecommunications, telephone, cable television, and computer systems including mainframes, personal computers, mobile computers, wireless communications devices, and local and wide area networks. The department also maintains and manages the City's Web site and Geographic Information Systems (GIS) and collects revenues from telecommunications-related activities.

Department Mission Statement: The Department of Information and Technology is dedicated to delivering timely information and technology services through cable television, computer systems, telecommunications systems, and the Internet. The department strives to implement technology to improve the efficiency and quality of services the City provides its citizens.

Goals:

- Expand use and the number of e-government applications throughout the City. 
- Provide remote access for inspectors and field personnel to the City's permit and e-mail system through the integration of new software and equipment. 
- Develop a paperless agenda system for Mayor and Council meetings. 
- Provide live coverage of at least one event from the F. Scott Fitzgerald Theatre utilizing the City's fiber optic cabling. 
- Begin implementing a new or significantly upgraded financial and human resources system.
- Offer new GIS information and mapping capability on the City's Web site.
- Make historical planning documents available on the City's Web site utilizing the City's new document imaging system.

Significant Changes: E-government applications, which enable citizens and the public to access services via the Web, continue to be a major focus. The two-year implementation of a new or significantly upgraded financial and human resources system will begin during FY 2005. As a result of restructuring the department, there are two new divisions beginning in FY 2005: Voice Communications Operations and GIS Operations. Both were formerly part of the IT Operations Division.

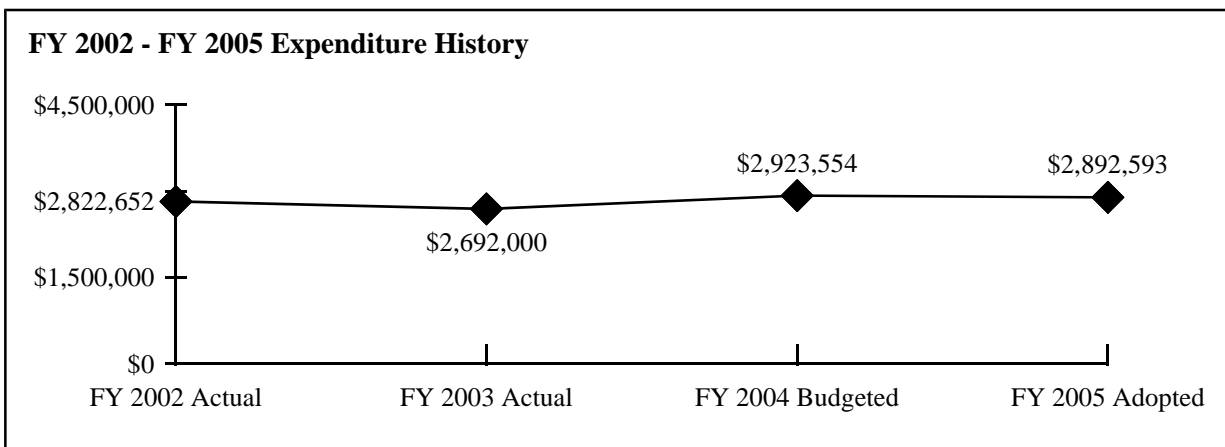
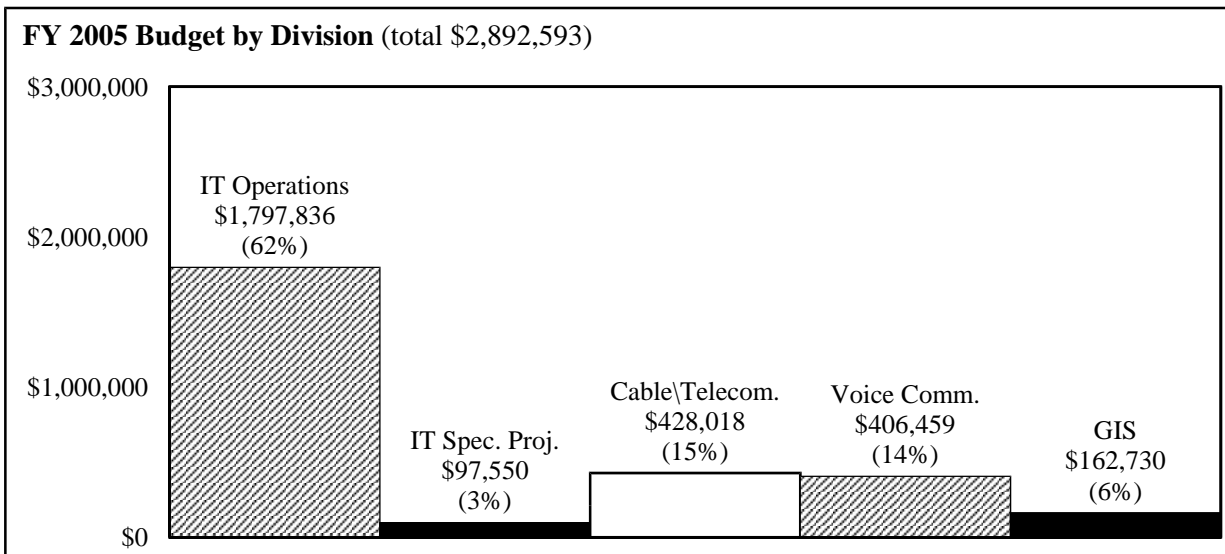
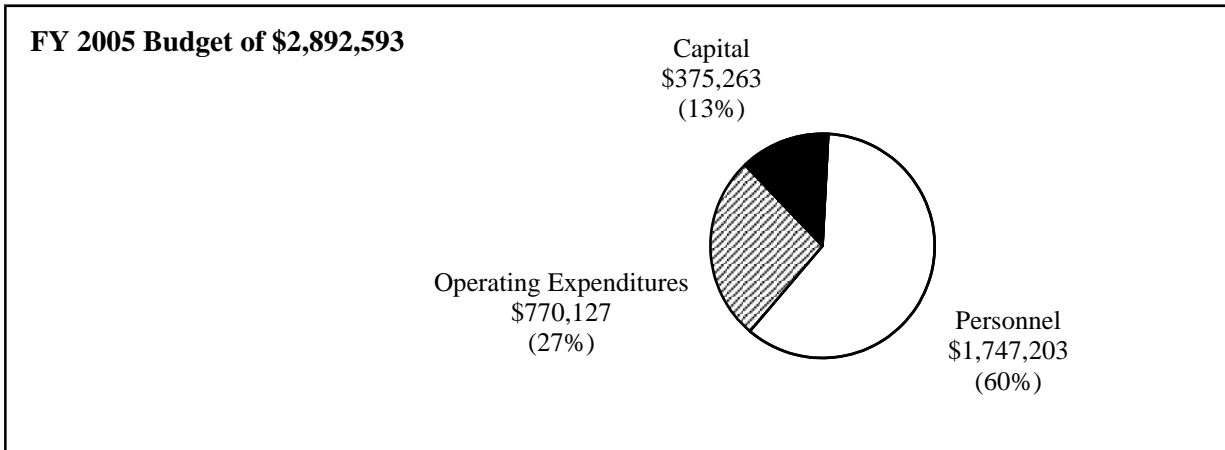
Staff Contact: Michael Q. Cannon, Director of Information and Technology (240) 314-8162.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
IT Operations	\$2,097,941	\$2,121,126	\$2,260,983	\$2,354,865	\$1,797,836	-23.65%
IT Special Projects	347,634	149,396	242,386	274,978	97,550	-64.52%
Cable TV/Telecomm. ⁽¹⁾	301,259	421,478	420,185	446,762	428,018	-4.20%
Voice Comm. Operations ⁽²⁾	0	0	0	0	406,459	100.00%
GIS Operations ⁽²⁾	0	0	0	0	162,730	100.00%
Special Activities ⁽¹⁾	<u>75,818</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Dept. Expend. Total	<u>\$2,822,652</u>	<u>\$2,692,000</u>	<u>\$2,923,554</u>	<u>\$3,076,605</u>	<u>\$2,892,593</u>	<u>-5.98%</u>
Dept. Revenue Total	\$96,766	\$100,000	\$0	\$0	\$0	0.00%

⁽¹⁾ In FY 2003, the Special Activities division was reallocated to the Cable TV and Telecommunications Division; therefore, there is no longer a separate narrative page for the Special Activities division.

⁽²⁾ As a result of restructuring the department, there are two new divisions beginning in FY 2005: Voice Communications Operations and GIS Operations. Both were formerly part of the IT Operations Division.

Department of Information and Technology Graphs



Department of Information and Technology

— Continued —

Staffing Summary by Division:	FY 2003 Actual		FY 2004 Revised		FY 2005 Adopted	
	Reg.	Temp.	Reg.	Temp.	Reg.	Temp.
IT Operations ⁽¹⁾	15.5	1.9	15.5	1.9	13.5	1.6
IT Special Projects	0.0	2.3	0.0	0.0	0.0	0.0
Cable TV and Telecommunications	5.5	0.5	5.5	0.6	5.5	0.6
Voice Communications Operations ⁽¹⁾	0.0	0.0	0.0	0.0	1.0	0.0
GIS Operations ⁽¹⁾	0.0	0.0	0.0	0.0	1.0	0.0
Department Total	21.0	4.7	21.0	2.5	21.0	2.2

⁽¹⁾ As a result of restructuring the department, there are two new divisions beginning in FY 2005: Voice Communications Operations and GIS Operations. Both were formerly part of the IT Operations Division.

Staffing Summary by Position – FY 2005 Regular Positions

	<u>FTE</u>		<u>FTE</u>
IT Operations:		Cable Television and Telecommunications:	
Administrative Assistant II (1).....	1.0	Associate Producer/Director (1)	1.0
Computer Analyst/Programmer (1).....	1.0	Cable TV Production Specialist II (2)	2.0
Computer Operator - PT (1).....	0.5	Television and Telecommunications Manager (1) .	1.0
Director of IT (Contract) (1).....	1.0	Television Writer/Producer (1).....	1.0
Network and PC Support Manager (1)	1.0	Video Technician – PT (1)	0.5
Network and PC Support Specialist I (2).....	2.0		
Network and PC Support Specialist II (1)	1.0	Voice Communications Operations:	
Senior Network Engineer (1).....	1.0	Information Systems Coordinator (1).....	1.0
Senior Systems Analyst/Project Leader (2)	2.0		
Systems Analyst/Project Leader (1).....	1.0	GIS Operations:	
Web Administrator (1).....	1.0	Geographic Information Systems Manager (1)	1.0
Web/Graphics Assistant (1)	1.0		


Information and Technology Operations

Department of Information and Technology

Fund Support: General Fund.

Description: The Information and Technology (IT) Operations Division manages the City's telecommunications and computer systems including mainframes, personal computers, and networks. The division also maintains and manages the City's Web site.

FY 2005 Objectives:

- Develop Lotus Notes applications to make traditional paper forms available electronically. 
- Support technology needs for the renovation of City Hall.
- Begin implementation of a new or significantly upgraded financial and human resources system.
- Evaluate and develop (if feasible) a paperless agenda system.
- Extend the use of the content management system for the City's Intranet to facilitate information sharing among employees and to train users in each department to publish information on the Intranet.
- Evaluate use of open source software for servers and desktops.
- Implement ZenWorks to provide remote desktop management and application management.
- Conduct "hands on" computer training using the City's mobile classroom equipment, including training on MS Office, Lotus Notes, and file management.
- Make historical planning documents available on the City's Web site utilizing the City's new document imaging system.
- Support all departments in selecting, evaluating, and implementing technologies to improve efficiency and information sharing.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<u>PC Support, Applications, and Network</u>				
<i>Outcome/Effectiveness:</i>				
Percent of system availability	99.9%	99.9%	99.9%	99.9%
Percent of PCs replaced	30%	33%	35%	33%
<i>Efficiency:</i>				
Number of PCs, PDAs, Mobile Pros, IPAQs, laptops and servers per technical support position	93	90	91	92
Number of service requests per help desk FTE (includes an average of 1.0 FTEs for interns)	334	363	367	372
<i>Workload:</i>				
Number of help desk calls	1,835	2,000	2,021	2,050
Number of new PCs installed/replaced	107	100	139	130
Number of PCs, PDAs, Mobile Pros, IPAQs, laptops and servers supported	509	494	499	510
<u>Web site Program</u>				
<i>Outcome/Effectiveness:</i>				
Percent of citizens visiting the Web site in last 12 months	45%	N/A	50%	50%
Average number of daily visits to Web site	2,230	2,300	2,300	2,400

Information and Technology Operations

— Continued —

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$1,069,238	\$1,211,881	\$1,298,926	\$1,298,926	\$1,197,965	-7.77%
Operating Expenditures	643,165	632,707	678,408	701,442	309,143	-55.93%
Capital Outlay	<u>385,538</u>	<u>276,538</u>	<u>283,649</u>	<u>354,497</u>	<u>290,728</u>	<u>-17.99%</u>
Total Expenditures ⁽¹⁾	<u>\$2,097,941</u>	<u>\$2,121,126</u>	<u>\$2,260,983</u>	<u>\$2,354,865</u>	<u>\$1,797,836</u>	<u>-23.65%</u>
Total Revenues	\$96,766	\$100,000	\$0	\$0	\$0	0.00%

⁽¹⁾ As a result of restructuring the department, there are two new divisions beginning in FY 2005: Voice Communications Operations and GIS Operations. Both were formerly part of the IT Operations Division.

Information and Technology Special Projects

Department of Information and Technology

Fund Support: General Fund.

Mission Statement/Description: The Information and Technology Special Projects Division manages projects that support the Mayor and Council's technology initiative. Most of the projects involve making significant upgrades and improvements to the City's technology infrastructure and are one-time expenses. Funding for these projects began in FY 2001 and will take several fiscal years to complete.

Projects:	FY 2003 Actual	FY 2004 Modified	FY 2005 Adopted
Web site redesign (consultants) and Web Content Management Software.	\$62,677	\$40,728	\$5,000
Web-enabled GIS application. ⁽¹⁾	0	0	0
Mobile training system (laptops and cart).	39,786	0	0
E-commerce Parking Ticket Application. ⁽²⁾	0	0	0
Permit*Plan Web access and mobile computers. Software and hardware to provide permit applicants the ability to track permit status through the Web and to enable inspectors and field staff to access Permit*Plan with mobile computers equipped with wireless modems. Funding also is included to enable online animal licensing.	3,969	111,500	45,550
Network hardware and consulting services to build institutional network (I-net). The I-net is a fiber optic network linking key City facilities to enable/enhance telephone, data and video communications. ⁽³⁾	9,868	0	0
RockNet Web server, digital camera, and new listserve software.	0	200	2,000
Streaming video server to broadcast Mayor and Council meetings and other City of Rockville programming over the Web. ⁽⁴⁾	0	0	0
Disaster Recovery Plan to establish detailed procedures for senior and IT staff to follow for all critical systems in the event of a disaster.	0	25,000	25,000
Telephone Permit Tracking System for developers and citizens to track the status of permits using a touchtone phone.	33,095	0	0
Wireless feasibility study for Town Center.	0	0	20,000
Available IT Special Project Funds carried over to next Fiscal Year.	0	97,550	0
Funding Total	\$149,395	\$274,978	\$97,550

⁽¹⁾ Funded partly through the GIS Development CIP project and partly through the operating budget for the GIS Operations Division.

⁽²⁾ Outsourced through City's parking ticket processing vendor.

⁽³⁾ Ongoing maintenance of I-Net is included in the IT Operations Division operating budget.

⁽⁴⁾ \$4,528 is included in the IT Operations Division operating budget.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$0	\$322	\$0	\$0	\$0	0.00%
Operating Expenditures	696	60,369	242,386	16,200	50,000	208.64%
Capital Outlay	<u>346,938</u>	<u>88,705</u>	<u>0</u>	<u>258,778</u>	<u>47,550</u>	<u>-81.63%</u>
Total Expenditures	<u>\$347,634</u>	<u>\$149,396</u>	<u>\$242,386</u>	<u>\$274,978</u>	<u>\$97,550</u>	<u>-64.52%</u>

Cable Television and Telecommunications

Department of Information and Technology

Fund Support: General Fund.

Mission Statement/Description: The Cable Television and Telecommunications Division produces programming for, and operates, the Rockville Channel (cable channel 11) to increase citizen awareness of, and participation in city government. The Division also provides television and video support to City departments and staff. The division produces and airs programs about City government. The primary purpose of these programs is to provide residents with information about the policy and operations of their municipal government and to assist departments in communicating information to the public. Programs produced on a regular basis include all Mayor and Council and Planning Commission meetings, *City Hall Report*, *Cityline*, and *Mayor and Council Review*. The division produces and airs special programs such as *Diversity in the City*, *Exploring Rockville's Past*; *City Manager's Budget Presentation*; *Martin Luther King, Jr. Celebration*; *Election Night Live*; and *Every 15 Minutes*. The division manages and coordinates the development and implementation of the City's cable television and telecommunications policies and agreements, among them, cable television franchises, right-of-way agreements for telecommunications companies, and wireless facility leases for City property.

FY 2005 Objectives:

- Provide video documentation and coverage of Town Center development. **TC**
- Provide video-on-demand programs on the City's Web site, such as the most recent Mayor and Council meeting, *City Hall Report*, *Cityline*, and *Mayor and Council Review*, in addition to public service announcements and other ongoing programs.
- Provide live coverage of at least one event from the F. Scott Fitzgerald Theatre.
- Upgrade equipment, transition to digital format, and use new graphics and special effects software.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of citizens rating the quality of programming on the Rockville Channel as excellent or good	62%	NA	NA	66%
<i>Efficiency:</i>				
Avg. cost per finished production for cable programming:				
▪ Live meeting coverage	\$763	\$780	\$867	\$900
▪ News	\$2,437	\$2,490	\$2,720	\$2,850
<i>Workload:</i>				
Minutes of cable programming produced:				
▪ Live meeting coverage	11,235	8,500	19,775	10,000
▪ News	660	660	600	660

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$261,599	\$326,513	\$365,236	\$365,236	\$380,918	4.29%
Operating Expenditures	28,956	94,820	54,949	81,526	47,100	-42.23%
Capital Outlay	<u>10,704</u>	<u>145</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$301,259</u>	<u>\$421,478</u>	<u>\$420,185</u>	<u>\$446,762</u>	<u>\$428,018</u>	<u>-4.20%</u>

Voice Communications Operations

Department of Information and Technology

Fund Support: General Fund.

Mission Statement/Description: The Voice Communications Division strives to provide City facilities and staff with the most effective and innovative equipment within budget constraints, service and support for their primary source of communication with the public: wired and wireless voice, such as desk phones, voicemail, cell phones, pagers and pay phones. The Division administers, monitors, and effectuates the purchase, repair, replacement, upgrades, and billing for voice communications equipment and services. Because the wired voice communications system uses computerized equipment and shares the same fiber optic network as data communications, the Division works closely with computer and network support and engineering staff to ensure effective, efficient, and reliable operations. The Division also ensures that the voice communications systems are compatible with the emergency 911 (E911) systems and services.

FY 2005 Objectives:

- Solicit bids for service and maintenance of primary rate interfaces (PRIs), in order to reduce the cost of local telephone service for City's telephone system.
- Implement a bi-annual re-justification process for City cell phone and pager users.
- Perform software upgrades on the telephone and voicemail systems.
- Manage the installation of fiber and network cabling of the Bouic House to extend the City's I-net to the facility.
- Oversee and support network cabling for the City Hall Renovations.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of voice mail availability	99%	99%	99%	99%
Percent of employee telephone availability:				
▪ City Hall	99%	99%	99%	99%
▪ Public Works/Parks	99%	99%	99%	99%
<i>Efficiency:</i>				
Number of phones per FTE	407	412	416	420
Number of cell phones per FTE	173	179	172	174
Number of pagers per FTE	60	50	41	41
<i>Workload:</i>				
Number of City employee phones maintained	402	412	416	420
Number of cell phones maintained	173	179	172	174
Number of pagers maintained	60	50	41	41
Number of voice and information lines maintained	701	711	719	723

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$0	\$0	\$0	\$0	\$67,825	100.00%
Operating Expenditures	0	0	0	0	338,634	100.00%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>100.00%</u>
Total Expenditures ⁽¹⁾	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$406,459</u>	<u>100.00%</u>

⁽¹⁾ As a result of restructuring the department, there are two new divisions beginning in FY 2005: Voice Communications Operations and GIS Operations. Both were formerly part of the IT Operations Division.

GIS Operations

Department of Information and Technology

Fund Support: General Fund.

Mission Statement/Description: The GIS Operations Division manages the City's Geographic Information Systems (GIS). Our mission is to provide GIS technology access and technical support to all employees who use this technology. In addition, the GIS Division provides public access to selected GIS data through the City's Web site.

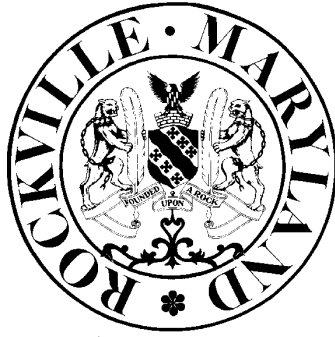
FY 2005 Objectives:

- Build and enhance the GIS database by introducing new software upgrades, new datasets, and performing continual maintenance on our pre-existing datasets.
- Offer new GIS information and mapping capability on the City's Web site.
- Conduct periodic "hands on" computer training using newly acquired mobile classroom equipment.
- Implement and expand use ARC/SDE for storing and querying GIS data within SQL/SERVER.
- Foster relationship with MC-MAPS, a local government GIS Consortium for sharing GIS data and expertise.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Average number of workdays to complete a GIS service request	5	5	5	5
Percent of users formally trained in GIS	77%	77%	77%	77%
Percent of City users with direct access to GIS	17%	17%	17%	17%
Percent of breakdown of GIS usage:				
▪ Public Works Engineering	30%	30%	30%	30%
▪ Planning	21%	21%	21%	21%
▪ Recreation and Parks	20%	20%	19%	19%
▪ Transportation	13%	11%	11%	11%
▪ City Manager's Office	2%	6%	2%	2%
▪ Information and Technology	6%	6%	6%	6%
▪ Police	3%	2%	6%	6%
▪ Neighborhood and Community Services	4%	3%	3%	3%
▪ Finance	1%	1%	2%	2%
<i>Efficiency:</i>				
Number of GIS users per FTE	75	80	80	80
<i>Workload:</i>				
Number of GIS users	75	80	80	80
Number of map layers	162	170	195	200

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$0	\$0	\$0	\$0	\$100,495	100.00%
Operating Expenditures	0	0	0	0	25,250	100.00%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>36,985</u>	<u>100.00%</u>
Total Expenditures ⁽¹⁾	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$162,730</u>	<u>100.00%</u>

⁽¹⁾ As a result of restructuring the department, there are two new divisions beginning in FY 2005: Voice Communications Operations and GIS Operations. Both were formerly part of the IT Operations Division.



Department of Neighborhood and Community Services

Fund Support: The Department of Neighborhood and Community Services is supported by the General Fund and State and County grants. The Holiday Drive, Rockville Emergency Assistance Program (REAP), and RISE Parents Program are supported by donations and accounted for in the Special Revenue Fund.

Description: The Department of Neighborhood and Community Services provides programs and services that strengthen Rockville’s neighborhoods and sense of community. The purpose is to provide residents of all cultures, ages and income levels the resources and knowledge to invest in their neighborhoods. Through proactive and integrated processes, programs and services empower neighborhood associations and facilitate communication with the City; ensure that social service needs are met; monitor and evaluate programs and services provided by outside agencies; and assure that residential and commercial properties are well maintained, safe, and sanitary. The department includes five divisions: Community Programs and Administration, Neighborhood Resource Program (NRP), Code Enforcement and Community Enhancement, Youth and Family Services (YFS), and Special Activities.

Department Mission Statement: The Department of Neighborhood and Community Services provides premier programs and services to enhance the quality of life, ensure the health and safety, and promote the well being of individuals, families, and the community.

FY 2005 Goals:

- Increase citizen knowledge of property maintenance codes in order to reduce violations and recidivism. 🏠
- Reduce time required to resolve property maintenance violations. 🏠
- Develop outreach strategies to bring together diverse cultures and age groups with an emphasis on Asian, Hispanic, and Latino residents. 🏠
- Strengthen Rockville’s neighborhoods and sense of community through the Neighborhood Matching Grant Program, Good Neighbor Awards Program, Neighborhood Conferences, and Rockville University. 🏠
- Deter youth delinquency and substance abuse by developing positive social and life skills through counseling.
- Ensure accountability of city grant funds to outside agencies in order to meet the needs of citizens.
- Provide comprehensive outreach services to schools and the community to increase supportive services.

Significant Changes: Beginning in FY 2005, support staff for the department was reorganized and consolidated under Community Programs and Administration. The department will be relocated in a new, single location. The department will be developing outreach strategies across all four divisions in a coordinated effort, with a special emphasis towards Latino and Asian residents.

Staff Contact: Guerdon H. Stuckey, Director of Neighborhood and Community Services (240) 314-8300.

Budget Summary:	FY 2002	FY 2003	FY 2004	FY 2004	FY 2005	FY 2004-2005
	Actual	Actual	Budgeted	Modified	Adopted	Change
Community Programs ⁽¹⁾	\$269,174	\$336,464	\$349,567	\$352,067	\$438,237	24.48%
Neighborhood Resource	205,221	241,026	343,033	346,208	364,804	5.37%
Code Enforcement ⁽²⁾	437,416	450,116	541,812	523,383	520,602	-0.53%
Youth and Family Serv. ⁽³⁾	568,518	754,183	754,288	778,483	749,644	-3.70%
Special Activities	<u>68,070</u>	<u>42,749</u>	<u>68,161</u>	<u>76,301</u>	<u>88,680</u>	<u>16.22%</u>
Dept. Expend. Total	<u>\$1,548,399</u>	<u>\$1,824,538</u>	<u>\$2,056,861</u>	<u>\$2,076,442</u>	<u>\$2,161,967</u>	<u>4.12%</u>
Dept. Revenue Total ⁽⁴⁾	\$410,370	\$581,404	\$656,404	\$669,004	\$695,727	3.99%

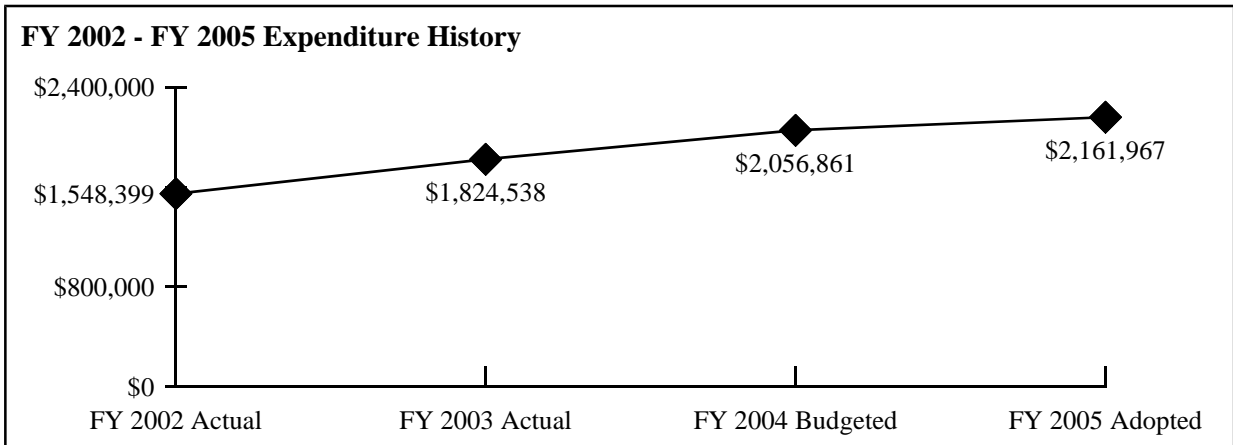
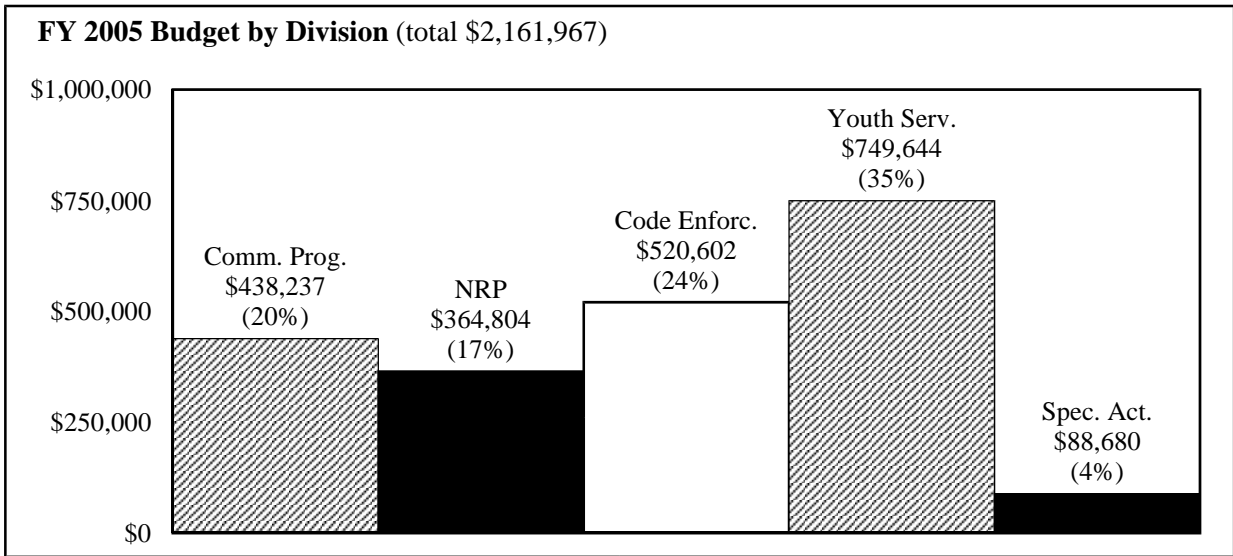
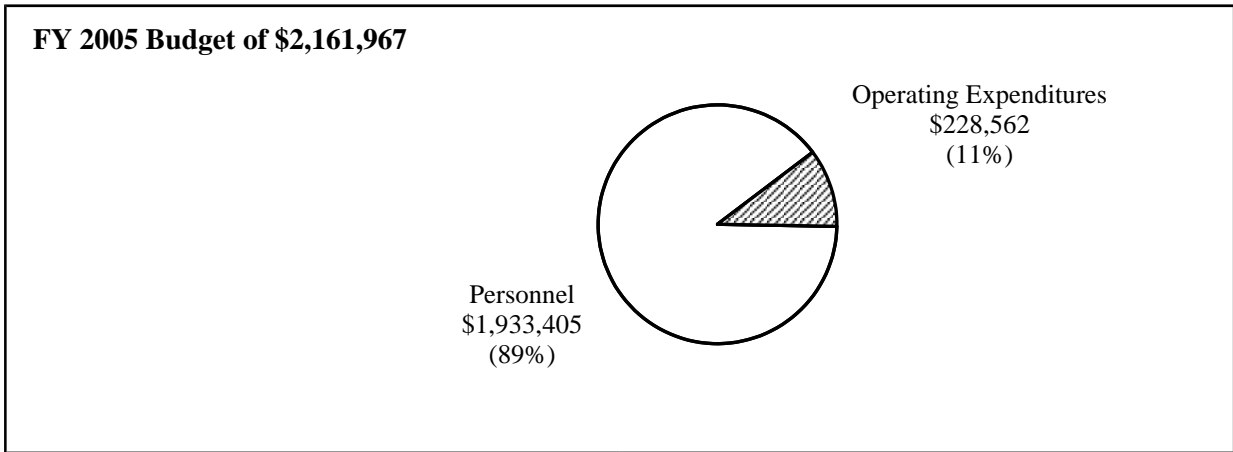
⁽¹⁾ Beginning in FY 2005, the Department will be relocated into a single office building. As a result, all support staff will be consolidated in the Community Programs and Administration Division.

⁽²⁾ The increase in FY 2004 reflects the addition of the Landlord/Tenant Affairs function and the Mediation program.

⁽³⁾ The increase beginning in FY 2003 reflects the operating expenditures and revenue associated with the Linkages to Learning program.

⁽⁴⁾ Department revenues for FY 2005 comprise \$607,047 from the General Fund (\$307,500 in licenses and permits, \$283,390 in revenue from other governments, \$7,157 in charges for services, and \$9,000 in fines and forfeitures) and \$66,739 from the Special Activities Fund (\$610 in use of money and property, \$28,000 in other revenue, and \$38,129 in appropriated fund balance).

Department of Neighborhood and Community Services Graphs



Department of Neighborhood and Community Services

— Continued —

Staffing Summary by Division:	FY 2003 Actual		FY 2004 Revised		FY 2005 Adopted	
	Reg.	Temp.	Reg.	Temp.	Reg.	Temp.
Community Programs and Administration ⁽¹⁾	4.0	0.2	4.0	0.2	5.5	0.2
Neighborhood Resource Program	3.0	0.0	4.0	0.0	4.0	0.0
Code Enforcement and Community Enhancement ⁽¹⁾	8.0	0.0	9.0	0.0	8.0	0.0
Youth and Family Services ⁽¹⁾	11.5	0.2	10.5	0.2	9.5	0.0
Special Activities	0.0	1.4	0.0	1.4	0.0	0.0
Department Total	26.5	1.8	27.5	1.8	27.0	0.2

⁽¹⁾ Beginning in FY 2005, the Department will be consolidated into a single office space (they currently occupy two separate buildings). As a result, all support staff will be pooled and accounted for in the Community Programs and Administration Division.

Staffing Summary by Position – FY 2005 Regular Positions

	<u>FTE</u>		<u>FTE</u>
Community Programs and Administration:		Code Enforcement/Community Enhancement:	
Community Services Program Manager (1)	1.0	Commercial Property Codes Inspector (1).....	1.0
Community Services Specialist (1)	1.0	Housing Codes Inspector (5)	5.0
Director of NCS (Contract) (1)	1.0	Landlord/Tenant Specialist (1).....	1.0
Secretary I-PT (1)	0.5	Supv. of Housing and Comm. Enhancement (1)....	1.0
Secretary II (1)	1.0		
Secretary III (1)	1.0	Youth and Family Services:	
		Community Program/Outreach Specialist I (2).....	2.0
Neighborhood Resource Program:		Family Services Aide – PT (1).....	0.5
Human Rights/Community Mediator/Youth		Youth and Family Specialist I (5)	5.0
Counselor II (1)	1.0	Youth and Family Specialist II (1).....	1.0
Neighborhood Resource Coordinator (2).....	2.0	Youth and Family Services Supervisor (1)	1.0
Senior Neighborhood Resource Coordinator (1) ...	1.0		

Community Programs and Administration

Department of Neighborhood and Community Services

Fund Support: General Fund.

Mission Statement/Description: The Community Programs and Administration Division is committed to improving the provision of human services and efficient use of all available resources through maintaining professional contracting and accountability procedures and promoting coordination and cooperation among service providers. The division also provides staff support to the Human Services Advisory Commission, which monitors human service needs and issues of Rockville residents.

FY 2005 Objectives:

- Increase opportunities to volunteer with City-operated and funded programs through increased publicity, events, and coordination with other City departments and the Montgomery County Volunteer Center.
- Monitor and support local and statewide efforts to develop a “211 call feature” to enhance information and referral for human service needs.
- Track service utilization data from outside agencies on quarterly basis and conduct site visits.
- Facilitate the creation of uniform outcome and performance measurement processes for Caregiver Agencies.
- Assess community needs through targeted studies and participation in community planning activities with the Human Services Advisory Commission.
- Monitor federal, State, and County programs for changes in services and funding resources in order to maintain necessary service levels, in collaboration with the Human Services Advisory Commission.
- Promote coordination and cooperation among service providers and advocacy groups, volunteers, and public-private partnerships.
- Coordinate annual application and contracting processes for Caregiver Agencies, in conformance with state and federal regulations concerning confidentiality of client records.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$248,215	\$327,451	\$340,231	\$341,731	\$427,901	25.22%
Operating Expenditures	20,734	9,013	9,336	10,336	10,336	0.00%
Capital Outlay	<u>225</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$269,174</u>	<u>\$336,464</u>	<u>\$349,567</u>	<u>\$352,067</u>	<u>\$438,237</u>	<u>24.48%</u>

Neighborhood Resource Program

Department of Neighborhood and Community Services

Fund Support: General Fund.

Mission Statement/Description: The Neighborhood Resource Program supports and empowers civic associations and neighborhoods as well as facilitates effective communication between neighborhoods and the City government, based on the core belief that a strong partnership with neighborhoods improves City services and strengthens communities.

FY 2005 Objectives:

- Coordinate and implement the *Good Neighbor Awards* program. 🏠
- Coordinate and implement two Neighborhood Conferences to provide networking, training, and information-sharing opportunities for the leadership of Rockville's neighborhood associations. 🏠
- Conduct two sessions of Rockville University. 🏠
- Increase awareness of and participation in the Neighborhood Matching Grant Program through direct mailings to neighborhood associations and at neighborhood association meetings. 🏠
- Coordinate continued development and implementation of the new *Neighborhood Network Learning Series*.
- Coordinate and promote the Mayor and Council Walking Town Meetings and Town Hall meetings.
- Increase awareness of the Mediation Program within our neighborhoods.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Number of civic associations participating in the Neighborhood Matching Grant Program 🏠	11	11	11	11
Percent of participants rating the usefulness of Rockville University as excellent or good 🏠	100%	100%	100%	100%
Percent of citizens rating the sense of community as excellent or good	72%	NA	NA	75%
Percent of mediation participants rating the mediation as satisfactory or exceeding expectations	88%	95%	85%	90%
<i>Efficiency:</i>				
Cost per Rockville University participant served 🏠	\$92	\$94	\$61	\$80
Number of civic associations per FTE	19	19	19	19
<i>Workload:</i>				
Number of sessions of Rockville University held 🏠	2	2	2	2
Number of hours spent attending neighborhood meetings	506	475	383	445
Number of neighborhood meetings attended	187	160	142	165
Number of hours spent planning, attending, and following-up for Walking Town Meetings	105	105	105	105
Number of Human Rights and Community Mediation cases investigated	90	120	90	105

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$189,330	\$214,920	\$303,692	\$304,992	\$323,763	6.15%
Operating Expenditures	15,891	26,106	39,341	41,216	41,041	-0.42%
Capital Outlay	0	0	0	0	0	0.00%
Total Expenditures	<u>\$205,221</u>	<u>\$241,026</u>	<u>\$343,033</u>	<u>\$346,208</u>	<u>\$364,804</u>	<u>5.37%</u>

Code Enforcement and Community Enhancement

Department of Neighborhood and Community Services

Fund Support: General Fund.

Mission Statement/Description: The Code Enforcement and Community Enhancement Division ensures the health and safety of occupants in residential and commercial/business properties. The division enforces the zoning ordinance for residential properties, single and multi-family rental licensing laws, and property maintenance codes.

FY 2005 Objectives:

- Implement changes and improvements to the code enforcement program. 🏠
- Implement Latino Outreach in order to communicate code issues and overall Departmental services. 🏠
- Expand the Twinbrook Initiative inspection process to other areas of the City with interested homeowner associations and maintain "drop-in" sessions in the Twinbrook area with the Housing Inspector.
- Continue targeted code inspection sweeps of areas of need. Survey areas for community needs (potholes, overhanging tree limbs, and street cleaning) that may require involvement by other departments.
- Implement water quality control investigation.
- Review the new International Property Maintenance Code for adoption.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of citizens rating residential code enforcement as excellent or good 🏠	64%	70%	N/A	85%
Percent of citizens rating commercial code enforcement as excellent or good 🏠	68%	70%	N/A	80%
Percent of property maintenance violations brought into compliance within specified target number of days: 🏠				
▪ Grass and weeds (15 days)	60%	75%	77%	80%
▪ Housing violations (30 days)	70%	65%	68%	70%
▪ Junk vehicles (15 days)	60%	70%	68%	75%
▪ Miscellaneous (30 days)	65%	75%	64%	75%
▪ Trash and debris (15 days)	70%	75%	73%	80%
<i>Efficiency:</i>				
Rental property inspections per assigned FTE	350	375	544	385
Commercial property inspections per assigned FTE	450	490	421	505
Residential property inspections per assigned FTE	N/A	N/A	1,359	1,600
<i>Workload:</i>				
Number of rental property licenses issued	570	575	514	600
Number of residential property inspections conducted	2,340	3,000	4,077	3,025
Number of commercial property inspections conducted	520	525	511	530
Number of rental property inspections conducted	1,600	1,850	1,088	1,820
Number of residential property complaints investigated	520	500	583	525
Number of commercial property complaints investigated	80	75	67	85

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$429,759	\$442,504	\$534,057	\$516,257	\$513,303	-0.57%
Operating Expenditures	7,657	7,612	7,755	7,126	7,299	2.43%
Capital Outlay	0	0	0	0	0	0.00%
Total Expenditures	<u>\$437,416</u>	<u>\$450,116</u>	<u>\$541,812</u>	<u>\$523,383</u>	<u>\$520,602</u>	<u>-0.53%</u>
Total Revenues	\$191,232	\$213,777	\$304,150	\$304,150	\$316,500	4.06%

Youth and Family Services

Department of Neighborhood and Community Services

Fund Support: General Fund.

Mission Statement/Description: The Youth and Family Services Division provides a full range of prevention and intervention programs and social services to at risk youth, families, and communities. The Division promotes the well-being of individuals, families, and the community through social services, school based programs individual, family, and group counseling, outreach, information, and referral. The division works closely with County, State, public and private agencies and businesses to coordinate intergovernmental community programs and services.

FY 2005 Objectives:

- To complete the first full year of the Linkages to Learning program at Maryvale Elementary School, which provides site-based human services to the school's students and families.
- Deter youth from delinquency and substance abuse with positive social and life skills developed through individual and family counseling through new grants and programs.
- Help at-risk youth develop positive life skills through Conflict Resolution, Reaching Individual and Self-Empowerment Project (RISE), Mentoring, Anger Management, and Social Change Groups.
- Help families maintain housing through REAP, case management, and collaboration with Rockville Housing Enterprises, Montgomery County Health and Human Services, and other City divisions.
- Prevent housing crises and assist pharmacy costs through increased REAP outreach.
- Provide comprehensive outreach support services to schools and the community.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percentage of REAP recipients who returned for assistance within the year (six months stats)	40%	40%	30%	25%
Percent of landlord-tenant cases resolved without formal action	81%	80%	95%	95%
<i>Efficiency:</i>				
Average cost of REAP service per participant	\$383	\$385	\$450	\$450
Number of Cases per FTE ⁽¹⁾				
▪ Counseling (4)	4	6	8	10
▪ Case Management (6)	3	6	15	10
▪ REAP (6)	26	25	170	150
▪ Average caseload per FTE	NA	NA	22	26
<i>Workload:</i>				
Number of volunteers:				
▪ Mentors	28	29	30	28
▪ Tax preparers (VITA Program)	26	26	25	25
Number of REAP participants	385	330	502	497
Number of landlord-tenant inquiries answered	1,431	1,450	1,800	1,800

⁽¹⁾ During FY 2004 a more accurate allocation of cases began.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$518,914	\$621,959	\$674,732	\$674,168	\$668,438	-0.85%
Operating Expenditures	49,604	132,224	79,556	101,025	81,206	-19.62%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,290</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$568,518</u>	<u>\$754,183</u>	<u>\$754,288</u>	<u>\$778,483</u>	<u>\$749,644</u>	<u>-3.70%</u>
Total Revenues	\$120,490	\$311,407	\$284,093	\$288,553	\$290,547	0.69%

Special Activities

Department of Neighborhood and Community Services

Fund Support: Special Activities Fund.

Mission Statement/Description: The department is committed to providing a means for citizens to contribute to its efforts to provide programs and services that enhance the quality of life of Rockville residents in need. The Special Activities Division coordinates three City programs: the Holiday Drive Program, the Rockville Emergency Assistance Program (REAP) and Reaching Individual Self-Empowerment (RISE) Parents Program. The annual Holiday Drive Program utilizes volunteers and monetary contributions from individuals, schools, faith and civic groups, and the business community to provide food baskets, toys, and gift vouchers to eligible residents in November and December. Contributions made to REAP by citizens on their water bills also are maintained in this fund. The RISE Parents Program provides support towards the youth development program, RISE.

FY 2005 Objective:

- Assist eligible residents to share in the prosperity of the Rockville community through participation in the Holiday Drive Program.
- Increase donations to REAP and Holiday Drive from businesses and individuals through expanded fundraising efforts.
- Provide volunteer opportunities for interested individuals and groups to demonstrate their concern for needy Rockville households during Thanksgiving and the December holidays.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of eligible families receiving holiday baskets	94%	95%	93%	95%
<i>Efficiency:</i>				
Average cost per holiday basket distributed	\$23	\$25	\$23	\$23
<i>Workload:</i>				
Number of holiday baskets distributed	1,288	1,275	1,498	1,500
Number of volunteers in Holiday Drive Program	110	110	194	150
Number of community sponsors matched with families	126	125	102	100
Number of residents receiving holiday assistance	2,408	2,362	2,690	2,700
Number of donors	138	130	125	125

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$40,287	\$722	\$0	\$0	\$0	0.00%
Operating Expenditures	27,783	42,027	68,161	76,301	88,680	16.22%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$68,070</u>	<u>\$42,749</u>	<u>\$68,161</u>	<u>\$76,301</u>	<u>\$88,680</u>	<u>16.22%</u>
Total Revenues	\$98,648	\$56,220	\$68,161	\$76,301	\$88,680	16.22%

Personnel Department

Fund Support: The Personnel Department is supported by the General Fund.

Description: The Personnel Department provides services to ensure that all City departments have the human resources necessary to support their respective missions, as well as to ensure appropriate classification, salary-grade, recruitment, testing, training, benefits, labor relations, equal opportunity employment, and affirmative action. The department oversees safety and risk management; policy and program administration; and manages a variety of employee events and special projects.

Department Mission Statement: The Personnel Department recruits, retains, and services qualified and capable people in the most fair, effective, and efficient manner possible and provides a full range of personnel and safety services in support of all other City departments and their functions.

Goals:

- Provide the best-trained and most qualified personnel to staff all City positions.
- Allocate and assign classifications, pay rates, benefits, duties, and responsibilities to each position in order to assure the greatest possible operating effectiveness and efficiency.
- Assure fair and consistent application of all employment, safety, and risk management regulations.

Significant Changes: The FY 2005 budget represents a reduction from the FY 2004 operating expenditures. The department staff will make every effort to continue existing programs while reducing current costs in operating expenditures. Expansion of programs and new programs will be given consideration only with available/approved funding.

Staff Contact: Richard J. Hajewski, Director of Personnel (240) 314-8470.

FY 2005 Objectives:

- Expand and promote the Telework and Parc-It programs. 🚌
- Implement a new performance evaluation system. 📄
- Explore benefits enhancements (such as pre-tax education savings and long-term care insurance).
- Continue to monitor the rapidly changing job market to ensure recruitment efforts match workforce needs and market availability.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Average number of days to recruit and screen for a regular position	70	60	59.5	60
Percent of position audits completed within 45 days	100%	100%	100%	100%
<i>Efficiency:</i>				
Number of benefited employees served per FTE	66	67	69	69
Average cost per vacancy filled	\$667	\$795	\$625	\$795
<i>Workload:</i>				
Number of employees served (including temporary, part-time, and regular)	1,446	1,295	1,534	1,530
Number of position recruitments conducted	88	92	91	92
Number of position audits conducted	17	22	21	21

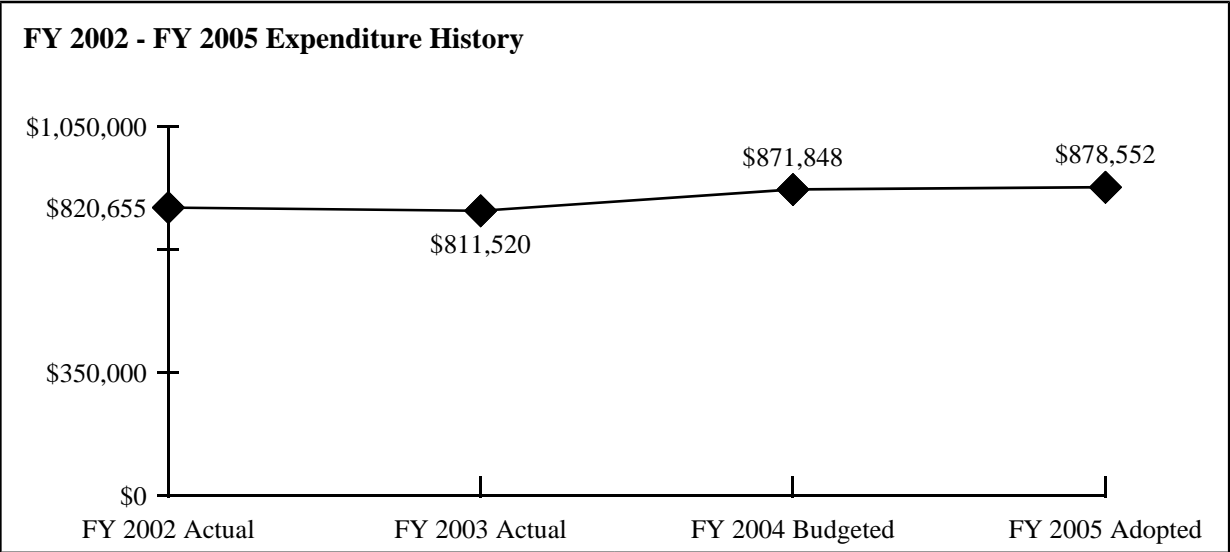
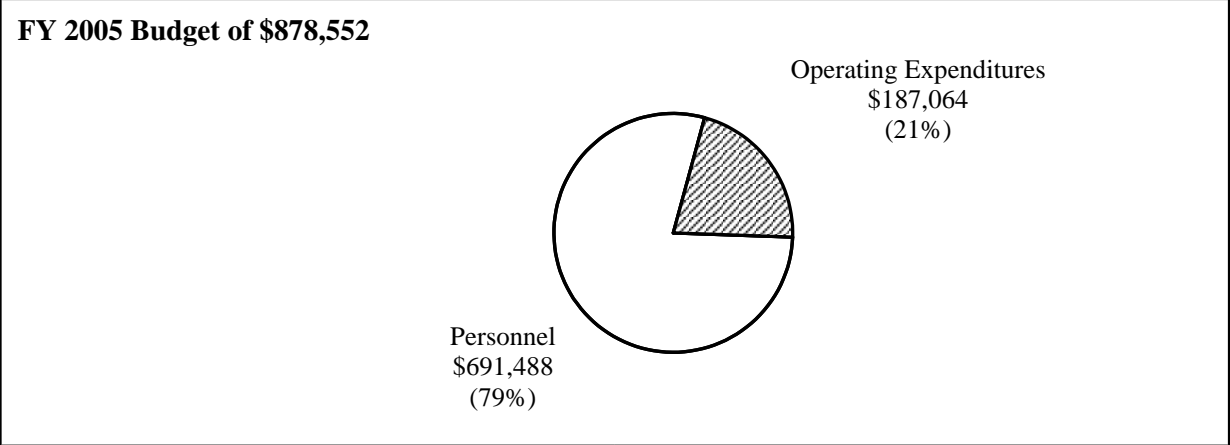
Personnel Department

— Continued —

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Workload:</i>				
Number of separations processed (total):	60	50	51	61
▪ Resignations or voluntary demotions	47	40	35	41
▪ Retirements	3	5	8	12
▪ Dismissals	10	5	7	7
▪ Other (job abandonment, loss of required license, etc.)	0	2	1	1

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$589,394	\$650,694	\$671,659	\$665,159	\$691,488	3.96%
Operating Expenditures	230,936	160,826	200,189	205,191	187,064	-8.83%
Capital Outlay	<u>325</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$820,655</u>	<u>\$811,520</u>	<u>\$871,848</u>	<u>\$870,350</u>	<u>\$878,552</u>	<u>0.94%</u>

Personnel Department Graphs



Personnel Department

— Continued —

Staffing Summary by Division:	FY 2003 Actual		FY 2004 Revised		FY 2005 Adopted	
	Reg.	Temp.	Reg.	Temp.	Reg.	Temp.
Personnel	8.0	0.5	8.0	0.1	8.0	0.1
Department Total	8.0	0.5	8.0	0.1	8.0	0.1

Staffing Summary by Position – FY 2005 Regular Positions

FTE

Personnel Department:

Director of Personnel (Contract) (1) 1.0
 Personnel Administrator (3)..... 3.0
 Personnel Assistant (1) 1.0
 Personnel Technician (1) 1.0
 Safety and Risk Management Administrator (1).... 1.0
 Secretary III (1)..... 1.0

Police Department

Fund Support: The Police Department is supported by the General Fund, Parking Fund, and police aid programs and grants from Montgomery County, the State of Maryland, and the federal government.

Description: The Police Department is divided into four divisions in pursuit of its mission: Office of the Chief of Police, Field Services Bureau, Administrative Services Bureau, and Special Operations Bureau.

Department Mission Statement: In collaboration with others, the Police Department protects and promotes community safety, ensures the safe and orderly movement of traffic, and seeks solutions to any problem that creates fear or threatens the quality of life in Rockville.

Goals:

- Assist in the development of a Pedestrian Safety Action Plan to promote community safety, protection of life and property, and regulation of safe and efficient vehicle and pedestrian traffic. 🚗
- Provide a safe environment for the citizens of Rockville by committing to a neighborhood-oriented policing program and ensuring that the quality of life in the community is optimized. 🏠
- Assist the City Manager’s Office in evaluating the current service levels and studying the future direction of the City’s police force. 📁
- Address all public safety concerns by collaborating with groups that represent the needs of the residential and commercial customers of Rockville and coordinating with Montgomery County Police Department.
- Assist in the enforcement of animal care and licensing laws.

Significant Changes: None.

Staff Contact: Terrance N. Treschuk, Chief of Police (240) 314-8912.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Office of Chief of Police	\$592,429	\$608,525	\$319,503	\$317,513	\$322,047	1.43%
Field Operations Bureau	3,125,375	3,618,956	2,820,899	3,149,958	3,622,221	14.99%
Admin. Services Bureau	833,239	710,684	908,926	893,192	981,834	9.92%
Pkg. Enforce. Services ⁽¹⁾	17,623	0	0	0	0	0.00%
Spec. Operations Bureau	0	44,607	1,482,084	1,204,449	1,101,831	-8.52%
Dept. Expend. Total ⁽²⁾	<u>\$4,568,666</u>	<u>\$4,982,772</u>	<u>\$5,531,412</u>	<u>\$5,565,112</u>	<u>\$6,027,933</u>	<u>8.32%</u>
Dept. Revenue Total ⁽³⁾	\$926,632	\$896,138	\$1,376,380	\$1,377,090	\$1,625,754	18.06%

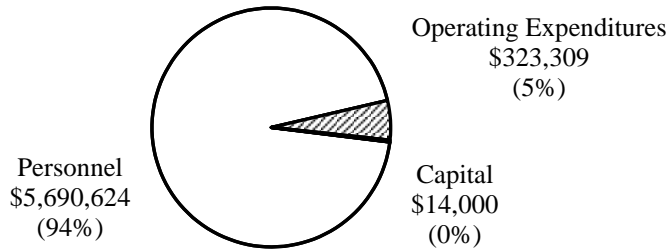
⁽¹⁾ In FY 2004, the Parking Enforcement Services division was reallocated to the Special Operations Bureau; therefore, there is no longer a separate narrative page for this division.

⁽²⁾ During preparation of the FY 2004 budget, an assessment of the divisions in this department resulted in allocating personnel and operating expenditures to accurately reflect the objectives of the divisions.

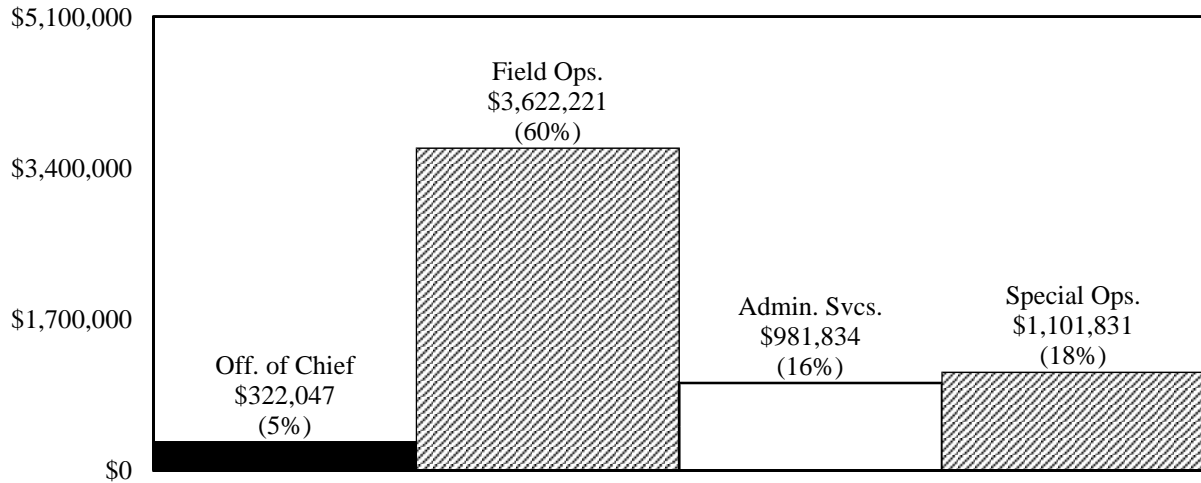
⁽³⁾ Department revenues for FY 2005 comprise \$633,075 from the General Fund (\$21,000 for licenses and permits, \$562,075 for revenue from other governments, and \$50,000 for charges for services) and \$989,754 from the Parking Fund (\$989,754 for fines and forfeitures).

Police Department Graphs

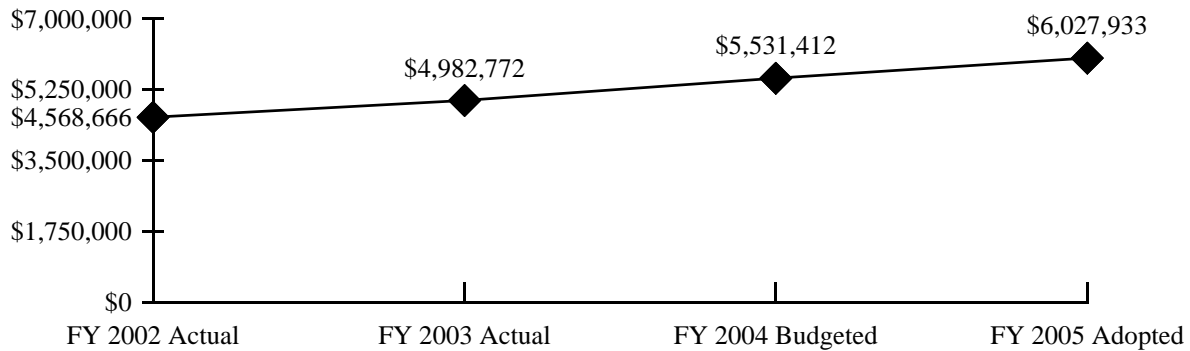
FY 2005 Budget of \$6,027,933



FY 2005 Budget by Division (total \$6,027,933)



FY 2002 - FY 2005 Expenditure History



Police Department

— Continued —

Staffing Summary by Division:	FY 2003 Actual		FY 2004 Revised		FY 2005 Adopted	
	Reg.	Temp.	Reg.	Temp.	Reg.	Temp.
Office of the Chief of Police ⁽¹⁾	6.0	0.0	3.0	0.0	3.0	0.0
Field Operations Bureau ⁽¹⁾	49.0	0.0	37.0	0.0	38.0	0.0
Administrative Services Bureau ⁽¹⁾	11.0	1.6	11.0	1.7	11.0	1.5
Parking Enforcement Services ⁽²⁾	1.5	0.1	0.0	0.0	0.0	0.0
Special Operations Bureau ⁽¹⁾	0.0	0.0	17.5	0.0	16.5	0.0
Department Total	67.5	1.7	68.5	1.7	68.5	1.5

⁽¹⁾ During the preparation of the FY 2004 budget, an assessment of the divisions in the department was performed and, as a result, personnel and operating expenditures were reallocated to accurately reflect the objectives of the divisions.

⁽²⁾ In FY 2004, the Parking Enforcement Services division was reallocated to the Special Operations Bureau.

Staffing Summary by Position – FY 2005

Regular Positions

	<u>FTE</u>		<u>FTE</u>
Office of the Chief of Police:		Administrative Services Bureau:	
Administrative Assistant I (1)	1.0	Crime Analyst (1)	1.0
Chief of Police (Contract) (1)	1.0	Police Communications Operator (5).....	5.0
Community Services Officer (1).....	1.0	Police Equipment and Budget Coordinator (1).....	1.0
		Records Management Clerk (1).....	1.0
Field Operations Bureau:		Support Services Coordinator (1)	1.0
Police Corporal (16).....	16.0	Support Services Manager (1)	1.0
Police Manager Captain (1)	1.0	Victim Advocate (1)	1.0
Police Manager Lieutenant (2).....	2.0		
Police Officer (15)	15.0	Special Operations Bureau:	
Police Sergeant (4).....	4.0	Neighborhood Services Officer (3).....	3.0
		Parking Enforcement Officer (2)	2.0
		Police Corporal (3).....	3.0
		Police Manager Captain (1)	1.0
		Police Officer (3)	3.0
		Police Sergeant (3).....	3.0
		Red Light Camera Technician – PT (1).....	0.5
		Secretary II (1).....	1.0

Office of the Chief of Police

Police Department

Fund Support: General Fund.

Mission Statement/Description: The Office of the Chief of Police oversees and directs the Police Department in the overall accomplishment of promoting public health and safety, protection of property, and the protection of personal liberties.

FY 2005 Objectives:

- Increase efforts to organize Neighborhood Watch programs in new neighborhoods, such as Fallsgrove. 🏠
- Provide public safety programs and presentations to all schools within Rockville. 🏫
- Evaluate current service levels and, based upon Mayor and Council input, coordinate steps toward the future direction of the City’s police force.
- Increase participation by Rockville businesses in the citywide Business Watch Program.
- Implement a “Reverse 911” telephone information system, beginning with the Neighborhood Watch and Business Watch participants.
- Continue the red light camera automated enforcement program.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Number of Neighborhood Watch groups organized 🏠	57	65	60	62
Percent of citizens rating crime prevention and community-oriented policing programs as very and somewhat effective in deterring crime 🏠	92%	96%	92%	100%
Percent of citizens rating crime as a moderate, major or extreme problem in their neighborhood	19%	10%	19%	0%
Percent of citizens reporting feeling very safe or reasonably safe walking along in their neighborhood during the day	93%	100%	93%	100%
Percent of citizens reporting feeling very safe or reasonably safe walking along in their neighborhood after dark	64%	70%	64%	100%
Percent of citizens strongly agreeing or agreeing that Rockville’s Police are sensitive to citizens’ concerns	71%	80%	71%	100%
<i>Workload:</i>				
Number of presentations delivered	71	70	80	80
Number of security surveys performed	36	60	60	60
Number of PROS presentations/participants ⁽¹⁾	2/18	2/180	7/640	7/640

⁽¹⁾ During FY 2003, the D.A.R.E. program was phased out and replaced by a new program, Police Reaching Out to Students (PROS).

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$520,819	\$534,048	\$314,158	\$301,758	\$315,992	4.72%
Operating Expenditures	71,610	74,477	5,345	15,755	6,055	-61.57%
Capital Outlay	0	0	0	0	0	0.00%
Total Expenditures ⁽²⁾	<u>\$592,429</u>	<u>\$608,525</u>	<u>\$319,503</u>	<u>\$317,513</u>	<u>\$322,047</u>	<u>1.43%</u>

⁽²⁾ During preparation of the FY 2004 budget, an assessment of the divisions in this department resulted in reallocating personnel and operating expenditures to reflect the objectives of the divisions accurately. Prior to FY 2004, this division was the Police Administrative Services division.

Field Services Bureau

Police Department

Fund Support: General Fund.

Mission Statement/Description: The Field Services Bureau preserves public order, protects lives and property, and reduces criminal activity through its proactive patrols and strict enforcement of State and City laws. The bureau primarily consists of police officers assigned to patrol duties.

FY 2005 Objectives:

- Ensure public order and protect lives and property by responding to neighborhood and business problems, patrolling parks, outreaching to schools, and enhancing enforcement of prompt and cost-effective towing for the removal of abandoned vehicles. 🏠
- Implement a patrol area plan to address the growing service needs of Town Center, King Farm, and Fallsgrove areas. 🏠
- Repress and reduce criminal activity through increased patrol time in neighborhoods and concentration on responses to citizen and business concerns.
- Maintain minimum staffing requirements in all patrol areas while reducing the dependence on overtime.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of residents rating their overall contact with the Police as excellent or good 🏠	80%	90%	80%	100%
Percent of residents strongly agreeing or agreeing that Police are courteous in dealing with people 🏠	75%	90%	75%	100%
Percent of citizens strongly agreeing or agreeing that Rockville's Police are fair in dealing with people	66%	75%	66%	100%
Average number of sworn officers per 1,000 population	1	1	1	1
<i>Efficiency:</i>				
Number of motor vehicle enforcements per officer	428	500	500	525

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$2,943,963	\$3,465,086	\$2,785,590	\$3,091,750	\$3,570,632	15.49%
Operating Expenditures	142,119	153,861	20,825	44,074	37,589	-14.71%
Capital Outlay	<u>39,293</u>	<u>9</u>	<u>14,484</u>	<u>14,134</u>	<u>14,000</u>	<u>-0.95%</u>
Total Expenditures ⁽¹⁾	<u>\$3,125,375</u>	<u>\$3,618,956</u>	<u>\$2,820,899</u>	<u>\$3,149,958</u>	<u>\$3,622,221</u>	<u>14.99%</u>
Total Revenues	\$759,051	\$643,812	\$672,173	\$672,883	\$636,000	-5.48%

⁽¹⁾ During preparation of the FY 2004 budget, an assessment of the divisions in this department resulted in reallocating personnel and operating expenditures to reflect the objectives of the divisions accurately. Prior to FY 2004, this bureau was the Field Services division.


Administrative Services Bureau


Police Department

Fund Support: General Fund.

Mission Statement/Description: The Administrative Services Bureau provides the department with proper communication equipment to ensure officer safety and to enable the technical services required by employees to perform their duties in an efficient and effective manner. The division includes communications, records, crime analysis, victim advocate, property control, and accreditation.

FY 2005 Objectives:

- Research and report crime trends in the City and provide geographic statistics to update citizens about crime activities in their neighborhood. 
- Provide police officers with the state-mandated 18 hours of in-service training on topics such as: use of force, legal updates, crime scene processing, homeland security, and firearms.
- Contact victims of crimes in person or by mail, depending on the seriousness of the crime, in order to provide support and supply them with information on referrals for further follow-up services.
- Develop, in coordination with the Field Services Bureau, policies and procedures enabling police communications operators to handle minor citizen walk-in complaints, thereby allowing the police officers to remain on patrol.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of residents strongly agreeing or agreeing that police are helpful and cooperative 	73%	80%	80%	100%
Percent of property room inspections with no errors	100%	100%	100%	100%
Percent of compliance with CALEA standards	100%	100%	100%	100%
<i>Efficiency:</i>				
Average number of hours of training per FTE	75	90	50	75
Number of victim advocate cases per FTE	2,775	2,800	2,967	3,075
<i>Workload:</i>				
Number of hours of training	4,107	5,500	2,838	4,275

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$737,419	\$665,282	\$698,641	\$686,041	\$742,124	8.17%
Operating Expenditures	43,205	44,052	210,285	207,151	239,710	15.72%
Capital Outlay	<u>52,615</u>	<u>1350</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures ⁽¹⁾	<u>\$833,239</u>	<u>\$710,684</u>	<u>\$908,926</u>	<u>\$893,192</u>	<u>\$981,834</u>	<u>9.92%</u>

⁽¹⁾ During preparation of the FY 2004 budget, an assessment of the divisions in this department resulted in reallocating personnel and operating expenditures to reflect the objectives of the divisions accurately. Prior to FY 2004, this Bureau was the Support Services division.

Special Operations Bureau

Police Department

Fund Support: General and Parking Funds.

Mission Statement/Description: The Special Operations Bureau preserves public order, protects lives and property, and reduces criminal activity through its proactive patrols of hotspot areas and strict enforcement of State and City laws. The bureau includes police officers assigned to criminal investigations, a traffic unit, a tactical patrol unit, and neighborhood services. The Neighborhood Services Officers ensure that all animal control and parking permit area regulations are enforced. The parking enforcement unit provides the enforcement of parking meter in and around the Town Center area and other parking regulations throughout the City.

FY 2005 Objectives:

- Enforce pedestrian safety through selected enforcement in Town Center and other identified locations.
- Ensure the continual free flow of traffic throughout the City by conducting weekly Directed Enforcement details and assignments, coupled with the use of the speed indicator and Officer Tuttle decoy.
- Repress and reduce criminal activity in selected hot spot areas of the City through increased uniform and plainclothes patrols and enforcement of traffic and pedestrian safety laws in coordination with other law enforcement agencies within the City of Rockville.
- Issue approximately 9,000 parking citations throughout the City and coordinate the installation and enforcement of additional parking meters.
- Participate in the Maryland Chief's Challenge, seatbelt checkpoints, and educational and safety programs.
- Monitor and enforce animal control laws, conduct Animal Matters Board Hearings, Animal Review Official Hearings, and off-leash certification tests.
- Provide security at special events held throughout the City.
- Facilitate and administer the issuance of red light camera citations.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
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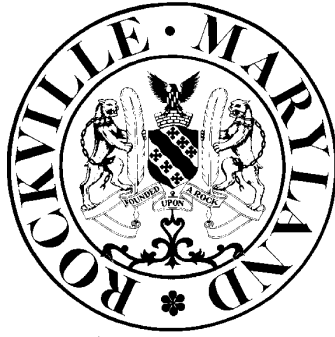
<i>Outcome/Effectiveness:</i>				
Percent of citizens rating enforcement of traffic laws as excellent or good	70%	80%	75%	100%

Workload:

Number of Part I violent crimes assigned to investigators	44	45	51	54
Number of Part I property crimes assigned to investigators	233	200	225	249
Number of special events coordinated	19	21	23	23
Number of hours spent on special events	1,461	1,460	1,610	1,610

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$0	\$36,795	\$1,348,847	\$1,110,466	\$1,061,876	-4.38%
Operating Expenditures	0	7,812	103,237	67,043	39,955	-40.40%
Capital Outlay	<u>0</u>	<u>0</u>	<u>30,000</u>	<u>26,940</u>	<u>0</u>	<u>-100.00%</u>
Total Expenditures ⁽¹⁾	<u>\$0</u>	<u>\$44,607</u>	<u>\$1,482,084</u>	<u>\$1,204,449</u>	<u>\$1,101,831</u>	<u>-8.52%</u>
Total Revenues ⁽¹⁾	\$0	\$252,326	\$704,207	\$704,207	\$989,754	40.55%

⁽¹⁾ The Special Operations Bureau was a new division in the Police Department for FY 2003.



Department of Public Works

Fund Support: The Department of Public Works is supported by the General, Water Facility, Sewer, Refuse, Parking, Stormwater Management (SWM), and RedGate Golf Course Funds.

Description: The Department of Public Works provides for the effective and efficient acquisition, construction, operation, and maintenance of the City's physical facilities to provide transportation, water, waste disposal, environmental protection, and similar services.

Department Mission Statement: The Department of Public Works is dedicated to delivering engineering and operational services that provide the Rockville community with pride in their city and its work force.

Goals:

- Develop and implement a comprehensive transportation plan that provides safety and mobility for pedestrians, bicyclists, and motorists. **TC** 🚗
- Develop plan to ensure to the greatest extent possible that neighborhoods are shielded from increasing traffic in and around the Town Center. **TC**
- Assist in developing an Adequate Public Facilities Ordinance. 🏠
- Continue to implement traffic-calming solutions to address speeding and traffic volumes in Rockville. 🚗
- Assist in implementing the *Bikeway Master Plan*. 🚲
- Continue to enhance pedestrian safety along state roads in Rockville by implementing improvements and lobbying the State for changes. 🚗
- Maintain the basic physical needs of the City in order to continue a level of service relatively free from street disintegration, water main breaks, sewer stoppages, equipment failures, and refuse service interruptions. 📄
- Continue upgrades to water treatment facilities to meet more stringent federal environmental standards and increase the capacity to include construction of Glen Mill Pump Station and planning and design of sludge handling system. 📄
- Formulate new strategies to provide cost effective and efficient solid waste management, trash removal and disposal, and recycling services, to conserve natural resources. 📄
- Monitor the City's fleet to ensure timely repair and maintenance.
- Design, construct, and maintain water supply, wastewater systems, and stormwater management systems that support existing and planned development and enhance public health and environmental quality.
- Design, construct, and maintain a SWM infrastructure that supports existing and planned development and that enhances the environmental quality of the area's streams and waterways and plan for implementation of future SWM fee.

Significant Changes: The FY 2005 budget includes four new positions: a Pedestrian/Bikeway Coordinator in the Transportation Division to provide new and continued support to both the Departments of Public Works and Recreation and Parks (this used to be a three-year, grant-funded position in the Department of Recreation and Parks); a Secretary I in the Water Maintenance Division to provide customer support for the increased number of calls; an Engineering Technician IV and an Engineering Technician V in the Transportation Division to replace contracted street light and traffic signal maintenance contracts. In addition, the Department evaluated all current positions and needs for the Department. As a result, an Engineering Technician V in Engineering and Environment Division was changed to a PW Data and GIS Specialist; the costs for the Public Works administrative support staff (four positions) at the Gude Drive facility have been reallocated to the General, Water Facility, Sewer, and Refuse Funds to more accurately reflect the services they provide to all of these Funds; and the scope of work for the Engineer and Environment staff has been shifted to provide more support for the transportation initiatives of the Mayor and Council. The adopted budget for Traffic and Transportation includes \$180,000 more than the proposed budget in anticipation of significant increases in energy costs.

Staff Contact: Eugene H. Cranor, Director of Public Works (240) 314-8500.

Department of Public Works

— Continued —

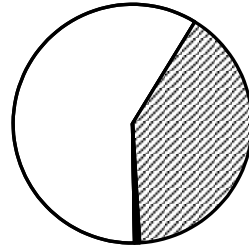
Budget Summary:	FY 2002	FY 2003	FY 2004	FY 2004	FY 2005	FY 2004-2005
	Actual	Actual	Budgeted	Modified	Adopted	Change
Administration	\$314,769	\$334,996	\$351,109	\$358,395	\$357,621	-0.22%
Contract Management	673,407	731,118	765,620	766,170	805,121	5.08%
Trans. Eng./Planning	1,029,471	1,116,279	1,182,384	1,182,354	1,324,492	12.02%
Environ. Eng./SWM	1,314,915	910,847	1,238,649	1,448,853	1,461,828	0.90%
General Maintenance	1,708,092	2,117,197	2,028,835	2,111,967	2,120,422	0.40%
Motor Vehicle Maint.	1,242,390	1,432,243	1,486,346	1,555,833	1,561,299	0.35%
Water Systems Maint.	629,289	711,689	879,941	851,938	877,292	2.98%
Water Treatment Plant	1,093,151	1,189,388	1,246,818	1,278,408	1,286,830	0.66%
Sewage Disposal	1,532,800	1,982,800	2,235,264	2,383,564	2,158,100	-9.46%
Sewer System Maint.	662,786	715,901	824,360	842,410	995,004	18.11%
Refuse Operations	<u>2,687,782</u>	<u>2,841,508</u>	<u>3,054,134</u>	<u>3,122,153</u>	<u>3,469,080</u>	<u>11.11%</u>
Dept. Expend. Total	<u>\$12,888,852</u>	<u>\$14,083,966</u>	<u>\$15,293,460</u>	<u>\$15,902,045</u>	<u>\$16,417,089</u>	<u>3.24%</u>
Dept. Revenue Total ⁽¹⁾	\$1,183,711	\$287,272	\$379,000	\$379,000	\$355,000	-6.33%

⁽¹⁾ Department revenues for FY 2005 comprise \$355,000 from the General Fund (\$5,000 in revenue from other governments and \$350,000 in charges for services). Public Works fees decreased beginning in FY 2003 due to the completion of major new development projects in the City.

Department of Public Works Graphs

FY 2005 Budget of \$16,417,089

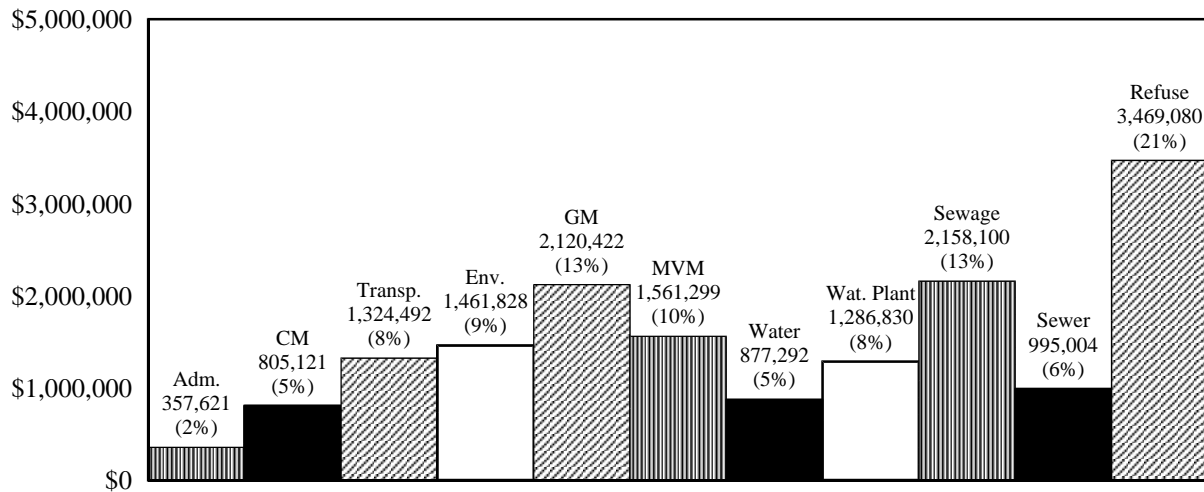
Personnel
\$9,686,392
(59%)



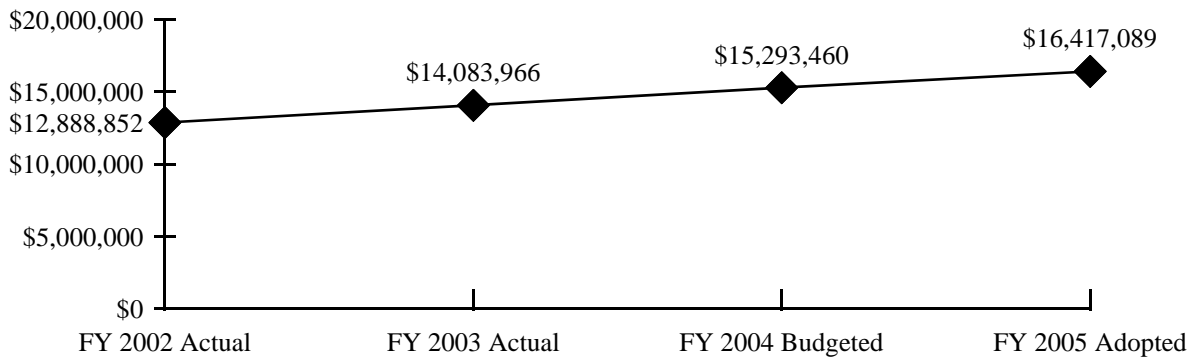
Operating Expenditures
\$6,620,520
(40%)

Capital
\$110,177
(1%)

FY 2005 Budget by Division (total \$16,417,089)



FY 2002 - FY 2005 Expenditure History



Department of Public Works

— Continued —

Staffing Summary by Division:	FY 2003 Actual		FY 2004 Revised		FY 2005 Adopted	
	Reg.	Temp.	Reg.	Temp.	Reg.	Temp.
Public Works Administration	4.0	0.1	4.0	0.1	4.0	0.1
Contract Management	10.0	0.0	10.0	0.0	10.0	0.0
Traffic and Transportation	6.5	0.3	6.5	1.8	9.5	1.3
Engineering and Environment	11.5	0.4	11.5	1.0	11.5	1.8
General Maintenance	29.5	2.8	29.5	2.8	30.0	2.8
Motor Vehicle Maintenance	13.0	0.0	13.0	0.0	13.0	0.0
Water Systems Maintenance	10.9	0.0	11.9	0.0	12.0	0.0
Water Treatment Plant	8.0	0.0	8.0	0.0	8.0	0.0
Sewage Disposal	0.0	0.0	0.0	0.0	0.0	0.0
Sanitary Sewer Systems Maintenance	11.6	0.0	11.6	0.0	13.0	0.0
Refuse Operations	42.0	6.6	44.0	4.4	43.0	6.2
Department Total	147.0	10.2	150.0	10.1	154.0	12.2

Staffing Summary by Position – FY 2005

Regular Positions

	<u>FTE</u>		<u>FTE</u>
Public Works Administration:		Traffic and Transportation:	
Administrative Assistant II (1).....	1.0	Chief of Traffic and Transportation (1)	1.0
Director of Public Works (Contract) (1).....	1.0	Civil Engineer I (1)	1.0
Public Works Administrator (1).....	1.0	Civil Engineer II (2).....	2.0
Secretary II (1)	1.0	Civil Engineer III (1)	0.5
		Engineering Technician IV (1)	1.0
Contract Management:		Pedestrian/Bikeway Coordinator (1).....	1.0
Chief of Contract Management (1)	1.0	Traffic Signal/Lighting Technician (2)	2.0
Engineering Technician I (1)	1.0	Transportation Planner I (1).....	1.0
Engineering Technician IV (7)	7.0		
Engineering Technician V (1).....	1.0	Engineering and Environment:	
		Chief Engineer/Environment (1).....	1.0
		Civil Engineer I (1)	1.0
		Civil Engineer II (4).....	4.0
		Civil Engineer III	0.5
		Engineering Technician IV (3)	3.0
		Engineering Technician V (1).....	1.0
		PW Data and GIS Specialist (1).....	1.0

Department of Public Works

— Continued —

Staffing Summary by Position – FY 2005, continued Regular Positions

	<u>FTE</u>		<u>FTE</u>
General Maintenance:		Water Treatment Plant:	
Laborer (9)	9.0	Water Plant Operator (7).....	7.0
Maintenance Worker (12)	12.0	Water Plant Superintendent (1).....	1.0
Operations Maintenance Asst. Supt. (1)	1.0	Sanitary Sewer Systems Maintenance:	
Operations Maintenance Superintendent (1).....	1.0	Laborer (3)	3.0
Secretary II (1)	1.0	Maintenance Worker (6)	6.0
Traffic Maintenance Worker (2)	2.0	Operations Maintenance Asst. Supt. (1)	1.0
Utilities Crew Supervisor (4)	4.0	Secretary/Bookkeeper (1)	1.0
Motor Vehicle Maintenance:		Utilities Crew Supervisor (2)	2.0
Fleet Clerk (1)	1.0	Refuse Operations:	
Fleet Maintenance Supervisor (1)	1.0	Crew Supervisor (3)	3.0
Fleet Manager (1)	1.0	Maintenance Communications Operator (1)	1.0
Fleet Mechanic (8)	8.0	Sanitation Operator (16)	16.0
Fleet Service Mechanic (2)	2.0	Sanitation Superintendent (1)	1.0
Water Systems Maintenance:		Sanitation Supervisor (1)	1.0
Laborer (3)	3.0	Sanitation Worker (21)	21.0
Maintenance Worker (5)	5.0		
Operations Maintenance Asst. Supt. (1)	1.0		
Secretary I (1)	1.0		
Utilities Crew Supervisor (2)	2.0		


Public Works Administration

Department of Public Works

Fund Support: General Fund.

Mission Statement/Description: The Public Works Administration Division provides all oversight functions associated with managing the department and provides coordination between its divisions and other departments.

FY 2005 Objectives:

- Monitor the City's aging infrastructure in order to maintain a high standard of public safety. 
 - Review daily Utilities and Preventative Maintenance Schedule.
 - Update street and infrastructure inventory.
- Coordinate intradepartmental efforts to provide efficient and effective delivery of services.
 - Prepare and distribute weekly reports.
 - Review and distribute monthly financial/budget reports.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$295,101	\$314,881	\$330,109	\$337,509	\$343,623	1.81%
Operating Expenditures	16,322	20,115	21,000	20,886	13,998	-32.98%
Capital Outlay	<u>3,346</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$314,769</u>	<u>\$334,996</u>	<u>\$351,109</u>	<u>\$358,395</u>	<u>\$357,621</u>	<u>-0.22%</u>

Contract Management

Department of Public Works

Fund Support: General Fund.

Mission Statement/Description: The Contract Management Division provides efficient quality assurance, management and inspection of ongoing construction within the public infrastructure to ensure a safe environment for the citizens. It provides quality assurance of construction in both capital improvement and private development projects by assuring compliance with City, County, State, and Federal construction standards and specifications. The division provides quality management and supervision for the construction of Capital Improvement Program (CIP) projects planned and designed by the Department of Public Works. It monitors environmental concerns and assures water and air quality by enforcing City, County, State, and Federal regulations on sediment and erosion control. The division administers maintenance and repair programs for asphalt, concrete, brick paving, stormwater management, bridge rehabilitation and guardrail to assure quality and safe public infrastructure. They also coordinate and supervise contractual personnel who perform inspections, material testing, and survey services. The division develops quality assurance and continuing education programs for staff to improve effectiveness and efficiency.

FY 2005 Objectives:

- Complete the restoration of a minimum of 14 centerline miles of asphalt roadway paving and 10 miles of concrete curb and sidewalk, including traffic calming and pedestrian safety projects. 🚗
- Complete 90 percent of all capital construction contracts within the allotted contract time. 📅
- Keep cost overruns on construction contracts to less than five percent of the original contract total.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of CIP contracts completed on schedule 📅	75.0%	85.0%	90.0%	90.0%
Percent of CIP contracts completed at/under budget 📅	75.0%	85.0%	70.0%	85.0%
Percent of cost overrun over original contract cost 📅	6.0%	5.0%	7.5%	5.0%
<i>Efficiency:</i>				
Average number of active permits per inspector	41	30	40	30
Dollar value of active permit construction per inspector (in millions)	\$6.93	\$5.00	\$6.97	\$5.00
<i>Workload:</i>				
Number of development permits active for inspection	316	240	264	240
Dollar value of permit construction (in millions)	\$46.2	\$40.0	\$40.1	\$40.0
Dollar value of CIP contracts managed (in millions)	\$9.3	\$9.0	\$9.0	\$9.1

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$567,108	\$624,241	\$656,178	\$656,728	\$695,679	5.93%
Operating Expenditures	104,846	106,877	109,442	109,442	109,442	0.00%
Capital Outlay	<u>1,453</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$673,407</u>	<u>\$731,118</u>	<u>\$765,620</u>	<u>\$766,170</u>	<u>\$805,121</u>	<u>5.08%</u>

Traffic and Transportation

Department of Public Works

Fund Support: General Fund.

Mission Statement/Description: The division provides a safe, well-maintained, and efficient transportation system, focused on goals oriented toward mobility, accessibility, neighborhoods, environment, and safety. The citywide *Master Plan* serves as a guide for the division's specific goals, objectives, and performance measures. Annual expenditures relate primarily to the safety-oriented goal, including operating costs of streetlights, traffic signals, signs, and markings. In addition to the safety-related infrastructure, the annual budget funds staff expenditures. The division staff plans, designs, and operates traffic signals, street lights, roadways, bridges, sidewalks, and bike paths; evaluates and resolves citizens' complaints and concerns; reviews development proposals; reviews traffic impact studies submitted by developers; coordinates with other governments on traffic funding and planning; updates the citywide *Master Plan*; implements demand management strategies; and provides support to the Traffic and Transportation Commission. Mobility, accessibility, and neighborhood protection goals are primarily funded in the Capital Improvement Program.

FY 2005 Objectives:

- **Mobility** – Complete Falls Grove off-site improvements; improve the traffic signal coordination system; design and construct the extension of Maryland Avenue; add bus shelters citywide; implement demand management efforts citywide; and design an efficient transportation system for the Town Center. **TC**
- **Accessibility** – Address neighborhood access issues at the most problematic intersections, improve pedestrian safety and transit access citywide, and implement the Bicycle Master Plan.
- **Safety/Maintenance** – Improve safety in school zones; install additional red light cameras; monitor accident data citywide; add street lighting in activity centers; use GIS to track infrastructure; and improve pedestrian safety at intersections.
- **Protect Neighborhoods** – Reduce cut-through and speeding traffic on neighborhood streets west of I-270 and surrounding the Town Center.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of signals monitored by computer	97%	100%	100%	100%
Percent of CIP design projects on schedule	70%	90%	80%	85%
Percent of concerns reviewed within two weeks	93%	95%	95%	95%
Percent of CIP projects receiving intergovernmental funds	22%	20%	15%	10%
<i>Efficiency:</i>				
Number of CIP projects managed per FTE (5 FTE)	6.8	7.0	7.0	7.0
<i>Workload:</i>				
Number of red light cameras in the City	5	10	7	8
Number of citizen service requests reviewed	142	150	138	140
Number of traffic signals maintained by the City	41	44	42	45
Number of new development reviews	29	40	40	30

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$405,725	\$449,623	\$505,906	\$504,856	\$640,013	26.77%
Operating Expenditures	596,817	654,656	664,478	668,450	672,479	0.60%
Capital Outlay	26,929	12,000	12,000	9,048	12,000	32.63%
Total Expenditures	<u>\$1,029,471</u>	<u>\$1,116,279</u>	<u>\$1,182,384</u>	<u>\$1,182,354</u>	<u>\$1,324,492</u>	<u>12.02%</u>
Total Revenues	\$5,054	\$11,827	\$5,000	\$5,000	\$5,000	0.00%

Engineering and Environment

Department of Public Works

Fund Support: General, Water Facility, Sewer, and Stormwater Management Funds.

Mission Statement/Description: The Engineering and Environment Division ensures that both developer-initiated and city-initiated designs for streets, sidewalks, bike lanes, storm drains, water, sanitary sewer, stormwater management (SWM), sediment control, and stream improvements meet City, State, and federal standards; provides facility planning for improvements to the City's water, wastewater, drainage and SWM systems to ensure the citizens of Rockville enjoy the best environmental standard of living possible and that the water and wastewater facilities meet the *Master Plan* level of development; manages the watershed planning process, which guides the SWM and stream restoration construction program. Review projects to ensure the 100-year floodplain is protected.

FY 2005 Objectives:

- Assist staff in developing an Adequate Public Facilities Ordinance. 🏠
- Initiate Low Impact Design (LID) SWM Assessment Study in College Gardens. 🏠
- Design traffic calming measures as identified by the Traffic and Transportation Division. 🚗
- Construct the Northeast Park and RedGate Golf Course SWM retrofits.
- Construct the Woottons Mills and Frost Stream Improvement projects.
- Construct the Glen Mill Road Booster Pump Station and the Horners Lane Water Main.
- Complete design of the Carnation Dr. and I-270 Industrial Park SWM Retrofits and adjacent stream restoration.
- Initiate design of the Southlawn Water/Sewer systems and coordinate special assessment and annexation issues.
- Determine cost-effectiveness of rehabilitating Twinbrook's storm sewer system to reduce infiltration and inflow.
- Initiate Storm Water Utility Fee Study.
- Initiate Drainage System Rehabilitation Assessment.
- Continue the Cabin John Sanitary Sewer Evaluation Study.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of project plan first-reviews completed by six weeks	79%	75%	77%	80%
Percent of environment study recommendations implemented	47%	50%	47%	551%
Percent of CIP design projects completed on schedule 🏠	77%	80%	70%	85%
<i>Efficiency:</i>				
Number of permits issued per FTE	25	22	36	20
Number of design projects managed per FTE	3	5	5	5
Number of environmental studies managed per FTE	4	2	4	5
<i>Workload:</i>				
Number of development permits issued	139	120	162	100
Number of environmental design projects managed	13	20	19	22
Number of environmental studies managed	7	3	9	7

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$722,853	\$801,626	\$868,629	\$875,279	\$952,728	8.85%
Operating Expenditures ⁽¹⁾	590,343	\$109,221	\$370,020	\$573,574	\$509,100	-11.24%
Capital Outlay	1,719	0	0	0	0	0.00%
Total Expenditures	<u>\$1,314,915</u>	<u>\$910,847</u>	<u>\$1,238,649</u>	<u>\$1,448,853</u>	<u>\$1,461,828</u>	<u>0.90%</u>
Total Revenues ⁽²⁾	\$1,178,657	\$275,445	\$374,000	\$374,000	\$350,000	-6.42%

⁽¹⁾ Fluctuation is due to SWM maintenance contract requirements.

⁽²⁾ Public Works fees decreased beginning in FY 2003 due to the completion of major new development projects in the City.


General Maintenance

Department of Public Works

Fund Support: General and Refuse Funds.

Mission Statement/Description: The General Maintenance Division improves the quality of customer service by creating, maintaining, building, and repairing the roadway infrastructure while maintaining a clean environment and providing safe and unobstructed movement of vehicular traffic.

FY 2005 Objectives:

- Maintain 147 miles of roadway to provide safe movement of vehicular traffic while continuing to reduce maintenance costs through the purchase of modern, more efficient tools and equipment. 
- Provide training on snow operations to increase efficiency.
- Improve the leaf collection program by reviewing the scheduling and upgrading of equipment.
- Implement LEAD Management principles to enhance a more effective and efficient workforce.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Number of road repair complaints received for City-maintained roads	65	90	96	90
Percent of citizens rating the condition of streets as excellent/good	67%	80%	80%	80%
Percent of citizens rating street repairs/maintenance as excellent/good	59%	63%	63%	63%
Percent of citizens rating street sweeping as excellent/good	77%	70%	70%	70%
Percent of citizens rating snow and ice removal as excellent/good	77%	73%	73%	73%
Percent of citizens rating leaf collection as excellent/good	77%	80%	80%	80%
Percent of citizens rating the condition of sidewalks as excellent/good	73%	77%	77%	77%
<i>Efficiency:</i>				
Average cost per ton of leaves collected	\$74	\$97	\$95	\$97
Average number of man hours per square yard of asphalt repair	1.6	1.6	1.5	1.6
<i>Workload:</i>				
Tons of leaves collected	4,153	3,250	2,715	3,250
Number of hours provided for snow and ice removal	4,694	2,100	3,076	2,400
Miles of stormwater pipe cleaned	17	25	22	25
Number of stormwater inlets repaired	18	18	17	18

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$1,286,805	\$1,548,921	\$1,530,821	\$1,598,048	\$1,622,716	1.54%
Operating Expenditures	414,012	544,276	498,014	513,919	497,706	-3.15%
Capital Outlay	<u>7,275</u>	<u>24,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$1,708,092</u>	<u>\$2,117,197</u>	<u>\$2,028,835</u>	<u>\$2,111,967</u>	<u>\$2,120,422</u>	<u>0.40%</u>

Motor Vehicle Maintenance

Department of Public Works

Fund Support: General, Water Facility, Sewer, Refuse, Parking, SWM, and RedGate Golf Course Funds.

Mission Statement/Description: The Motor Vehicle Maintenance (MVM) Division ensures that the vehicles and equipment within the City's main fleet are fully operational and well maintained. The MVM operating budget for FY 2005 is allocated among the General Fund (61 percent), the Water Facility Fund (7 percent), the Sewer Fund (6 percent), the Refuse Fund (22 percent), the Stormwater Management Fund (1 percent), and the RedGate Golf Course Fund (3 percent).

FY 2005 Objectives:

- Maintain a 97 percent fleet availability rate.
- Ensure mechanics are trained in the latest technologies and developments in the motor fleet industry as technologies become available and new industry standards are set.
- Research and develop the specifications for the acquisition of new vehicles and equipment.
- Maintain involvement in the developments of the Clean Fuel Fleet legislation, Clean Air Act, and the Energy Policy Act mandates.
- Improve services to every user division.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Fleet availability rate	97.2%	97.0%	96.9%	97.0%
Percent of fleet repairs completed within 24 hours	68.9%	80.0%	66.2%	75.0%

Efficiency:

Average cost per work order:

▪ Vehicle work orders	\$277	\$355	\$449	\$400
▪ Equipment work orders	\$338	\$335	\$365	\$350
▪ Scheduled	\$309	\$320	\$252	\$275
▪ Non-scheduled	\$233	\$280	\$459	\$375
▪ Non-Fleet work orders	\$219	\$300	\$328	\$325

Vehicle Equivalent Units (VEU) per assigned FTE	68.7	65.8	69.0	61.0
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Workload:

Fleet Size (total units)	376	376	378	379
▪ Vehicles	250	250	250	251
▪ Equipment	126	126	128	128
Number of work orders completed (total):	2,629	2,500	2,277	2,275
▪ Scheduled	1,045	1,100	501	900
▪ Non-scheduled	1,183	1,100	1,776	1,300
▪ Non-Fleet work orders	401	300	54	75

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$756,207	\$812,912	\$867,267	\$865,527	\$893,538	3.24%
Operating Expenditures	559,251	612,331	590,239	641,822	622,441	-3.02%
Capital Outlay	<u>-73,068</u>	<u>7,000</u>	<u>28,840</u>	<u>48,484</u>	<u>45,320</u>	<u>-6.53%</u>
Total Expenditures	<u>\$1,242,390</u>	<u>\$1,432,243</u>	<u>\$1,486,346</u>	<u>\$1,555,833</u>	<u>\$1,561,299</u>	<u>0.35%</u>

Fleet Review and Replacement Process

Review of possible fleet replacements or new vehicle purchases was directed by utilizing the previously adopted fleet management guidelines approved by the Mayor and Council on January 14, 1991. These guidelines include the following tenets:

- Vehicle replacement is based on usage, age, mileage, and condition. The basic replacement parameters are 70,000+ miles and/or 10 years for light duty vehicles. Heavy and medium duty vehicles are 100,000+ miles and vary in age from 8 to 15 years. Usage and vehicle conditions are reviewed annually.
- Police vehicles replacement is based on a five to seven year life cycle. However, depending on its condition, a vehicle may also be placed in the take-home program for one or more years before being removed from service.
- Continue to use an auction service in order to dispose of unwanted vehicles more promptly. Development of an online auction for vehicles and equipment is being researched.
- Encourage more employee use of personal vehicles with an accompanying mileage reimbursement as a less expensive alternative to purchasing vehicles.
- Written policies should be adopted to govern fleet procurement.

A specific breakdown of the review process produced the following analysis:

- Thirty vehicles or pieces of equipment, or 8 percent of the total fleet, were examined for replacement due to age, mileage/hours, usage, condition, and maintenance history.
- Operating departments evaluated competing priorities and resources when considering a recommendation to maintain or replace one of their vehicles in the fleet. Based on examination, 25 units, or 7.2 percent of the total fleet, were recommended for replacement. The schedule also includes three new vehicles that are additions to the fleet.
- The mileage guideline was applied through projections of probable mileage of the vehicle recommended for replacement at the time of delivery of the new vehicle.
- For equipment, hours of operation and present condition are the parameters in determining replacement. Standards for the hours of operation vary according to the type of equipment being evaluated.
- Units such as snowplows and material spreaders will be determined by “worst condition” criteria.

FY 2005 Fleet Schedule

Each fiscal year, a review is made of the vehicles in the City's fleet to determine the vehicles that require replacement due to mileage, maintenance costs (including unit's condition), and age. The vehicles scheduled to be replaced and the new vehicles for FY 2005 are listed below and on the following page. The replacement vehicles for the General (Capital Projects), Water, Sewer, and Refuse Funds, in the amount of \$976,768, are funded through the Vehicles for City Use CIP project on page 21 in the General Government CIP section.

Community Planning and Development Services

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Pickup (#209), 1995 Chevrolet S10	✓		✓	✓	\$15,600

Neighborhood and Community Service

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Van (#209), 1995 Chevrolet Astro 8 Passenger	✓		✓	✓	\$21,840

Police Department, Field Operations Bureau

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Cruiser (TBD based on replacement criteria)	✓	✓	✓	✓	\$21,114
Cruiser (TBD based on replacement criteria)	✓	✓	✓	✓	\$21,114
Cruiser (TBD based on replacement criteria)	✓	✓	✓	✓	\$21,114
Cruiser (TBD based on replacement criteria)	✓	✓	✓	✓	\$21,114
Cruiser (TBD based on replacement criteria)	✓	✓	✓	✓	\$21,114
Cruiser (TBD based on replacement criteria)	✓	✓	✓	✓	\$21,114
Cruiser (TBD based on replacement criteria)	✓	✓	✓	✓	\$21,114
Cruiser (new)					\$21,114

Department of Public Works, Traffic and Transportation

	Meet One or More Replacement Criteria's (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Bucket Truck (new)					\$70,721

Department of Public Works, General Maintenance

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Heavy Duty Dump Truck (#478) 1990 GMC	✓		✓		\$86,275
Snowplow (remove worst conditioned)	✓		✓		\$4,120
Salt Box (remove worst conditioned)	✓		✓		\$8,755
Salt Box (remove worst conditioned)	✓		✓		\$8,755
Salt Box (remove worst conditioned)	✓		✓		\$8,755

Department of Recreation and Parks, Senior Service

	Meet One or More Replacement Criteria's (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Mini Van, 1995 Chevrolet Astro (#202)*	✓			✓	\$21,840

* This vehicle is to be assigned to MVM as a spare unit. Unit #251 is to be removed from the fleet.

FY 2005 Fleet Schedule

— Continued —

Department of Recreation and Parks, Parks, Grounds, and Facilities Maintenance

Unit Description	Meet One or More Replacement Criteria (✓)				Estimated Funding
	Age	Mileage	Maint.	Usage	
One ton Utility, 1995 GMC 3500HD (#315)	✓		✓		\$28,420
Step-van, 1995 GMC (#358)	✓		✓	✓	\$34,510

City Manager Vehicle (current vehicle, #001, assigned to Pool or Director)	\$19,890
Unscheduled acquisition – no department designation (new)	\$24,000

General Fund (Capital Projects Fund) Total \$522,393

Department of Public Works, Sewer Systems Maintenance

Unit Description	Meet One or More Replacement Criteria (✓)				Estimated Funding
	Age	Mileage	Maint.	Usage	
Sewer Rodder, 1991 Ford FSD (#323/#612)	✓		✓	✓	\$121,800
Camera Truck, 1988 Chevrolet 30 (#377)	✓		✓	✓	\$124,510
Utility Truck, 1988 GMC 7000 (#434)	✓		✓	✓	\$101,500

Sewer Fund Total \$347,810

Department of Public Works, Refuse Operations

Unit Description	Meet One or More Replacement Criteria (✓)				Estimated Funding
	Age	Mileage	Maint.	Usage	
Rear Loader Truck (#439) 1995 GMC *				✓	\$84,935

* Unit will have new body installed and reassigned to leaf collection. The actual cost of the vehicle is \$124,935; \$40,000 will be used from accumulated savings in prior years.

Department of Public Works, General Maintenance (Leaf Collection Program)

Unit Description	Meet One or More Replacement Criteria (✓)				Estimated Funding
	Age	Mileage	Maint.	Usage	
Leaf Collector (#697) 1994 ODB	✓	✓	✓		\$21,630

Refuse Fund Total \$106,565

Department of Recreation and Parks, RedGate Golf Course

Unit Description	Meet One or More Replacement Criteria (✓)				Estimated Funding
	Age	Mileage	Maint.	Usage	
Grounds Tractor (#520) 1989 John Deere *	✓	✓	✓	✓	\$28,840
Grounds Tractor (#527) 1986 Kubota	✓	✓	✓	✓	\$16,480

* Delayed from FY 2004 schedule.

RedGate Golf Course Fund Total \$45,320

Grand Total, All Funds	\$1,022,088
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Water Systems Maintenance

Department of Public Works

Fund Support: Water Facility Fund.

Mission Statement/Description: The Water Systems Maintenance Division maintains and repairs the water system on a 24-hour basis. The division distributes quality, odor-free, potable drinking water while maintaining adequate reserves and system pressures for fire protection needs to 12,379 customers. The division is responsible for the preventative maintenance and repair of: 151 miles of water mains; 6,824 water main valves; 1,320 fire hydrants; and three water tanks providing a total storage capacity of 12 million gallons.

FY 2005 Objectives:

- Implement LEAD management principles to enhance a more effective and efficient work force. 
- Provide union scale staff opportunities for training in preparation for obtaining Maryland State Certification, while cross-training employees for a more efficient work force.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Average minutes to respond to complaint	127	33	29	30
Average hours for water main break repair	7:45	9:00	7:00	9:00
<i>Efficiency:</i>				
Average cost per 1,000 gallons of water distributed	\$0.40	\$0.46	\$0.50	\$.50
Average cost per mile of pipe maintained	\$4,979	\$5,000	\$5,925	\$6,000
Miles of pipe maintained per FTE	13.8	15.0	12.4	12.6
<i>Workload:</i>				
Number of service lines maintained	12,182	12,220	12,379	12,566
Number of mainline valves maintained	6,694	6,750	6,024	6,869
Miles of water mains maintained	149	149	151	152
Number of fire hydrants maintained	1,302	1,325	1,320	1,330

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$531,883	\$617,427	\$697,241	\$671,291	\$685,847	2.17%
Operating Expenditures	97,643	94,262	182,700	180,647	189,350	4.82%
Capital Outlay	<u>-237</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,095</u>	<u>100.00%</u>
Total Expenditures	<u>\$629,289</u>	<u>\$711,689</u>	<u>\$879,941</u>	<u>\$851,938</u>	<u>\$877,292</u>	<u>2.98%</u>

Water Treatment Plant

Department of Public Works

Fund Support: Water Facility Fund.

Mission Statement/Description: The Water Treatment Plant Division enhances the health and well being of its customers' daily lives by providing potable water that meets or exceeds all federal and State water quality standards at a cost that reflects a good value for our customers.

FY 2005 Objectives:

- Provide training in employee empowerment, teamwork, innovation, as well as equipment maintenance and repair, thus allowing staff to have more authority and responsibility.
- Evaluate alternate treatment chemicals to increase water quality while lowering operating and maintenance costs.
- Monitor and test for contaminants as required by the Safe Drinking Water Act (SDWA) and meet with federal and State officials concerning other effects of the SDWA on water treatment plant operations.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of downtime due to equipment failure	0.00%	0.05%	0.02%	0.02%
Percent of days in compliance with MDE standards	100%	100%	100%	100%
Percent of maintenance completed as scheduled	96%	97%	96%	97%
<i>Efficiency:</i>				
Total cost of treatment per 1,000 gallons:	\$0.64	\$0.59	\$0.60	\$0.60
▪ Personnel (labor and fringe benefits)	\$0.26	\$0.27	\$0.27	\$0.28
▪ Chemicals	\$0.08	\$0.10	\$0.11	\$0.14
▪ Electricity	\$0.15	\$0.15	\$0.15	\$0.12
▪ Repair, equipment, and all other	\$0.15	\$0.07	\$0.07	\$0.06
<i>Workload:</i>				
Average daily production (million gallons per day)	5.1	5.2	5.1	5.2
Number of tests conducted	24,600	24,000	24,000	24,000
Number of hours of down time:				
▪ Scheduled hours ⁽¹⁾	0	672	690	36
▪ Emergency hours ⁽²⁾	41	20	18	20

⁽¹⁾ 672 hours is scheduled for replacement of high service pumps as part of plant upgrade to nearly double the processing capacity (8 million to 14 million gallons) and 50-year rehabilitation of the clear well.

⁽²⁾ The water treatment plant used an emergency generator to continue processing throughout the hurricane and unusually high contamination from storm run-off.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$487,125	\$526,765	\$543,087	\$568,787	\$573,099	0.76%
Operating Expenditures	597,346	634,691	668,231	668,231	678,231	1.50%
Capital Outlay	<u>8,680</u>	<u>27,932</u>	<u>35,500</u>	<u>41,390</u>	<u>35,500</u>	-14.23%
Total Expenditures	<u>\$1,093,151</u>	<u>\$1,189,388</u>	<u>\$1,246,818</u>	<u>\$1,278,408</u>	<u>\$1,286,830</u>	<u>0.66%</u>

Sewage Disposal

Department of Public Works

Fund Support: Sewer Fund.

Mission Statement/Description: The Sewage Disposal Division provides for and monitors the flow of wastewater and sewage originating within the City to the District of Columbia Blue Plains Treatment Plant by way of the City, Washington Suburban Sanitary Commission (WSSC), and District of Columbia sewer lines. The City pays WSSC based on the quantity of sewage discharged from each of three drainage sheds: Rock Creek, Cabin John, and Watts Branch. Contract provisions for handling and treating the sewage are set forth in several agreements between WSSC and the City.

FY 2005 Objectives:

- Complete the Sanitary Sewer Evaluation Study (SSES) pilot program in Twinbrook.
- Implement Inflow and Infiltration (I/I) projects in Twinbrook.
- Continue SSES in Cabin John.
- Examine and update agreements for sewage handling and disposal.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$0	\$0	\$0	\$0	\$0	0.00%
Operating Expenditures ⁽¹⁾	1,532,800	1,982,800	2,235,264	2,383,564	2,158,100	-9.46%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$1,532,800</u>	<u>\$1,982,800</u>	<u>\$2,235,264</u>	<u>\$2,383,564</u>	<u>\$2,158,100</u>	<u>-9.46%</u>

⁽¹⁾ Costs are based on estimates received annually from WSSC.


Sanitary Sewer Systems Maintenance

Department of Public Works

Fund Support: Sewer Fund.

Mission Statement/Description: The Sanitary Sewer Systems Maintenance Division maintains and repairs sewer systems on a 24-hour basis. The division provides dependable backup and odor-free collection of sewage from houses and businesses. In addition, the division provides preventative maintenance and repair of 138 miles of sewer mains, 4,117 covered access ways, 12,379 laterals with 3,549 clean-out access fittings, and sewer lift stations in Falls Grove and Lincoln Park. It also is dedicated to providing timely, consistent, and reliable quality services for the citizens.

FY 2005 Objective:

- Implement LEAD Management principles to enhance a more effective and efficient work force. 
- Provide union scale staff opportunities for training in preparation for obtaining Maryland State Certification while cross-training employees for a more efficient work force.
- Continue contractor-applied chemical root control in sewer mains as a preventative maintenance measure to help prevent collection system stoppages.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of laterals receiving preventive maintenance	14%	20%	14%	16%
Percent of mainline miles flushed	65%	70%	58%	67%
Percent of mainline miles rodded	1%	5%	1%	1%
Average number of minutes to respond to complaints	:29	:38	:27	:30
<i>Efficiency:</i>				
Average cost per mile of sewer maintained	\$1,824	\$2,000	\$1,839	\$2,000
Average cost per foot of lateral replacement	\$85	\$50	\$125	\$125
Average cost per foot of lateral preventive maintenance	\$1.06	\$1.00	\$1.57	\$1.25
<i>Workload:</i>				
Number of miles of wastewater collection lines serviced	91	110	104	110
Number of clean-outs installed	23	35	26	30

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$597,180	\$599,869	\$650,117	\$668,167	\$818,965	22.57%
Operating Expenditures	64,183	116,032	174,243	174,243	174,243	0.00%
Capital Outlay	<u>1,423</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,796</u>	100.00%
Total Expenditures	<u>\$662,786</u>	<u>\$715,901</u>	<u>\$824,360</u>	<u>\$842,410</u>	<u>\$995,004</u>	18.11%



Refuse Operations

Department of Public Works

Fund Support: Refuse Fund.

Mission Statement/Description: The Refuse Operations Division provides high-quality recycling, refuse, and large household item collection to single-family residences.

FY 2005 Objectives:

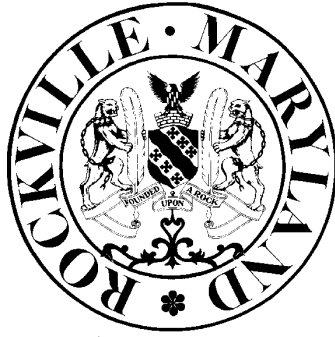
- Perform a refuse service analysis to determine the most effective and efficient refuse collection practices. 
- Investigate alternative methods for the collection and disposal of refuse through research, literature and comparisons of best practices by other jurisdictions. 
- Encourage citizens to increase quantities of recycled materials through proactive public relations utilizing articles in *Rockville Reports*, programs on *The Rockville Channel*, and articles in the local newspapers about environmental and cost consequences of not recycling.
- Decrease the amount of refuse going to the landfill through mandatory recycling and a continual emphasis on the importance of recycling.
- Monitor Montgomery County changes in refuse disposal fees, licenses, and regulations.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of missed homes per week due to collectors' error:				
▪ Refuse collection	0.037%	0.015%	0.009%	0.010%
▪ Recycling collection	0.009%	0.008%	0.018%	0.004%
Percent of waste diverted from landfill due to recycling	36%	50%	39%	50%
Percent of citizens rating the cost of refuse and recycling as excellent or good	38%	60%	NA	60%
<i>Efficiency:</i>				
Average cost per household - regular refuse ⁽¹⁾⁽²⁾	\$143	\$143	\$154	\$154
Average cost per household - recycling ⁽¹⁾⁽²⁾	\$76	\$76	\$79	\$79
Average cost per household - yard waste ⁽¹⁾⁽²⁾	\$31	\$31	\$32	\$32
Average cost per household served for on-call household hazardous waste collection ⁽¹⁾⁽²⁾	\$0.76	\$0.76	\$0.78	\$0.78
Number of homes collected per crew per day:				
▪ Regular	734	759	749	758
▪ Commingled /newspapers	1,101	838	842	854
▪ Yard waste and white goods	3,303	3,413	3,368	3,413
<i>Workload:</i>				
Total tons of solid waste collected	20,819	21,325	21,928	22,410
Total tons of collections recycled	7,583	7,772	8,133	8,756
Tons of regular waste collected	13,236	13,850	13,795	13,653

⁽¹⁾ Amounts represent Refuse Operations Division expenses only.

⁽²⁾ The FY 2004 Actual amounts are estimates; final amounts were not available at the time the budget document went to print.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$1,965,392	\$2,105,229	\$2,253,507	\$2,253,507	\$2,460,184	9.17%
Operating Expenditures	722,040	732,320	792,627	863,646	995,430	15.26%
Capital Outlay	<u>350</u>	<u>3,959</u>	<u>8,000</u>	<u>5,000</u>	<u>13,466</u>	<u>169.32%</u>
Total Expenditures	<u>\$2,687,782</u>	<u>\$2,841,508</u>	<u>\$3,054,134</u>	<u>\$3,122,153</u>	<u>\$3,469,080</u>	<u>11.11%</u>







Department of Recreation and Parks

Fund Support: The Department of Recreation and Parks is supported by the General, RedGate Golf Course, and Special Activities Funds, in addition to State of Maryland and federal grants, and revenue generated by user fees. The RedGate Golf Course operates as an enterprise fund.

Description: The Department of Recreation and Parks participates in citizen input processes and with advisory groups and individual citizens to: assess the recreation and parks needs of communities; preserve and improve parks, rights-of-way, and open spaces to be safe, accessible, and aesthetically pleasing; ensure that public buildings are serviced at quality standards; support specialized facilities which offer diverse program opportunities for citizens, including the Swim Center, the Civic Center Complex, the RedGate Golf Course, the Senior Center, the Lincoln Park Community Center, the Twinbrook Community Recreation Center, the Croydon Creek Nature Center, and the Skate Park; encourage community spirit and civic pride via special events and celebrations; offer a wide variety of programs which contribute to lifetime skills, cultural enrichment, physical development, and personal fulfillment; and plan, design, and construct functional park facilities that balance the needs of participants and the preservation of the environment.

Department Mission Statement: The Department of Recreation and Parks promotes participation by all Rockville citizens in diverse, interesting, and high-quality recreational and leisure opportunities in safe, modern, and well-maintained parks and facilities.

Goals:

- Support Town Center redevelopment by planning for inclusion of open space and incorporating special events, the Farmer's Market, and arts and cultural events. **TC**
- Implement study recommendations for arts and arts-related activities in Town Center. **TC**
- Support development of the cultural arts center. **TC**
- Design a new cultural art center, with the Department of Community Planning and Development Services. **TC**
- Review and revise the City's reforestation requirements. 
- Implement pedestrian safety action education plans. 
- Enhance Rockville's heritage through responsive management of City-owned historical resources. 
- Administer revised policies for Revenues and User Fees at improved Cost Recovery levels. 
- Lead the implementation of the updated *Bikeway Master Plan*.
- Provide leadership in the City Hall and Gude Drive Maintenance complex improvement projects.
- Promote e-government through marketing of RockEnroll and other automated service initiatives.
- Publicize and administer the "100 Percent Satisfaction Guaranteed" policy.
- Provide special events with a hometown flavor to promote civic pride.
- Strengthen neighborhoods through improvements to parks, community centers, the urban forest, pedestrian and bicycle facilities, and community events.
- Provide excellent facility maintenance programs and improve methods of repairing and maintaining public facilities to avoid interruption of services and minimize costly unplanned replacements.
- Offer competitive salaries and benefits and a dynamic and supportive work environment to part-time and temporary employees to ensure quality frontline staff.
- Meet needs identified by citizens and neighborhoods during the fiscal year while keeping to budgetary limits.
- Coordinate and interact with citizens and community organizations to ensure that programs and services are responsive, accessible, and affordable to all members of the diverse Rockville community.
- Facilitate and encourage opportunities for cultural expression by groups and individuals in the arts.
- Provide arts and cultural events of high quality at reasonable cost to City residents.
- Employ proactive long-range planning for leisure services and park and facility management.
- Employ state-of-the-art technology in delivery of leisure services.
- Utilize environmentally sensitive maintenance practices in the City's parks, open spaces, and facilities.
- Enhance and publicize ongoing tree planting and replacement programs.
- Provide assistance to low-income residents so programs are accessible to all economic levels.
- Complete the FY 2005 CIP projects on time and within budget.

Department of Recreation and Parks

— Continued —

Significant Changes: The FY 2005 budget includes: implementing updated revenues and user fees policies and cost-containment initiatives to improve overall department cost recovery; increasing financial assistance for low-income Rockville youth through the Recreation Fund; implementing financial assistance for low-income adult residents for participation in recreation programs; substantially increasing classes at the Municipal Swim Center; enhancing marketing, promotion and cost-containment at RedGate Golf Course; implementing a Fitness Room membership at the Rockville Senior Center; increasing promotion for Glenview Mansion off-season bookings; implementing an hourly fee structure for F. Scott Fitzgerald Theatre rentals to improve cost recovery; closing Lincoln Park Community Center on Sundays during daylight savings; increasing structured activities for at-risk youth and teens and family community events; implementing the Public Art in Private Development ordinance in cooperation with Department of Community Planning and Development Services and the Cultural Arts and Planning Commissions; implementing recommendations for arts and arts-related activities in Town Center; implementing plans for re-creating and relocating Town Center Special Events and the Farmers' Market during Town Center construction; finding a new home for Independence Day Fireworks due to construction at Richard Montgomery High School; implementing increased Forest and Tree Preservation Ordinance fees set to cover all associated development-review costs; enhancing Urban Forestry maintenance via higher funding levels; and implementing an automated park and facility maintenance and records system. The department's adopted budget contains \$180,000 more than the proposed budget to cover anticipated energy unit cost increases. *Note:* Cost recovery analysis for FY 2004 should be based on actual expenditures, which may differ from the FY 2004 modified budget figures.

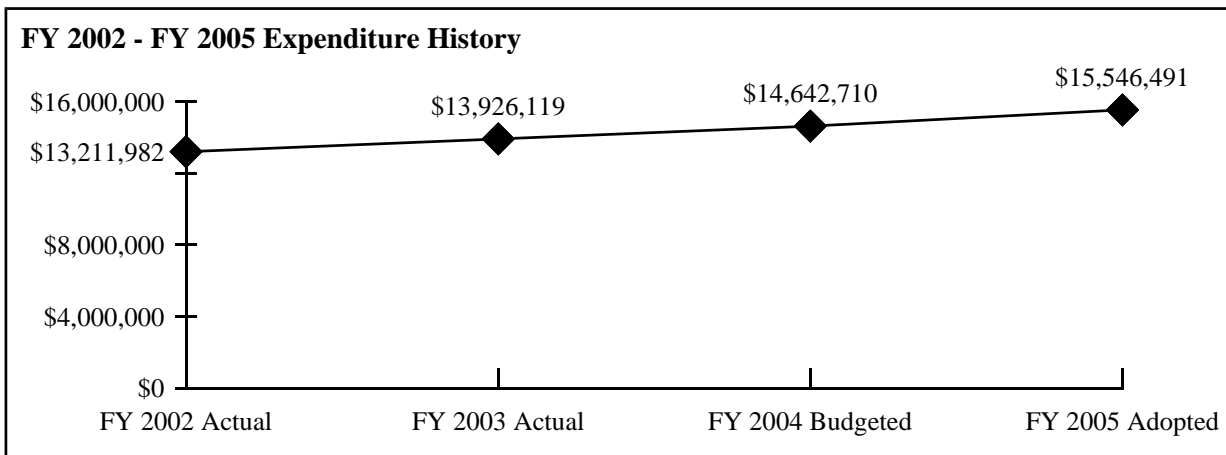
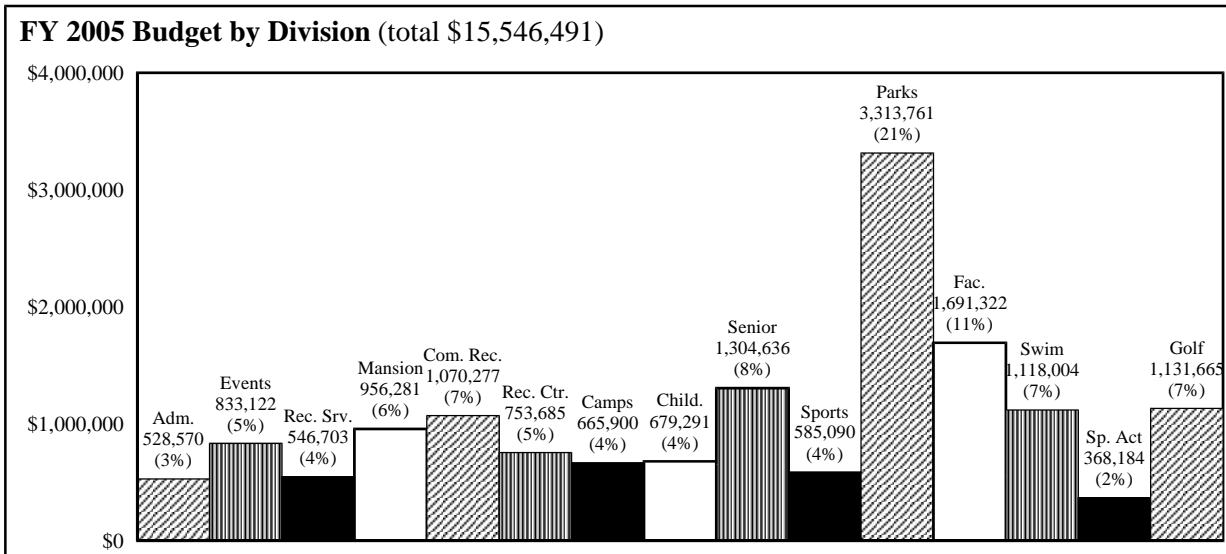
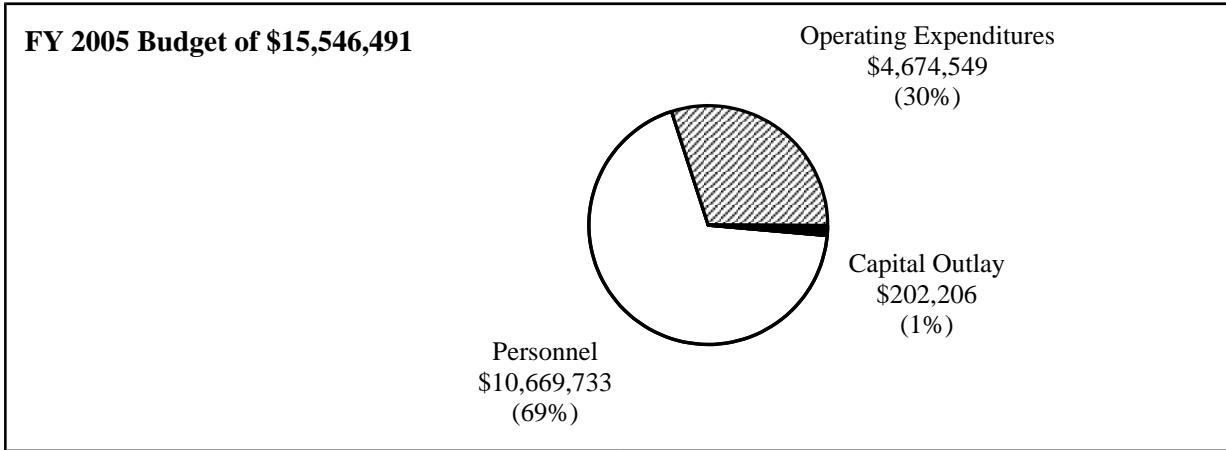
Staff Contact: Burt Hall, Director of Recreation and Parks (240) 314-8600.

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Rec. Parks Admin.	\$420,973	\$415,472	\$421,027	\$433,571	\$528,570	21.91%
Special Events	884,659	794,062	828,606	796,090	833,122	4.65%
Recreation Services	460,810	505,601	524,065	553,278	546,703	-1.19%
Civic Center ⁽¹⁾	626,405	912,246	933,274	945,798	956,281	1.11%
Comm. Recreation	1,086,522	1,090,393	1,107,099	1,077,731	1,070,277	-0.69%
Recreation Centers	545,490	624,094	718,100	669,650	753,685	12.55%
Camps and Classes	547,102	586,857	655,255	627,997	665,900	6.04%
Childcare	494,997	530,971	600,929	587,429	679,291	15.64%
Senior Services	1,120,040	1,126,256	1,253,138	1,196,830	1,304,636	9.01%
Sports	550,013	545,504	578,161	628,840	585,090	-6.96%
Parks Maintenance	2,800,578	3,035,045	3,100,804	3,250,349	3,313,761	1.95%
Facilities Maint.	1,418,136	1,483,497	1,503,716	1,566,224	1,691,322	7.99%
Swim Center	1,075,365	1,076,537	1,041,561	1,139,867	1,118,004	-1.92%
RedGate Golf	945,078	970,960	1,061,292	1,060,275	1,131,665	6.73%
Special Activities	<u>235,814</u>	<u>228,624</u>	<u>315,683</u>	<u>388,729</u>	<u>368,184</u>	<u>-5.29%</u>
Dept. Expend. Total	<u>\$13,211,982</u>	<u>\$13,926,119</u>	<u>\$14,642,710</u>	<u>\$14,922,658</u>	<u>\$15,546,491</u>	<u>4.18%</u>
Dept. Revenue Total ⁽²⁾	\$5,217,718	\$5,370,428	\$6,147,543	\$6,237,084	\$6,549,302	5.01%

⁽¹⁾ In FY 2003, the Civic Center Theatre Box Office expanded to encompass all expenditures and revenues relating to theatre ticket operations.

⁽²⁾ Department revenues for FY 2005 comprise \$4,773,578 from the General Fund (\$37,985 in revenue from other governments, \$4,469,587 in charges for services, \$174,006 in use of money and property, and \$230,006 in recreation fees), \$1,407,540 from the Golf Fund (for charges for services), and \$368,184 in the Special Activities Fund (\$49,000 in revenue from other governments, \$15,000 in use of money and property, \$71,970 in community contributions, and \$232,214 in appropriated fund balance).

Department of Recreation and Parks Graphs



Department of Recreation and Parks

— Continued —

Staffing Summary by Division:	FY 2003 Actual		FY 2004 Revised		FY 2005 Adopted	
	Reg.	Temp.	Reg.	Temp.	Reg.	Temp.
Recreation and Parks Administration	5.0	0.1	5.0	0.0	5.0	0.1
Special Events	5.0	1.8	5.0	2.0	5.0	1.6
Recreation Services	4.5	0.1	4.5	0.1	4.5	0.1
Civic Center Complex	9.5	4.2	9.5	4.2	9.5	4.2
Community Recreation	10.4	16.0	10.4	15.4	8.4	15.2
Recreation Centers	7.2	10.0	7.6	11.6	8.6	10.0
Camps and Classes	4.1	10.8	4.1	11.1	4.1	8.4
Childcare	13.4	2.3	13.4	3.4	13.5	2.2
Senior Services	15.6	7.7	15.6	8.2	15.1	7.7
Sports	3.5	5.6	3.5	5.1	3.5	5.2
Parks and Grounds Maintenance	44.5	2.2	44.5	2.2	44.5	2.1
Facilities Maintenance Services	14.0	0.0	14.0	0.0	14.0	0.0
Swim Center	9.1	14.4	9.3	15.0	9.3	15.3
RedGate Golf Course	12.8	7.5	12.8	5.5	12.8	5.2
Special Activities	0.0	0.0	0.0	0.0	0.0	0.0
Department Total	158.6	82.7	159.2	83.8	157.8	77.3

Department of Recreation and Parks

— Continued —

Staffing Summary by Position – FY 2005 Regular Positions

	<u>FTE</u>		<u>FTE</u>
Recreation and Parks Administration:		Recreation Centers:	
Dir. of Recreation and Parks (Contract) (1).....	1.0	Activity Instructor I – PT (1)	0.5
Parks and Facilities Development Manager (1).....	1.0	After-School Director – PT (1).....	0.4
Parks and Facilities Development Specialist (1)....	1.0	Assistant Community Center Supervisor (3)	3.0
Program Support Coordinator (1).....	1.0	Clerk II – PT (1).....	0.8
Recreation and Parks Administrative Manager (1) 1.0	1.0	Clerk III – PT (1)	0.5
		Community Center Supervisor (2).....	2.0
		Kids Room Director – PT (1).....	0.4
		Nature Center Supervisor (1).....	1.0
Special Events:		Camps and Classes:	
Events Specialist (1)	1.0	Program Assistant III – PT (2).....	1.3
Special Events Coordinator (1).....	1.0	Recreation Programs Supervisor (3).....	2.8
Special Operations Supervisor (1)	1.0		
Special Operations Technician (2).....	2.0		
Recreation Services:		Childcare:	
Program Assistant III – PT (1).....	0.5	Childcare Asst. Site Director – PT (1)	0.4
Secretary I – PT (2).....	1.0	Childcare Director – PT (8)	4.4
Secretary III (1).....	1.0	Childcare Group Leader – PT (8)	4.4
Secretary/Bookkeeper (1)	1.0	Childcare Preschool Director – PT (1).....	0.4
Superintendent of Recreation (1).....	1.0	Childcare Preschool Staff – PT (4)	1.6
		Childcare Program Assistant – PT (1)	0.8
		Program Assistant III – PT (1).....	0.5
		Recreation Programs Supervisor (1).....	1.0
Civic Center Complex:		Senior Services:	
Box Office Manager (1).....	1.0	Bus Driver – PT (1)	0.8
Civic Center Superintendent (1)	1.0	Clerk III – PT (1)	0.5
Crew Supervisor (1).....	1.0	Coordinator of Senior Social Services (1)	1.0
Facility Supervisor II –PT (1).....	0.5	Laborer (2)	2.0
Laborer (1)	1.0	Program Assistant II – PT (1)	0.5
Maintenance Worker (1).....	1.0	Program Assistant III – PT (3).....	1.5
Secretary II (1).....	1.0	Secretary II (2).....	2.0
Secretary III (1).....	1.0	Senior Center Wellness Coordinator – PT (1)	0.5
Theatre/Civic Center Supervisor (1).....	1.0	Senior Citizens Center Supervisor (1)	1.0
Theatre Production Specialist (1).....	1.0	Senior Citizens Fitness Specialist (1).....	1.0
		Senior Citizens Recreation Coordinator (1).....	1.0
		Senior Outreach Worker II – PT (2)	1.3
		Transportation Aide (1).....	1.0
		Transportation Leader (1).....	1.0
Community Recreation:			
Arts Programs Specialist (1)	1.0		
Arts Programs Supervisor (1)	1.0		
Kids Club Director – PT (4).....	1.6		
Program Assistant III – PT (3).....	1.8		
Recreation Development Program Coord. (1)	1.0		
Recreation Programs Supervisor (1).....	1.0		
Teen Program Coordinator (1).....	1.0		

Department of Recreation and Parks

— Continued —

Staffing Summary by Position – FY 2005, continued Regular Positions

	<u>FTE</u>		<u>FTE</u>
Sports:		Facilities Maintenance Services:	
Assistant Sports Programs Supervisor (1)	1.0	Assistant Facilities Engineer (1)	1.0
Program Assistant II – PT (1)	0.5	Crew Supervisor (2)	2.0
Sports Programs Supervisor (1)	1.0	Facilities Maintenance Supervisor (1)	1.0
Sports Programs Specialist (1)	1.0	Facilities Maintenance Trades Worker (5)	5.0
		Facilities Engineer (1)	1.0
		Laborer (3)	3.0
		Maintenance Worker (1)	1.0
Parks and Grounds Maintenance:		Swim Center:	
Assistant City Forester (1)	1.0	Aquatics Facility Manager (1)	1.0
City Forester (1)	1.0	Aquatics Facilities Operator (1)	1.0
Crew Supervisor (4)	4.0	Aquatics Supervisor (1)	1.0
Forestry Crew Supervisor (1)	1.0	Clerk III – PT (1)	0.5
Groundskeeper – PT (1)	0.5	Head Swim Coach (1)	1.0
Horticulturist (1)	1.0	Lifeguard II (1)	1.0
Laborer (17)	17.0	Secretary/Bookkeeper (1)	1.0
Maintenance Worker (5)	5.0	Senior Swim Instructor – PT (1)	0.8
Parks Equipment Mechanic (1)	1.0	Swim Center Assistant (1)	1.0
Parks and Facilities Administrative Supv. (1)	1.0	Swim Center Superintendent (1)	1.0
Parks Maintenance Specialist (1)	1.0		
Parks Maintenance Supervisor (1)	1.0	RedGate Golf Course:	
Parks Services Manager (1)	1.0	Assistant Golf Course Superintendent (1)	1.0
Secretary III (1)	1.0	First Assistant Golf Pro (1)	1.0
Secretary/Bookkeeper (1)	1.0	Golf Course Equipment Mechanic/Operator (1)	1.0
Sports Fac. and Athletic Fields Maint. Supv. (1)	1.0	Golf Course Superintendent (1)	1.0
Sports Field Specialist (1)	1.0	Golf Course Technician (6)	6.0
Superintendent of Parks and Facilities (1)	1.0	Golf Pro (1)	1.0
Tree Climber (4)	4.0	Second Assistant Golf Pro (1)	1.0
		Third Assistant Golf Pro – PT (1)	0.8



Recreation and Parks Administration

Department of Recreation and Parks

Fund Support: General Fund.

Mission Statement/Description: The Recreation and Parks Administration Division is responsible for administrative functions and services associated with the leadership of the department including: citizen participation, volunteer programs, interaction with neighborhoods, and monitoring department operating and capital budgets; providing human resource management and professional development and training opportunities; monitoring contracts and purchases; financial oversight; supporting boards and commissions, committees, and task forces; coordinating interdepartmental and intergovernmental relations; monitoring development review activities; monitoring trends in recreation and leisure activities; and long-range planning. The division ensures that Recreation and Parks services and initiatives are responsive to the goals and objectives defined by the Mayor and Council and citizen input processes.

FY 2005 Objectives:

- Support Town Center redevelopment by planning for inclusion of open space and incorporation of design elements for future special events, the Farmer’s Market, and arts and cultural events. **TC**
- Determine final design and budgetary plans for Cultural Arts Center in Town Center. **TC**
- Support the Pedestrian Safety Action Plan through implementation of the updated *Bikeway Master Plan* and through educational programs such as the K-5 pedestrian/bicycle education initiative. 
- Strengthen neighborhoods through improvements to parks, community centers, the urban forest, pedestrian/bicycle facilities, and community events. 
- Promote e-government through continued marketing of the Rock Enroll and other automated citizen service initiatives.
- Implement revised Revenues and User Fee Policies at improved Cost Recovery levels.
- Establish 501(c)(3) Rec. and Park Fund to improve access to grants, gifts, and bequests.
- Enhance Rockville’s heritage through responsive management of City-owned historical resources.
- Enhance Rockville’s natural resources through park development plans for the King Farm, Falls Grove, and Tower Oaks and improvements to the Urban Forest.
- Provide family friendly recreation programming that supports the needs of parents and children.
- Enhance community identity and pride and celebrate diversity with community rituals, events, and celebrations.
- Be responsive to needs identified during the fiscal year by neighborhoods and individual citizens that can be met within existing budgetary limits.
- Assess the recreation and parks needs and desires of the community through interaction with citizen advisory groups, task forces, and individuals. Incorporate the assessment results and analyses into long-range planning tools such as the *Capital Improvements Program (CIP)* and the *Long-Range Fiscal Analysis*.
- Complete the FY 2005 CIP projects on time and within budget.
- Oversee City Hall expansion construction.

Budget Summary:	FY 2002	FY 2003	FY 2004	FY 2004	FY 2005	FY 2004-2005
	Actual	Actual	Budgeted	Modified	Adopted	Change
Personnel	\$404,025	\$401,809	\$407,968	\$419,108	\$433,151	3.35%
Operating Expenditures	16,948	13,663	13,059	14,463	12,419	-14.13%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>83,000</u>	<u>100.00%</u>
Total Expenditures	<u>\$420,973</u>	<u>\$415,472</u>	<u>\$421,027</u>	<u>\$433,571</u>	<u>\$528,570</u>	<u>21.91%</u>

Special Events

Department of Recreation and Parks

Fund Support: General Fund.

Mission Statement/Description: The Special Events Division provides safe, high-quality events for Rockville residents to enjoy and which promote a feeling of civic pride. Special Events combines the strengths of the City's resources including other departments, civic associations, community organizations, and businesses in cooperative efforts to produce premium productions. The division strives to accommodate community, civic, and ethnic organizations by providing advice and support for special projects or events and coordinates and implements special events, street decorations, holiday ceremonies and celebrations, and the Farmers' Market.

FY 2005 Objectives:

- Work with other departments, local businesses and Town Center Residents to successfully relocate the Farmers' Market and all events during Town Square construction. **TC**
- Continue to provide input for special events infrastructure in the Town Center throughout the planning and construction phases. **TC**
- Incorporate the Arts Festival into Hometown Holidays and promote the new format of Hometown Holidays as the Town Center landscape changes. **TC**
- Find a new location for Independence Day Fireworks due to construction at Richard Montgomery High School.
- Encourage greater participation of local businesses and residents in Out to Lunch and other events by promoting the benefits of special event sponsorship to those businesses and residents.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Number of persons attending special events (estimated)	158,365	200,000	129,191	150,000
Dollar amount raised for community groups and non-profits through events	\$51,107	\$50,000	\$64,711	\$75,000
Percent of sponsors who renew contracts	64%	75%	62%	75%
<i>Efficiency:</i>				
Net cost per event participant	\$2.64	\$2.50	\$3.10	\$2.50
Net cost per capita (not including Police costs)	\$10.31	\$10.00	\$8.44	\$10.00
<i>Workload:</i>				
Number of City-sponsored events held	52	50	77	60
Number of community and non-profit groups participating in City-sponsored events	141	150	156	150
Number of work orders completed	164	175	181	175

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$337,851	\$375,699	\$383,890	\$389,723	\$405,446	4.03%
Operating Expenditures	517,500	412,433	444,716	406,367	427,676	5.24%
Capital Outlay	<u>29,308</u>	<u>5,930</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$884,659</u>	<u>\$794,062</u>	<u>\$828,606</u>	<u>\$796,090</u>	<u>\$833,122</u>	<u>4.65%</u>
Total Revenues	\$137,302	\$134,030	\$160,000	\$160,000	\$134,006	-16.25%

Recreation Services

Department of Recreation and Parks

Fund Support: General Fund.

Mission Statement/Description: The Recreation Services Division plans, implements, manages, evaluates, and offers information and access to recreation programs and facilities. The division responds to community needs and interests by offering diverse services for all ages. With the use of an automated recreation registration system, the division administers registration, revenue and expenditure monitoring, cash management, and reporting.

FY 2005 Objectives:

- Oversee the construction of the Millennium Trail and I-270 Pedestrian/Bicycle Bridge Projects. 🚲
- Increase amount of financial assistance available to residents through the Recreation Fund.
- Assist low-income adults with financial assistance through the Recreation Fund.
- Increase cost recovery of Recreation Guide through the sale of advertisements.
- Strengthen the process of wait list participants getting into classes by offering alternatives and/or additional classes.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of citizens who get most or a lot of information from the Recreation Guide	60%	50%	55%	50%
Percent of citizens rating the variety of recreation programs offered as excellent or good	90%	100%	85%	95%
Percent of citizens rating recreational programs as good or excellent	95%	95%	90%	100%
Percent of direct costs recovered by fees	25%	25%	25%	28%
<i>Workload:</i>				
Total number of registrations processed:	25,936	28,000	27,115	28,000
▪ Resident/Member	18,816	20,000	19,466	19,500
▪ Non-Resident/Non-Member	7,120	8,000	5,167	7,649
Number of recreation programs offered	2,103	2,000	2,109	2,200

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$268,650	\$286,230	\$300,495	\$309,995	\$315,133	1.66%
Operating Expenditures	188,121	219,371	223,570	243,283	231,570	-4.81%
Capital Outlay	<u>4,039</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$460,810</u>	<u>\$505,601</u>	<u>\$524,065</u>	<u>\$553,278</u>	<u>\$546,703</u>	<u>-1.19%</u>
Total Revenues	\$168,357	\$126,085	\$153,000	\$153,000	\$153,500	0.33%




Civic Center Complex

Department of Recreation and Parks

Fund Support: General Fund.

Mission Statement/Description: The Civic Center Division oversees the booking and maintaining of many venues, including the Glenview Mansion and Cottage, the F. Scott Fitzgerald Theatre and Social Hall, various parks, picnic areas, small recreation centers, and a garden plot program. The Fitzgerald Theatre hosts more than 150 live performances per year, plus almost 250 rehearsals. Glenview Mansion hosts more than 100 social events and receptions each year, plus approximately 370 daytime conferences and meetings. With classes, picnics, and park rentals, the combined total of uses of the Civic Center Complex is more than 700 per year, serving 122,000 people, not including park visitors that utilize the trails, tennis courts, and grounds for self-directed recreation.

FY 2005 Objectives:

- Increase utilization of theatre by moving or condensing current performance dates to make room for additional bookings, which will increase cost recovery by 5 percent. 
- Implement hourly fee structure for theatre rentals. 
- Increase advertising and promotion for additional Mansion bookings during off-peak season. 

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of clients rating helpfulness of staff as good or better (Enhance City Government's Performance)	100%	95%	97%	98%
Percent of direct costs recovered by fees	79%	75%	76%	82%
<i>Workload:</i>				
Total number of events held	1,172	1,215	1,181	1,250

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$486,042	\$535,612	\$573,359	\$574,444	\$588,511	2.45%
Operating Expenditures	130,612	376,634	359,915	371,354	367,770	-0.97%
Capital Outlay	<u>9,751</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures ⁽¹⁾	<u>\$626,405</u>	<u>\$912,246</u>	<u>\$933,274</u>	<u>\$945,798</u>	<u>\$956,281</u>	<u>1.11%</u>
Total Revenues	\$351,007	\$719,859	\$708,615	\$708,615	\$767,869	8.36%

⁽¹⁾ During FY 2003, the Civic Center Theatre Box Office was expanded to encompass all expenditures and revenues relating to the theatre ticket operations.

Community Recreation

Department of Recreation and Parks

Fund Support: General Fund.

Mission Statement/Description: The Community Recreation Division offers high-quality, diverse, educational, and fun-filled recreation and enrichment opportunities to residents in friendly safe environments. Programs offered include: Kidz Club – after school drop-in for grades K-5; Summer Playgrounds – local neighborhood activities for elementary school youths; Leaders-in-Training – summer teen volunteers ages 13-15; Junior Leaders – year-round teen volunteers ages 13-18; *The Finest!* – theatrical performance troupe for middle and high school youths; outdoor trips and camps; bicycle education programs and activities; college tours for students; and cultural arts events and public art projects. Staff develops youth initiative programs for elementary, middle, and high school students that focus on life skills training, job readiness, peer mentoring, theatrical skills, character development, academic achievement in partnership with MCPS, and increasing participation at visual, performing, and literary arts programs.

FY 2005 Objectives:

- Increase cost recovery rate of the Summer Playground Program to 18 percent.
- Increase cost recovery rate of Kidz Club Programs and *The Finest!* to 30 percent.
- Present art-based projects in Rockville Town Center during construction period.
- Form closer collaboration bonds with MCPS and Kidz Clubs at Twinbrook, Maryvale, and Beall Elementary schools for student academic success.
- Increase teen awareness in healthy lifestyles and participation in health and wellness activities.
- Create and develop a communication tool for and about Rockville teens.
- Increase cost recovery rate in Outdoor Programs through non-resident user fees by 10 percent.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of participants who rate the quality of recreation staff as excellent or good:				
▪ Arts Program	95%	95%	95%	95%
▪ Outdoor	95%	95%	100%	95%
▪ Teen	95%	95%	95%	95%
Percent of direct cost recovered by fees:				
▪ After-school	30%	26%	38%	38%
▪ Arts	24%	22%	22%	25%
▪ Outdoor	36%	39%	44%	50%
▪ Playgrounds	14%	18%	25%	30%
▪ Teen	41%	40%	32%	45%
<i>Workload:</i>				
Number of registrants or attendees	24,452	22,828	6,982	8,000
Number of recreational programs offered	337	323	283	310
Number of paid and volunteer staff supervised	661	633	314	312

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$845,558	\$856,160	\$848,477	\$808,515	\$808,190	-0.04%
Operating Expenditures	236,133	234,233	258,622	269,216	262,087	-2.65%
Capital Outlay	4,831	0	0	0	0	0.00%
Total Expenditures	<u>\$1,086,522</u>	<u>\$1,090,393</u>	<u>\$1,107,099</u>	<u>\$1,077,731</u>	<u>\$1,070,277</u>	<u>-0.69%</u>
Total Revenues	\$221,866	\$278,935	\$286,985	\$303,480	\$319,069	5.14%

Recreation Centers

Department of Recreation and Parks

Fund Support: General Fund.

Mission Statement/Description: The Recreation Centers Division offers a variety of high quality programs for drop-in use and/or structured events within well-maintained facilities. Recreation Centers offer classes, educational programs, special workshops, fitness opportunities, special events and a compliment to the school curriculum for youth, computer activities, nature interpretation, and adventure sports activities.

FY 2005 Objectives:

- Improve cost recovery rate of the Skate Park operation to 50 percent.
- Improve cost recovery rate of Nature Center to 30 percent.
- Improve cost recovery rate of Lincoln Park Community Center to 12 percent.
- Improve cost recovery rate of Twinbrook Community Recreation Center to 49 percent.
- Develop and implement plan for permanent exhibits for lower level expansion of Nature Center.
- Establish an incentive to increase membership at Skate Park.
- Replace used safety gear at Skate Park with new equipment.
- Increase facility rentals at Lincoln Park Community Center by 21 percent.
- Implement four special events and four free computer classes at Lincoln Park Community Center.
- Increase facility rentals at Twinbrook Community Recreation Center by 15 percent.
- Implement gymnasium rental on Saturday evenings in the summer at Twinbrook Community Recreation Center.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Number of Lincoln Park memberships sold:				
▪ Fitness memberships	133	135	162	151
▪ Center memberships	267	300	283	320
Number of Twinbrook memberships sold:				
▪ Fitness memberships ⁽¹⁾	287	325	902	899
▪ Center memberships	1,238	1,500	1,269	1,350
Number of Skate Park memberships sold:				
▪ Youth	42	50	4	20
▪ Adult	1	5	0	5
Percent of citizens rating recreation centers as excellent or good	92%	90%	95%	100%
Percent of direct costs recovered by fees:				
▪ Lincoln Park	9%	10%	12.2%	12%
▪ Twinbrook	47%	42%	42%	49%
▪ Skate Park	50%	50%	95.5%	60%
▪ Nature Center	36%	25%	32%	30%
<i>Workload:</i>				
Number of Center users visiting:				
▪ Lincoln Park	22,352	23,000	26,748	25,000
▪ Twinbrook	69,323	75,000	79,871	70,000
▪ Skate Park	2,203	3,500	1,493	2,500
▪ Nature Center	19,694	22,000	21,813	20,500

⁽¹⁾ The increase between FY 2004 Target and FY 2004 Projected reflects the addition of a new monthly membership category; this pilot is on a trial basis and will be reviewed in a year.

Recreation Centers

— Continued —

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target		
<i>Workload: (continued)</i>						
Number of rentals arranged/sold:						
▪ Lincoln Park	181	185	291	225		
▪ Twinbrook	178	180	156	190		
▪ Nature Center	103	100	116	95		
Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$467,716	\$516,188	\$599,967	\$564,602	\$650,602	15.23%
Operating Expenditures	54,730	107,906	118,133	105,048	103,083	-1.87%
Capital Outlay	<u>23,044</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures ⁽¹⁾	<u>\$545,490</u>	<u>\$624,094</u>	<u>\$718,100</u>	<u>\$669,650</u>	<u>\$753,685</u>	<u>12.55%</u>
Total Revenues	\$157,151	\$206,976	\$208,678	\$208,678	\$247,892	18.79%

⁽¹⁾ *The increase in FY 2003 represents the full-time operation of the Croydon Creek Nature Center.*

Camps and Classes

Department of Recreation and Parks

Fund Support: General Fund.

Mission Statement/Description: The Camps and Classes Division provides opportunities for personal growth and meets the recreational, educational, and social needs of children and adults by providing high-quality camps for children and teens, and affordable and informative, recreation, and enrichment classes for all ages.

FY 2005 Objectives:

- Streamline transportation to transport campers more efficiently and to reduce time spent on buses. ✍
- Evaluate service levels and add or eliminate programs to meet the changing trends, conditions, and demographics of the community. ✍
- Add two one-week, evening, lacrosse camps for boys.
- Enhance training for summer staff to maintain and improve the quality of staff leadership.
- Expand cooperative partnerships with outside agencies and recruit new instructors to meet the growing fitness and leisure needs of the community.
- Keep cost recovery of programs at 100 percent and/or self-supporting.
- Develop new camp video to promote summer 2005 camps.
- Target market to preschools and pediatrician offices for preschool and children's programs.
- Target fitness and dance programs through implementing free demonstration trial classes and utilizing additional advertising avenues through business partnerships.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent meeting minimum registrations:				
▪ Camps	100%	96%	95%	100%
▪ Classes	73%	75%	70%	75%
Percent of direct operating costs recovered by fees:				
▪ Camps	100%	100%	86%	100%
▪ Classes	100%	100%	128%	100%
<i>Workload:</i>				
Number of registrants served in classes	4,529	4,040	4,801	4,500
Number of registrants served in camps	2,024	2,195	1,974	2,200

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$394,513	\$434,241	\$466,528	\$435,817	\$477,017	9.45%
Operating Expenditures	151,129	152,616	188,727	192,180	188,883	-1.72%
Capital Outlay	<u>1,460</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$547,102</u>	<u>\$586,857</u>	<u>\$655,255</u>	<u>\$627,997</u>	<u>\$665,900</u>	<u>6.04%</u>
Total Revenues	\$595,426	\$587,601	\$652,235	\$652,235	\$633,544	-2.87%

Childcare

Department of Recreation and Parks

Fund Support: General Fund.

Mission Statement/Description: The Childcare Division is committed to offering a safe, nurturing environment that will help children develop to their potential. The priority is to ensure that the children are involved in a positive environment. Children are given opportunities to meet their individual interests through exploration of their world and themselves.

FY 2005 Objectives:

- Offer quality childcare services and supervision through monthly site visits by the Childcare Assistant that includes mock inspections and constructive feedback.
- Provide childcare staff with educational training to receive the State of Maryland Childcare Administration Continuing Education Unit (CEU) credits through workshops that pertain to children and families.
- Work closely with the Personnel Department to fill child care staff positions with qualified childcare professionals within 3-4 weeks of notification of vacancy.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
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Outcome/Effectiveness:

Registrations as a percent of capacity:				
▪ School-based child care	83%	95%	94%	82%
▪ Preschool child care	100%	95%	84%	100%
Percent of direct costs recovered by fees	102%	99%	100%	100%

Workload:

Number of children registered in 3 and 5 day programs:				
▪ School-based child care	184	209	205	119
▪ Preschool child care	39	36	31	37

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$444,940	\$481,470	\$543,429	\$529,929	\$610,233	15.15%
Operating Expenditures	50,057	49,501	57,500	57,500	69,058	20.10%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$494,997</u>	<u>\$530,971</u>	<u>\$600,929</u>	<u>\$587,429</u>	<u>\$679,291</u>	<u>15.64%</u>
Total Revenues	\$623,639	\$544,151	\$594,620	\$594,620	\$636,000	6.96%

Senior Services

Department of Recreation and Parks

Fund Support: General Fund.

Mission Statement: The Senior Services Division offers programs and services for socialization, education, fitness, and wellness in a safe and comfortable environment. The goal is enhancing the quality of life for Rockville seniors. The division offers senior citizens a wide range of programs, trips, and services designed to meet leisure, social, and health needs. The Senior Center provides a focal point where senior citizens may obtain services and support.

FY 2005 Objectives:

- Provide shuttle bus service during construction of the Town Center to nearby shopping areas. 🚌
- Increase cost recovery rate by implementing a Fitness Room annual membership, participating in a citywide energy study, and increasing rental revenues.
- Expand transportation services to senior residents living in Falls Grove and King Farm.
- Facilitate and support the fundraising efforts of Rockville Seniors Inc (RSI) so they can contribute regularly toward Center improvements and the Senior Assistance Fund.
- Increase resident membership by expanding promotional efforts and awareness of center activities.
- Expand computer class offerings to include more intermediate and advanced level classes.
- Provide day and overnight trips to enhance educational and leisure travel opportunities.
- Provide translation services to support participation by non-English speaking seniors in programs and trips.
- Outreach and Health Services will work cooperatively to expand services and increase community awareness.
- Facilitate the Senior Citizens Commission's efforts towards senior housing and transportation initiatives.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of Rockville seniors who are members	18%	20%	21%	22%
Percent of citizens rating services to seniors as excellent or good	84%	85%	85%	87%
<i>Percent of direct cost recovered by fees:</i>				
• Senior Center Management	25%	32%	30%	30%
• Senior Social Services	8%	7%	8%	7%
• Senior Recreation	23%	25%	28%	30%
• Senior Sports and Fitness	38%	45%	40%	53%
<i>Efficiency:</i>				
Average cost per capita for all residents over age 60	\$104	\$100	\$108	\$100
<i>Workload:</i>				
Number of programs and activities held	459	505	478	480
Number of senior bus rides provided	36,302	36,300	37,734	37,500

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$842,096	\$881,641	\$963,239	\$933,931	\$1,004,195	7.52%
Operating Expenditures	270,436	244,615	289,899	262,899	300,441	14.28%
Capital Outlay	<u>7,508</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$1,120,040</u>	<u>\$1,126,256</u>	<u>\$1,253,138</u>	<u>\$1,196,830</u>	<u>\$1,304,636</u>	<u>9.01%</u>
Total Revenues	\$232,511	\$220,343	\$284,807	\$284,807	\$300,047	5.35%

Sports

Department of Recreation and Parks

Fund Support: General Fund.

Mission Statement/Description: The Sports Division offers Rockville youth and adults, as well as, members of the business community opportunities to participate in team and individual sports. Adult activities are designed to meet the participants' desire for physical activity and exercise, fun, and social interaction. Player enjoyment and skill development through participation are stressed in all youth sports programs. These goals are accomplished by planning, organizing, scheduling, and coordinating use of City parks and facilities and Montgomery County Public Schools facilities; supporting partnerships with existing youth sports leagues; and recruiting, training, and certifying coaches and officials for youth teams.

FY 2005 Objectives:

- Improve cost recovery of Adult Sports to 72 percent and Youth Sports to 62 percent.
- Proactively advertise, recruit, and train part-time staff to serve as officials and facility managers for the youth and adult programs.
- Work with the Montgomery County Roadrunners Club to implement improvements and solicit new sponsors to the Rockville 10K/5K, Twilight Runfest, Halloween Young Run, and the Youth Track and Field program.
- Conduct volunteer coach training programs for basketball, baseball, and softball, with the Montgomery County Recreation Department.
- Schedule and use the Rockville Campus Baseball Field, the result of a recent agreement, Memorandum of Understanding, between the City and the Montgomery College Rockville Campus.
- Proactively advertise and market specific adult sports programs where participation has declined in recent years.
- Plan relocations for various sports programs during the Richard Montgomery High School construction.
- Research, monitor, and evaluate new equipment for softball and implement changes to the program that maintain safety and reduce injuries.
- Offer use of the new gymnasium at Lakewood Elementary School for afternoon and weekend sports programs, including an Open Gym.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of coaches who rate the overall quality of the program as excellent or good	100%	100%	100%	100%
Percent of direct costs recovered by fees:				
▪ Youth leagues	53%	56%	49%	58%
▪ Adult leagues	62%	69%	66%	73%
<i>Workload:</i>				
Number of teams served	679	680	629	630
Number of participants served	10,765	10,800	12,631	12,650
Number of youth coaches certified	476	480	440	445

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$438,202	\$448,230	\$460,767	\$507,667	\$468,613	-7.69%
Operating Expenditures	109,311	97,274	117,394	121,173	116,477	-3.88%
Capital Outlay	<u>2,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$550,013</u>	<u>\$545,504</u>	<u>\$578,161</u>	<u>\$628,840</u>	<u>\$585,090</u>	<u>-6.96%</u>
Total Revenues	\$314,734	\$296,216	\$361,704	\$361,704	\$373,651	3.30%

Parks and Grounds Maintenance

Department of Recreation and Parks

Fund Support: General Fund.

Mission Statement/Description: The mission of this division is three-fold: to maintain all City parks, rights-of-way, and grounds in a safe and attractive condition ready to function as designed; to provide the highest level of playing conditions on all athletic fields; and to promote, protect, and enhance the urban forest throughout Rockville. Properly trained professionals perform maintenance activities in a safe, timely, and cost efficient manner using quality workmanship standards and materials. Division responsibilities include turf maintenance, landscape maintenance and installation, minor construction, tree and athletic field maintenance, snow removal, playground maintenance, annual bed installation, tree planting, and Forest and Tree Preservation Ordinance oversight.

FY 2005 Objectives:

- Review and revise reforestation requirements. 🌲
- Increase developer fees for Forest Conservation Program and consider revisions to reforestation requirements in conjunction with the Department of Community Planning and Development Services. 🌲
- Stabilize deteriorating buildings on King Farm Farmstead and begin restoration according to the master plan.
- Expand rights-of-way plantings to include new annual beds on Veirs Mill Road and transportation improvements on Horners Lane and Hurley Avenue.
- Implement athletic field maintenance and use agreements with Wootton High School and Montgomery County.
- Implement exotic/non-native plant removal program in City parks.
- Increase level of maintenance for the bikeway system.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of citizens rating the condition of park grounds as excellent or good	83%	90%	90%	90%
Percent of citizens rating the condition of bicycle and walking paths as excellent or good	78%	80%	80%	80%
Percent of citizens rating the condition of medians and right-of-ways as excellent or good	75%	80%	80%	80%
Percent of direct costs recovered by fees	NA	NA	1%	2%
<i>Efficiency:</i>				
Average cost per forest and tree preservation review conducted	\$2,875	\$3,900	\$3,900	\$3,900
<i>Workload:</i>				
Number of sports fields prepared	47	47	47	50
Number of street trees maintained (est.)	20,000	20,000	23,000	22,000
Number of forest and tree preservation reviews	32	25	23	25
Number of tree service requests completed	1,267	1,300	1,152	1,400
Number of work orders completed:				
▪ Emergency	180	75	284	160
▪ Routine	170	120	149	150
Number of parks maintained	58	58	59	59

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$2,026,706	\$2,265,142	\$2,290,724	\$2,393,536	\$2,449,461	2.34%
Operating Expenditures	727,795	757,581	800,080	848,895	845,000	-0.46%
Capital Outlay	46,077	12,322	10,000	7,918	19,300	143.75%
Total Expenditures	<u>\$2,800,578</u>	<u>\$3,035,045</u>	<u>\$3,100,804</u>	<u>\$3,250,349</u>	<u>\$3,313,761</u>	<u>1.95%</u>
Total Revenues	\$7,445	\$15,048	\$18,000	\$18,000	\$86,000	377.78%

Facilities Maintenance Services

Department of Recreation and Parks

Fund Support: General Fund.

Mission Statement/Description: It is the mission of this division to maintain all of the City's physical facilities in a condition that is both safe and ready to function as designed. Properly trained professionals perform maintenance activities in a safe, timely, and efficient manner using the highest possible workmanship standards and the highest quality materials. Division responsibilities include carpentry, HVAC maintenance and installation, painting, custodial services, plumbing, and contract administration.

FY 2005 Objectives:

- Complete Energy Services Contract CIP project including equipment and control installation: new boilers, cooling towers, HVAC systems Energy Management System.
- Maintain and operate all facilities to meet new energy savings standard.
- Upgrade King Farm (Farmstead) facilities and shelter.
- Upgrade and improve park shelter flooring and partitions.
- Improve 24-hour emergency call-back and repair response program.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of citizens rating appearance of City buildings as excellent or good	80%	85%	85%	85%
Percent of direct costs recovered by fees	NA	NA	0.1%	0.2%
<i>Workload:</i>				
Square feet of facilities maintained (total)	407,699	407,699	407,699	409,700
Number of buildings maintained	60	60	62	62
Number of contracts managed	15	15	13	15
Number of work orders completed:				
▪ A priority – less than 24 hours	464	400	268	450
▪ B priority – more than 24 hours	483	470	338	500

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$676,235	\$727,643	\$779,977	\$775,441	\$827,864	6.76%
Operating Expenditures	741,901	755,854	723,739	790,783	863,458	9.19%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures	<u>\$1,418,136</u>	<u>\$1,483,497</u>	<u>\$1,503,716</u>	<u>\$1,566,224</u>	<u>\$1,691,322</u>	<u>7.99%</u>
Total Revenues	\$16,728	\$17,280	\$19,008	\$19,008	\$30,000	57.83%

Swim Center

Department of Recreation and Parks

Fund Support: General Fund.

Mission Statement/Description: The Swim Center Division offers citizens opportunities to participate in a year-round aquatic and general health and fitness program. The division includes administration, pool operations, and programming.

FY 2005 Objectives:

- Increase cost recovery to 103 percent of direct operating costs.
- Increase summer admissions by 15 percent due to the addition of an interactive sprayground area.
- Expand program opportunities and revenues by adding a noontime exercise program and evening adult classes.
- Expand lifeguard-training programs by adding two new sessions.
- Increase daily admission, programming, and rental revenues through increased fees.
- Expand learn-to-swim opportunities by adding classes on Sunday mornings.
- Expand self-funded special events including Dive-In Movies, Doggie Dip Day, etc.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome:</i>				
Percent of direct costs recovered by fees:	97%	100%	101%	103%
<i>Workload:</i>				
Number of participants:				
▪ Learn to Swim	2,975	3,200	3,708	3,900
▪ Senior Classes	378	400	558	550
▪ Exercise Classes	1,205	1,300	1,674	1,700
▪ Lifeguard Training Class	12	20	20	40
▪ Swim Team	530	600	663	700
Number of memberships:				
▪ Residents	1,037	1,100	1,098	1,100
▪ Non-residents	702	707	693	750
Number of admissions:				
▪ Residents	83,194	83,000	79,877	86,000
▪ Non-residents	82,047	82,000	81,254	85,000

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$785,142	\$796,458	\$812,870	\$865,570	\$861,040	-0.52%
Operating Expenditures	274,153	280,079	228,691	274,297	256,964	-6.32%
Capital Outlay	<u>16,070</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures ⁽¹⁾	<u>\$1,075,365</u>	<u>\$1,076,537</u>	<u>\$1,041,561</u>	<u>\$1,139,867</u>	<u>\$1,118,004</u>	<u>-1.92%</u>
Total Revenues	\$878,014	\$1,006,221	\$1,009,000	\$1,009,000	\$1,092,000	8.23%

⁽¹⁾ The Total Expenditures for FY 2002 through FY 2005 include the Swim Center fixed overhead costs. The FY 2002 Actual overhead was \$24,097, the FY 2003 Actual was \$28,381, the FY 2004 Modified overhead was \$33,213, and the FY 2005 Proposed overhead is \$36,216.



RedGate Golf Course

Department of Recreation and Parks

Fund Support: RedGate Golf Course Fund.

Mission Statement/Description: The RedGate Golf Course is responsible for providing the best possible playing conditions and customer service possible. The Golf Course Division is divided in two sections: Golf Course Management, which is responsible for maintaining the golf course including mowing, fertilizing, watering, performing upkeep and repairs on all non-truck maintenance equipment, performing repairs and operating the irrigation system, and coordinating and supervising remodeling, renovation, or new construction to the golf course; and Golf Course Clubhouse, which is responsible for collecting greens fees, operating the golf cart fleet, managing clubhouse operations, and scheduling tournaments and other golf events.

FY 2005 Objectives:

- Expand use of customer survey cards to address user concerns and collect performance measurement data. 
- Recover 100 percent of direct, indirect, allocated, and capital costs through user fees. 
- Participate in outside discount programs and in-house promotions to increase number of rounds played.
- Use cable TV to advertise discount programs, on-line tee time reservations, and course renovations.
- Schedule and manage a unique program of tournaments and other course events.
- Maintain turf quality and playing conditions equal to private club standards while ensuring that players of all ability levels can enjoy their golfing experience.
- Actively provide and promote classes, camps, and instruction for all age groups and playing abilities.
- Implement cost saving strategies to lower operating costs.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Percent of golfers rating customer service as excellent or good	91%	90%	88%	90%
Percent of golfers rating facility as excellent or good	84%	90%	88%	90%
Total revenue collected as a percent of modified budgeted	73%	100%	83.5%	100%
Percent of direct, indirect, allocated and capital costs recovered by fees	86%	100%	100%	100%
<i>Efficiency:</i>				
Average operating cost per round	\$25.01	\$20.42	\$22.14	\$23.58
Average operating cost per acre maintained	\$4,889	\$5,456	\$4,532	\$5,676
<i>Workload:</i>				
Rounds played	36,511	52,000	43,289	48,000
Acres maintained	144	144	144	144
Number of persons instructed:				
▪ Adult	1,511	1,600	1,520	1,600
▪ Youth	219	400	382	400

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$639,916	\$687,410	\$684,234	\$685,207	\$755,254	10.22%
Operating Expenditures	287,671	274,967	312,158	310,168	311,511	0.43%
Capital Outlay	<u>17,491</u>	<u>8,583</u>	<u>64,900</u>	<u>64,900</u>	<u>64,900</u>	<u>0.00%</u>
Total Expenditures	<u>\$945,078</u>	<u>\$970,960</u>	<u>\$1,061,292</u>	<u>\$1,060,275</u>	<u>\$1,131,665</u>	<u>6.73%</u>
Total Revenues	\$1,163,681	\$964,377	\$1,375,208	\$1,375,208	\$1,407,540	2.35%

Special Activities

Department of Recreation and Parks

Fund Support: Special Activities Fund.

Mission Statement/Description: The Special Activities Division offers program opportunities and facility enhancements. Donations and sponsorships offer financial support through the Recreation Fund and Senior Assistance Fund. Programs in the Special Activities Division include: bicycle/pedestrian safety courses, arts programs, and furniture enhancements to Glenview Mansion, and exhibits at the Nature Center. Staff solicits community support for program enhancements.

FY 2005 Objectives:

- Distribute 50 refurbished bikes communitywide; train 10 teachers in the Pedestrian/Bike Safety curriculum. 🚲
- Enhance the Recreation Fund Program by raising the assistance level by \$40 per registrant/per session and expanding the program to offer assistance to low-income adults.
- Provide furnishings for the dining and second floor rooms of Glenview Mansion, including window draperies.
- Open the Nature Notions store to promote, publicize, and celebrate the Nature Center and its activities.
- Purchase music for Community Chorus and Band groups.
- Increase customer utilization of the Senior Assistance Fund through increased promotions and advertisements.

Performance Measures:	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target
<i>Outcome/Effectiveness:</i>				
Funds collected:				
▪ Bike Program	\$103,911	\$82,600	\$73,325	\$16,500
▪ Friends of the Arts	\$2,240	\$1,000	\$500	\$500
▪ Glenview Mansion	\$16,726	\$16,500	\$15,835	\$15,800
▪ Nature Center	\$3,754	\$4,000	\$4,948	\$6,000
▪ Pepsi Scholarship	\$12,500	\$12,500	\$7,500	\$7,500
▪ Senior Assistance	\$2,206	\$3,000	\$2,466	\$2,500
▪ Recreation Fund	\$28,000	\$30,000	\$56,405	\$60,000
Percent of dollars awarded from dollars collected:				
▪ Bike Program	100%	100%	100%	90%
▪ Friends of the Arts	0%	0%	0%	25%
▪ Glenview Mansion	100%	90%	100%	100%
▪ Senior Assistance	76%	95%	69%	85%
▪ Recreation Fund	100%	100%	100%	100%
<i>Workload:</i>				
Number of programs held:				
▪ Bike Program 🚲	17	20	24	8
▪ Friends of the Arts	0	0	0	1
▪ Glenview Mansion	9	8	12	10
Number of recipients benefiting from funding:				
▪ Bike Program 🚲	4,867	3,000	4,663	4,000
▪ Senior Assistance	74	100	109	110
▪ Recreation Fund	453	500	818	900

Budget Summary:	FY 2002 Actual	FY 2003 Actual	FY 2004 Budgeted	FY 2004 Modified	FY 2005 Adopted	FY 2004-2005 Change
Personnel	\$28,601	\$32,653	\$52,359	\$52,359	\$15,000	-71.35%
Operating Expenditures	181,841	172,261	212,652	285,698	318,177	11.37%
Capital Outlay	<u>25,372</u>	<u>23,710</u>	<u>50,672</u>	<u>50,672</u>	<u>35,007</u>	<u>-30.91%</u>
Total Expenditures	<u>\$235,814</u>	<u>\$228,624</u>	<u>\$315,683</u>	<u>\$388,729</u>	<u>\$368,184</u>	<u>-5.29%</u>
Total Revenues	\$259,859	\$253,287	\$315,683	\$388,729	\$368,184	-5.29%

FY 2005 Non-Departmental Expenditures by Fund

Non-departmental expenditures are generally defined as obligations that cannot be directly attributable to one particular department or activity. Although costs sometimes can be divided into personnel and non-personnel expenditures, it is more appropriate to characterize them as overhead or “cost of doing business.” For example, items that the City must continue to fund in order to operate (the purchase of insurance and depreciation charges), or where a long-standing financial commitment exists, such as debt service costs and the City-funded disability program. Other charges also include cost of living adjustments (COLA) and contingency funds to provide for unexpected events.

Non-Departmental Expenditures by Fund:	Other Charges	Debt Service	Total
General	\$4,232,054	\$3,833,133	\$8,065,187
Water Facility	1,472,107	276,641	1,748,748
Sewer	2,804,421	372,027	3,176,448
Refuse	1,032,402	17,597	1,049,999
Parking	764,256	179,553	943,809
Stormwater Management	260,326	0	260,326
RedGate Golf Course	<u>258,890</u>	<u>12,680</u>	<u>271,570</u>
Subtotal	\$10,824,456	\$4,691,631	\$15,516,087
Debt Service Fund ⁽¹⁾	<u>60,000</u>	<u>4,273,574</u>	<u>4,333,574</u>
Total All Funds	<u>\$10,884,456</u>	<u>\$8,965,205</u>	<u>\$19,849,661</u>

⁽¹⁾ *The Debt Service Fund receives transfers from other funds to pay off general obligation bonds. Since these transfers are already listed as Debt Service expenditures within originating funds, there is essentially a double counting when the Debt Service Fund records the same expenditures. For this reason, the Debt Service Fund is isolated.*

FY 2004 – FY 2005 Comparison of Outside Agency Funding

Each fiscal year, funding request applications are received from organizations that provide services to the residents of Rockville. These applications were reviewed using a competitive review process, and funding recommendations were made for the FY 2005 budget. Organizations that received funding in FY 2004 and those requesting funding in FY 2005 are listed below. The organizations are divided into two groups: those organizations that provide basic human needs and those organizations that provide other needs. The list of human needs organizations is on the chart below; the list of other needs organizations is on the chart on the following page. Descriptions of the services provided by these organizations are on the pages following these charts.

Program Area	Organization Name	FY 2004 Adopted	FY 2004 Revised	FY 2005 Request	FY 2005 Adopted
<i>HUMAN NEEDS:</i>					
<i>Shelters</i>	Chase Partnership Shelter	\$23,000	\$23,000	\$23,000	\$18,000
	Dorothy Day Place	7,000	7,000	8,000	6,000
	Helping Hands Shelter	23,000	23,000	23,000	20,000
	Hope Housing	3,500	3,500	3,500	3,500
	Horizons House	3,500	3,500	5,000	3,500
	Jefferson House	3,500	3,500	3,500	3,500
	Men's Emergency Shelter	10,500	10,500	20,000	11,500
	Montgomery Avenue Women's Center	20,000	20,000	20,000	20,000
	Rainbow Place Shelter	15,000	15,000	15,000	15,000
	Sophia House	11,500	10,000	15,000	10,000
Stepping Stones Shelter	9,000	9,000	9,000	9,000	
<i>Food/Clothing Services</i>	Interfaith Clothing Center	10,000	10,000	15,575	10,000
	Interfaith Furniture Initiative	0	0	10,000	5,000
	Manna Food Center Inc	18,500	18,500	19,500	19,000
<i>Youth/Family Services</i>	Friends in Action	13,700	13,700	15,000	13,000
	Interfaith Counseling Services	0	0	24,050	0
<i>Health Care</i>	Dental Care for Kids	5,670	5,670	8,000	8,000
	Elderly Ministries	47,500	47,500	57,000	47,500
	Health Program	0	0	10,000	0
	Healthy Families Montgomery	9,500	9,500	10,000	9,500
	Mobile Medical Care	27,000	27,000	32,000	27,000
<i>Cultural Diversity</i>	Chinese Cultural/Community Center	5,000	5,000	5,000	5,000
	Korean Comm. Center of Greater Wash.	6,000	6,000	10,000	5,000
	Latino Outreach Program	25,000	27,647	40,000	40,000
<i>Emergency Funds</i>	Rockville Energy Assistance Program	57,208	57,208	57,208	58,794
<i>Other</i>	Arts on the Block	0	0	10,000	0
	Bridges from School to Work	0	0	24,620	0
	Through the Kitchen Door	0	0	6,000	0
<i>Contingency</i>	Undesignated	<u>2,147</u>	<u>1,000</u>	<u>4,000</u>	<u>4,000</u>
	Human Needs Total	\$356,725	\$356,725	\$502,953	\$371,794

FY 2004 – FY 2005 Comparison of Outside Agency Funding

— Continued —

Program Area	Organization Name	FY 2004 Adopted	FY 2004 Revised	FY 2005 Request	FY 2005 Adopted
<i>OTHER NEEDS:</i>					
	Rockville Economic Development Inc ⁽¹⁾	\$346,112	\$450,112	\$386,112	\$386,112
	Peerless Rockville Historic Pres Ltd	50,000	50,000	50,000	50,000
	Rockville Arts Place Inc	39,000	39,000	75,000	39,000
	Rockville Consortium for Science Inc	3,500	3,500	4,000	3,500
	Rockville Housing Enterprises ⁽²⁾	36,792	36,792	36,792	36,792
	Rockville Volunteer Fire Dept	6,200	6,200	6,200	5,400
	Second Chance Wildlife Center	<u>0</u>	<u>0</u>	<u>2,000</u>	<u>0</u>
	Other Needs Total	\$481,604	\$585,604	\$560,104	\$520,804
	 Grand Total	 <u>\$838,329</u>	 <u>\$942,329</u>	 <u>\$1,063,057</u>	 <u>\$892,598</u>

⁽¹⁾ Please see the *Outside Agency Descriptions* section that follows for information on uses for the funding provided to the Rockville Economic Development Inc. The FY 2004 Revised amount includes funding for relocation and the FY 2005 Proposed amount includes additional funding for higher rental costs at the new location.

⁽²⁾ The amount shown represents the Refuse Fund charge to the General Fund for furnishing refuse pickup.

FY 2005 Outside Agency Descriptions

A description of services provided to the community by the organizations requesting funding is detailed below. Organizations are listed alphabetically within the category to which they belong, Human Needs or Other Needs.

HUMAN NEEDS:

Chinese Culture and Community Service Center Inc — This program provides English instruction classes to recent immigrants in Rockville and Montgomery County at the Rockville Senior Center and the Montrose Community Center.

Community Ministries of Rockville — This organization was founded in 1967 to work with local governments to serve the needs of residents through education regarding the needs of the poor and displaced, advocacy on their behalf, and direct service to support them. The following programs are sponsored by Community Ministries:

Chase Partnership Shelter — Established in 1986, Chase Shelter provides housing, counseling and training programs to homeless men recovering from drug or alcohol addiction.

Elderly Ministries — Established in 1981, this program provides basic housekeeping and personal care to frail, homebound, elderly persons with chronic disabilities and temporary respite for persons released from hospitals that require limited support.

Hope Housing — Established in 2002, this program provides low-rent housing for single adults with physical and/or mental disabilities. Residents receive case management and other needed supportive services.

Jefferson House — Established in 1991 as a Personal Living Quarters, this program provides affordable housing and ongoing relapse prevention services for homeless men who have finished a formal addiction treatment program.

Latino Outreach Program — Established in 1993, this educational program provides instruction in basic English to Latino adults while their children receive homework tutoring and substance abuse prevention education. Additional funding is proposed to open a new location at Maryvale Elementary School; services currently are provided at Twinbrook Elementary School and two local churches.

Rockville Emergency Assistance Program (REAP) — Established in 1982 by Rockville's Mayor and Council, REAP provides short-term, last resource, emergency assistance to Rockville residents for basic human needs, including, rent, utilities, and medication.

Community Ministry of Montgomery County — This organization was founded in 1962 and includes Christian, Jewish and Buddhist congregations throughout Montgomery County in its membership. Its advocacy and service initiatives include the following five programs:

Friends in Action/Amigos En Accion — Established in 1986, this program links low-income, at-risk families with teams of congregation-based volunteer mentors who assist these families in identifying and building their strengths to become self-supporting.

Horizons House — Established in 2001, this program provides low-rent housing for homeless adults with physical and/or mental disabilities. A personal case manager encourages the residents to further their skills and ability to live independently.

Interfaith Clothing Center — Established in 1965, this program collects and distributes free clothing, furniture, and household items to low-income men, women, and children who are referred by public or private service agencies.

Interfaith Furniture Initiative — Established in 2004, the Interfaith Clothing Center proposes to implement this new initiative to solicit, store, and deliver used furniture, free of charge, to low-income families in Montgomery County.

Sophia House — Established in 1997, Sophia House provides emergency transitional shelter for single women to address their needs for housing and access to community services. Operational responsibility for this program was transferred from Community Ministries of Rockville to Community Ministries of Montgomery County in July 2003.

FY 2005 Outside Agency Descriptions

— Continued —

HUMAN NEEDS, continued:

Dental Care for Kids — Established in 2003 and administered by the Primary Care Coalition, this program assists low-income uninsured children in Montgomery County to obtain dental care from participating dentists at reduced rates.

Dorothy Day Place — First established in 1985, this transitional shelter provides intensive case management, housing and job counseling, referrals, life skills presentations, and other supportive assistance to women experiencing homelessness. Women stay an average of one year.

Healthy Families Montgomery — Established in 1996 under the sponsorship of Family Services Agency Inc, this program provides home-based services to first-time mothers who are at high-risk for child abuse and neglect. Beginning in the prenatal months, families receive weekly home visits that provide education and role modeling in parenting skills, early childhood development, and health and safety issues along with referrals to health and other community resources.

Helping Hands Shelter — This organization was established in 1986 under the sponsorship of the Mount Calvary Baptist Church. The shelter provides free temporary housing and food to homeless and abused women and children, assists in obtaining low rent housing, and offers social service counseling.

Korean Community Center of Greater Washington — Established in 1986, this agency provides outreach, health care education, case management, English classes, and pedestrian safety training to recent Korean immigrants in Rockville.

Manna Food Center Inc — Established in 1983, this agency receives and stores surplus foods and community food collections for distribution on a once-per-month basis to persons who have been referred by a social service agency. Food supplies also are provided to local shelters, soup kitchens, and other helping organizations.

Men's Emergency Shelter — Established in 1990 by the Montgomery County Coalition for the Homeless, this program provides year-round overnight shelter to homeless men. Using a new, larger facility built in November 2000, this program serves as entry point for men into the homeless services system.

Mobile Medical Care Inc (MobileMed) — Established in 1968, MobileMed provides primary health care to the uninsured and underinsured through a network of health clinics throughout the county. This funding enables Rockville residents to receive primary and preventative health care, referrals to specialty care, and diagnosis and management of chronic conditions at MobileMed health clinic sites.

Montgomery Avenue Women's Center — Established in 1984 as the Cordelia House Shelter, this daytime program provides job training, case management, life skills training, psychiatric care, and other supports to homeless women.

Rainbow Place Shelter — Established in 1981, this is an emergency winter (November through March) shelter for homeless women 18 years and older that provides three meals a day, clothing, laundry facilities, and showers.

Stepping Stones Shelter — Established in 1980, this organization provides emergency shelter and independent living to homeless families. Its services include provision of shelter, food, housing referrals, counseling programs, health workshops and seminars, employment counseling, clothing, furniture and household items, drug abuse education and counseling, and childcare.

FY 2005 Outside Agency Descriptions

— Continued —

OTHER NEEDS:

Rockville Economic Development Inc (REDI) — Established in 1997 by the Mayor and Council, this non-profit agency, formerly called the Greater Rockville Partnership, provides economic development services for the City of Rockville. A 20-member volunteer Board of Directors oversees the agency's three person staff. REDI's mission is to enhance Rockville's ability to attract new businesses and help existing businesses thrive. REDI's goals are to:

- Establish Rockville as a leading center for economic development while sustaining a balance between the commercial and residential segments of the City.
- Promote the retention and expansion of businesses in the City.
- Encourage the formation of new business enterprises in the City and attract new businesses to the City.
- Create, retain, and attract jobs within the City.
- Foster education and communication between the City business community and the general public.
- Assemble, maintain, and disseminate information on the City's business community, work force, and economic climate.
- Promote work force development and a positive business climate within the City.
- Increase the commercial real property tax base of the City of Rockville and reduce commercial vacancy rates.

Peerless Rockville Historic Preservation Ltd — Established in 1974, this local, non-profit organization is dedicated to the preservation of Rockville's historic character and the enjoyment of Rockville's heritage through public education. It partners with the City to collect and conserve documents and photographs and maintain reference files.

Rockville Arts Place Inc (RAP) — Established in 1987, RAP is a corporation dedicated to the revitalizing of downtown Rockville by encouraging and promoting the arts and fine crafts.

Rockville Consortium for Science Inc — Established in 1989, the Rockville Consortium for Science Inc's mission is to increase the understanding of science within the City of Rockville by communicating that science is understandable and that the community prizes excellence in science.

Rockville Housing Enterprises (RHE) — RHE is the City's public housing agency that provides housing opportunities for lower income households who are unable to rent or buy homes through normal channels and initiates redevelopment activities.

Rockville Volunteer Fire Department — The Rockville Volunteer Fire Department requests funding to cover the water bills for water usage by the volunteer firefighters while on duty at the fire department.

FY 2005 Capital Outlay Schedule

It is the policy of the City of Rockville to identify a fixed asset as an item which is tangible in nature, complete in itself, can be uniquely identified, is used in the operation of City government activities, will have a service life of three years or more, and has an original acquisition cost of \$5,000 or more (this threshold was revised beginning in FY 2003; the prior threshold was \$500).

General Fund:

Department of Community Planning and Development Services, CPDS Studies and Plans:			
Office furniture		\$	10,000
Computer software			<u>10,000</u>
	Total	\$	20,000
Department of Information and Technology, Operations:			
Computer hardware		\$	197,235
Computer software			<u>93,493</u>
	Total	\$	290,728
Department of Information and Technology, Special Projects:			
Computer hardware		\$	47,550
Department of Information and Technology, GIS:			
Computer hardware		\$	6,985
Computer software			<u>30,000</u>
	Total	\$	36,985
Police Department, Field Operations Bureau:			
Equipment for 2 vehicles		\$	14,000
Department of Public Works, Transportation Engineering and Planning:			
Traffic signal control equipment: cabinet and controller		\$	12,000
Department of Recreation and Parks, Administration:			
Special projects (this represents a variety of small capital projects that are no longer appropriate for the CIP due to the change in CIP threshold from \$5,000 to \$25,000 beginning in FY 2005)		\$	83,000
Department of Recreation and Parks, Parks and Grounds Maintenance:			
Covered trailer (2)		\$	11,000
Deck mower			<u>8,299</u>
	Total	\$	19,299
General Fund Total			<u>\$ 523,562</u>

Water Facility Fund:

Department of Finance, Revenue:			
Water meter replacement		\$	148,626
Plumbers' meters			<u>120,000</u>
	Total	\$	268,626
Department of Public Works, Water Maintenance:			
Payroll system upgrade (cost is split between, general, sewer, and refuse funds)		\$	2,095

FY 2005 Capital Outlay Schedule

— Continued —

Water Facility Fund, continued:

Department of Public Works, Water Treatment Plant:		
2 VFD systems for the press operation	\$	20,500
2 variable frequency drives for the sledge presentation		<u>15,000</u>
	Total	\$ 35,500
Water Facility Fund Total		<u>\$ 306,221</u>

Sewer Fund:

Department of Public Works, Sewer Maintenance:		
Payroll system upgrade (cost is split between, general, water, and refuse funds)	\$	1,796
Sewer Fund Total		<u>\$ 1,796</u>

Refuse Fund:

Department of Public Works, Refuse Operations:		
Payroll system upgrade (cost is split between, general, water, and sewer funds)	\$	13,466
Refuse Fund Total		<u>\$ 13,466</u>

RedGate Golf Course Fund:

Department of Public Works, Motor Vehicle Maintenance:		
Grounds Tractor (2)	\$	45,320
Department of Recreation and Parks, Golf Course Maintenance		
Site Preparation and maintenance	\$	5,000
Rebuilding and renovation of tie steps along golf tees (#2, #5, #6, and #12 holes)		10,000
Fairways chemical sprayer		15,500
Tractor-mounted slicer seeder		6,000
Utility vehicle		<u>14,000</u>
	Total	\$ 64,900
RedGate Golf Course Fund		<u>\$110,220</u>

Special Activities Fund:

Department of Recreation and Parks, Mansion Restoration:		
Mansion Furnishings	\$	35,007
Special Activities Fund		<u>\$ 35,007</u>

Capital Outlay Total, All Funds: \$990,272

Administrative Scale Employees Position Grades and Classifications

Grade	Position Classification
6-8	Not used at this time
9	Swim Center Assistant; Transportation Aide
10	Engineering Technician I; Golf Course Technician; Meter Services Technician; Second Assistant Golf Pro; Secretary I
11	Cashier; City Hall Facilities Manager; Copy Center and Mail Specialist; Family Services Aide; Fleet Service Mechanic; Parking Enforcement Officer; Red Light Camera Technician
12	Accounts Payable Assistant I; Aquatics Facilities Operator; Fleet Clerk; Golf Course Equipment Mechanic/Operator; Maintenance Communications Operator; Payroll Assistant I; Public Information Assistant/PBX Operator; Records Management Clerk; Revenue Assistant I; Secretary II; Video Technician
13	Accounts Payable Assistant II; Assistant Facilities Engineer; Box Office Manager; Computer Operator; Inventory Services Clerk; Parks Equipment Mechanic; Secretary/Bookkeeper; Secretary III; Sports Field Specialist; Transportation Leader
14	Administrative Assistant I; Assistant to the City Clerk; Crew Supervisor; Crime Analyst; Meter Services Supervisor; Payroll Assistant II; Permit Technician; Personnel Assistant; Police Equipment and Budget Coordinator; Revenue Assistant II; Special Operations Technician
15	Administrative Assistant II; Fleet Mechanic; Forestry Crew Supervisor; Housing Codes Inspector; Inventory Services Supervisor; Neighborhood Services Officer; Personnel Technician; Planning Technician; Police Communications Operator; Printing Specialist I; Sports Facilities and Athletic Fields Maintenance Supervisor; Utilities Crew Supervisor
16	Administrative Support Coordinator; Arts Programs Specialist; Assistant Community Center Supervisor; Bikeway Specialist; Commercial Property Codes Inspector; Engineering Technician IV; Events Specialist; Facilities Engineer; Graphics Specialist; Information Systems Coordinator; Pedestrian/Bikeway Specialist; Planner I; Printing Specialist II; Theatre Production Specialist; Transportation Planner I; Victim Advocate; Water Plant Operator; Web/Graphics Assistant; Zoning Inspector
17	Assistant Golf Course Superintendent; Associate Producer/Director; Buyer I; Cable TV Production Specialist II; Community Services Specialist; Construction Codes Inspector I; Engineering Technician V; First Assistant Golf Pro; Title Codes Inspector I; Parks Maintenance Specialist; Program Support Coordinator; Public Information Specialist; Senior Citizens Fitness Specialist; Sports Programs Specialist
18	Aquatics Facility Manager; Buyer II; Construction Codes Inspector II; Deputy City Clerk; Fleet Maintenance Supervisor; Fire Codes Inspector II; Network and PC Support Specialist I; Parks and Facilities Development Specialist; Permit Software Support Specialist; Sanitation Supervisor; Senior Center Wellness Coordinator; Special Operations Supervisor; Youth, Family, and Community Specialist I

Administrative Scale Employees Position Grades and Classifications

— Continued —

Grade	Position Classification
19	Accountant; Aquatics Supervisor; Assistant Sports Programs Supervisor; Community Center Supervisor; Construction Codes Specialist; Fire Codes Plans Examiner; Network and PC Support Specialist II; Parks and Facilities Administrative Supervisor; Planner II; PW Data and GIS Specialist; Rehabilitation Specialist; Television Writer/Producer; Theater/Civic Center Supervisor; Youth, Family, and Community Specialist II
20	Assistant to the City Attorney; Civil Engineer I; Community Program/Outreach Specialist I; Council Support Specialist; Employee Wellness Coordinator; Landlord/Tenant Specialist; Nature Center Supervisor; Plans Examiner; Purchasing Supervisor; Teen Program Coordinator
21	Assistant City Forester; Community Planning and Development Services (CPDS) Administrator; Community Program/ Outreach Specialist II; Graphics/Printing Supervisor; Human Rights/Community Mediation Administrator; Neighborhood Resource Coordinator; Parks Maintenance Supervisor; Planner III; Public Works Administrator; Senior Citizens Recreation Coordinator; Support Services Coordinator; Web Administrator
22	Accounting Operations Supervisor; Arts Programs Supervisor; Budget Management Administrator; Civil Engineer II; Computer Analyst/Programmer; Coordinator of Senior Social Services; Environmental Specialist; Fire Protection Engineer; Network and PC Support Manager; Operations Maintenance Assistant Superintendent; Recreation Programs Supervisor; Senior Citizens Center Supervisor; Sports Programs Supervisor
23	Assistant to the City Manager; City Forester; Civic Center Superintendent; Community Planning and Development Services (CPDS) Specialist; Fire Marshall; Fleet Manager; Golf Course Superintendent; Horticulturist; Parks and Facilities Development Manager; Parks Services Manager; Personnel Administrator; Recreation Development Program Coordinator; Revenue Supervisor; Sanitation Superintendent; Special Events Coordinator; Supervisor of Housing and Community Enhancement; Supervisor of Inspection Services; Systems Analyst/Project Leader; Youth, Family, and Community Services Supervisor
24	Civil Engineer III; Community Development Program Manager; Community Services Program Manager; Facilities Maintenance Supervisor; Geographic Information Systems Manager; Recreation and Parks Administrative Manager; Safety and Risk Management Administrator; Senior Neighborhood Resource Coordinator; Swim Center Superintendent
25	Contracts Officer; Senior Network Engineer; Senior Systems Analyst/Project Leader
26	Budget Officer; Chief of Contract Management; Chief of Inspection Services; Chief of Long-Range Planning; Financial Systems Manager; Public Information Manager; Support Services Manager; Television and Telecommunications Manager; Water Plant Superintendent
27	Chief Engineer/Environment; Chief of Traffic and Transportation; Chief of Planning; Operations Maintenance Superintendent; Superintendent of Parks and Facilities; Superintendent of Recreation
28	Controller
29	Not used at this time

Administrative Scale Employees Pay Scale Annual Salaries

<i>Grade</i>	<i>Step 3</i>	<i>Step 4</i>	<i>Step 5</i>	<i>Step 6</i>	<i>Step 7</i>	<i>Step 8</i>	<i>Step 9</i>	<i>Step 10</i>	<i>Step 11</i>	<i>Step 12</i>	<i>Step 13</i>	<i>Step 14</i>	<i>Step 15</i>
6	23,347	24,164	25,010	25,886	26,792	27,729	28,700	29,704	30,744	31,820	32,934	34,086	35,279
7	24,515	25,373	26,261	27,180	28,131	29,116	30,135	31,189	32,281	33,411	34,580	35,791	37,043
8	25,740	26,641	27,574	28,539	29,538	30,571	31,641	32,749	33,895	35,081	36,309	37,580	38,895
9	27,027	27,973	28,952	29,966	31,015	32,100	33,224	34,386	35,590	36,836	38,125	39,459	40,840
10	28,379	29,372	30,400	31,464	32,565	33,705	34,885	36,106	37,369	38,677	40,031	41,432	42,882
11	29,798	30,841	31,920	33,037	34,194	35,390	36,629	37,911	39,238	40,611	42,033	43,504	45,026
12	31,288	32,383	33,516	34,689	35,903	37,160	38,460	39,806	41,200	42,642	44,134	45,679	47,278
13	32,852	34,002	35,192	36,424	37,698	39,018	40,383	41,797	43,260	44,774	46,341	47,963	49,642
14	34,495	35,702	36,951	38,245	39,583	40,969	42,403	43,887	45,423	47,012	48,658	50,361	52,124
15	36,219	37,487	38,799	40,157	41,562	43,017	44,523	46,081	47,694	49,363	51,091	52,879	54,730
16	38,030	39,361	40,739	42,165	43,641	45,168	46,749	48,385	50,079	51,831	53,645	55,523	57,466
17	39,932	41,329	42,776	44,273	45,823	47,426	49,086	50,804	52,582	54,423	56,328	58,299	60,340
18	41,928	43,396	44,915	46,487	48,114	49,798	51,541	53,345	55,212	57,144	59,144	61,214	63,357
19	44,025	45,566	47,160	48,811	50,519	52,288	54,118	56,012	57,972	60,001	62,101	64,275	66,524
20	46,226	47,844	49,518	51,252	53,045	54,902	56,824	58,812	60,871	63,001	65,206	67,488	69,851
21	48,537	50,236	51,994	53,814	55,698	57,647	59,665	61,753	63,914	66,151	68,467	70,863	73,343
22	50,964	52,748	54,594	56,505	58,482	60,529	62,648	64,841	67,110	69,459	71,890	74,406	77,010
23	53,512	55,385	57,324	59,330	61,407	63,556	65,780	68,083	70,466	72,932	75,484	78,126	80,861
24	56,188	58,155	60,190	62,297	64,477	66,734	69,069	71,487	73,989	76,578	79,259	82,033	84,904
25	58,997	61,062	63,199	65,411	67,701	70,070	72,523	75,061	77,688	80,407	83,222	86,134	89,149
26	61,947	64,115	66,359	68,682	71,086	73,574	76,149	78,814	81,573	84,428	87,383	90,441	93,606
27	65,045	67,321	69,677	72,116	74,640	77,253	79,956	82,755	85,651	88,649	91,752	94,963	98,287
28	68,297	70,687	73,161	75,722	78,372	81,115	83,954	86,893	89,934	93,082	96,339	99,711	103,201
29	71,712	74,222	76,819	79,508	82,291	85,171	88,152	91,237	94,431	97,736	101,156	104,697	108,361

AFSCME Union Scale Employees Position Grades, Classifications, and Pay Scale Annual Salaries

<u>Grade</u>	<u>Position Classification</u>	<u>Grade Progression</u>
1	Laborer	Steps 1 — 9
2	Maintenance Worker	Steps 2 — 9
2	Sanitation Worker.....	Steps 2 — 9
3	Facilities Maintenance Trades Worker.....	Steps 1 — 9
3	Traffic Maintenance Worker	Steps 1 — 9
3	Tree Climbers	Steps 2 — 9
3	Sanitation Operator.....	Steps 2 — 9
3	Equipment Operator	Steps 1 — 9
4	Not used at this time	Steps 1 — 9

<i>Grade</i>	<i>Step 1</i>	<i>Step 2</i>	<i>Step 3</i>	<i>Step 4</i>	<i>Step 5</i>	<i>Step 6</i>	<i>Step 7</i>	<i>Step 8</i>	<i>Step 9</i>
<i>1</i>	26,207	27,059	27,938	28,846	29,784	30,752	31,751	32,783	33,848
<i>2</i>	28,435	29,359	30,313	31,298	32,315	33,365	34,450	35,569	36,725
<i>3</i>	30,852	31,854	32,889	33,958	35,062	36,202	37,378	38,593	39,847
<i>4</i>	33,474	34,562	35,685	36,845	38,042	39,279	40,555	41,873	43,234

Police Scale Employees

Position Grades, Classifications, and Pay Scale Annual Salaries

<u>Grade</u>	<u>Position Classification</u>	<u>Grade Progression</u>
PO1	Police Officer	Steps 3 — 15
PO2	Police Officer	Steps 3 — 15
PO3	Police Officer	Steps 3 — 16
PO4	Police Corporal	Steps 3 — 16
PO5	Not used at this time	Steps 3 — 15
PO6	Police Sergeant	Steps 3 — 16
PO9	Police Manager Lieutenant	Steps 1 — 14
PO10	Police Manager Captain	Steps 1 — 14

<i>Grade</i>	<i>Step 1</i>	<i>Step 2</i>	<i>Step 3</i>	<i>Step 4</i>	<i>Step 5</i>	<i>Step 6</i>	<i>Step 7</i>	<i>Step 8</i>	<i>Step 9</i>	<i>Step 10</i>	<i>Step 11</i>	<i>Step 12</i>	<i>Step 13</i>	<i>Step 14</i>	<i>Step 15</i>	<i>Step 16</i>
PO1			39,298	40,673	42,097	43,570	45,095	46,673	48,307	49,998	51,748	53,559	55,433	57,373	59,382	
PO2			41,263	42,707	44,202	45,749	47,350	49,007	50,722	52,498	54,335	56,237	58,205	60,242	62,351	
PO3			43,326	44,842	46,412	48,036	49,717	51,457	53,258	55,122	57,052	59,049	61,115	63,254	65,468	67,760
PO4			45,492	47,084	48,732	50,438	52,203	54,030	55,921	57,879	59,904	62,001	64,171	66,417	68,742	71,148
PO5			47,767	49,438	51,169	52,960	54,813	56,732	58,717	60,772	62,900	65,101	67,380	69,738	72,179	
PO6			50,155	51,910	53,727	55,608	57,554	59,568	61,653	63,811	66,045	68,356	70,749	73,225	75,788	78,440
PO9	57,353	59,361	61,438	63,589	65,814	68,118	70,502	72,970	75,524	78,167	80,903	83,734	86,665	89,698		
PO10	61,600	63,756	65,987	68,297	70,687	73,161	75,722	78,372	81,115	83,954	86,893	89,934	93,082	96,339		

Recreation and Parks Benefit Scale Employees Position Grades, Classifications, and Pay Scale Hourly Rates

These hourly rates pertain to Recreation and Parks employees receiving benefits:

Grade	Position Classifications
1	Not used at this time
2	Activity Instructor I; Clerk II; Lifeguard I
3	Custodian II
4	Childcare Group Leader; Clerk III; Custodian II; Facilities Supervisor II; Third Assistant Golf Pro
5	Bus Driver; Childcare After-School Director; Childcare Preschool Staff; Clerk III; Custodian III; Groundskeeper; Kids Club Director; Kids Room Director; Program Assistant II; Sports Administrative Aide
6	Activity Instructor V; Childcare Director; Program Assistant III; Lifeguard II; Program Assistant III; Senior Outreach Worker I; Senior Swim Instructor; Teen Center Director
7	Senior Outreach Worker II; Program Assistant IV
8	Childcare Preschool Director; Childcare Program Assistant; Head Swim Coach
9	Not used at this time
10	Not used at this time

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
1	\$6.43	\$6.65	\$6.88	\$7.13	\$7.37	\$7.63	\$7.90	\$8.18	\$8.46	\$8.76	\$9.07	\$9.38	\$9.71
2	\$7.51	\$7.78	\$8.05	\$8.33	\$8.62	\$8.92	\$9.24	\$9.56	\$9.89	\$10.24	\$10.60	\$10.97	\$11.35
3	\$8.29	\$8.58	\$8.88	\$9.19	\$9.52	\$9.85	\$10.19	\$10.55	\$10.92	\$11.30	\$11.70	\$12.11	\$12.53
4	\$8.73	\$9.04	\$9.36	\$9.68	\$10.02	\$10.37	\$10.74	\$11.11	\$11.50	\$11.90	\$12.32	\$12.75	\$13.20
5	\$10.10	\$10.45	\$10.82	\$11.19	\$11.59	\$11.99	\$12.41	\$12.85	\$13.29	\$13.76	\$14.24	\$14.74	\$15.26
6	\$11.76	\$12.17	\$12.59	\$13.03	\$13.49	\$13.96	\$14.45	\$14.96	\$15.48	\$16.02	\$16.58	\$17.16	\$17.77
7	\$13.61	\$14.09	\$14.58	\$15.09	\$15.62	\$16.17	\$16.73	\$17.32	\$17.92	\$18.55	\$19.20	\$19.87	\$20.57
8	\$16.57	\$17.15	\$17.75	\$18.38	\$19.02	\$19.69	\$20.37	\$21.09	\$21.83	\$22.59	\$23.38	\$24.20	\$25.04
9	\$18.31	\$18.95	\$19.61	\$20.30	\$21.01	\$21.74	\$22.50	\$23.29	\$24.11	\$24.95	\$25.82	\$26.73	\$27.66
10	\$21.24	\$21.98	\$22.75	\$23.55	\$24.37	\$25.22	\$26.11	\$27.02	\$27.97	\$28.95	\$29.96	\$31.01	\$32.09

Senior Administrative Scale Employees Position Grades, Classifications, and Pay Scale Annual Salaries

Grade	Position Classifications
SA I	Assistant City Manager; Director of Neighborhood and Community Services; Director of Personnel
SA II	Chief of Police; Director of Community Planning and Development Services; Director of Finance; Director of Information and Technology; Director of Public Works; Director of Recreation and Parks
SA III	Not used at this time

<i>Grade</i>	<i>Step A</i>	<i>Step B</i>	<i>Step C</i>	<i>Step D</i>	<i>Step E</i>	<i>Step F</i>	<i>Step G</i>	<i>Step H</i>	<i>Step I</i>	<i>Step J</i>	<i>Step K</i>	<i>Step L</i>	<i>Step M</i>
<i>SA I</i>	85,520	88,513	91,611	94,817	98,136	101,570	105,125	108,805	112,613	116,554	120,634	124,856	129,226
<i>SA II</i>	89,796	92,938	96,191	99,558	103,042	106,649	110,382	114,245	118,244	122,382	126,665	131,099	135,687
<i>SA III</i>	94,285	97,585	101,001	104,536	108,195	111,981	115,901	119,957	124,156	128,501	132,999	137,654	142,472

Organizational Structure Listing

General Fund (110)	Organization Name	Org. #	Supervisor	Ext. #
Personnel Department (450)	Personnel	2101	R. Hajewski	8472
Department of the Mayor and Council (500)	Mayor and Council's Office	0100	C. Funkhouser	8282
	City Attorney's Office	0500	P. Glasgow	8152
	City Clerk's Office	1100	C. Funkhouser	8282
Department of the City Manager (550)	City Manager's Office	0101	C. Tuck Parrish	8103
	Public Information Office (PIO)	1101	N. Greenberger	8115
	Graphics and Printing	1111	N. Zombolas	8121
Department of Community Planning and Development Services (600)	CPDS Administration	0100	A. Chambers	8202
	Revitalization and Housing	0200	E. Duffy	8206
	Planning	0300	B. Spalding	8222
	Long-Range Planning	0400	J. Wasilak	8211
	Inspection Services	0501	L. MacDermid	8242
	CPDS Studies and Plans	0700	A. Chambers	8202
Department of Finance (700)	Financial Administration and Budget	0100	D. Boxer	8402
	Accounting and Control	0200	D. Rowland	8403
	Revenue	0300	S. Lander	8421
	Purchasing and Stockroom	0600	E. Morris	8432
Department of Info. and Technology (750)	I.T. Operations	0100	M. Cannon	8162
	I.T. Special Projects	0200	M. Cannon	8162
	Cable T.V./Telecommunications	0300	D. Breisch	8189
	Voice Communications Operations	0400	M. Cannon	8162
	GIS Operations	0500	M. Cannon	8162
Police Department (800)	Office of Chief of Police	1001	T. Treschuk	8912
	Field Operations Bureau	1101	M. England	8913
	Administrative Services Bureau	1201	L. Potter	8914
	Communications	1202	L. Potter	8914
	Special Operations Bureau	1401	M. England	8913
	Neighborhood Services	1402	M. England	8913
Department of Neighborhood and Community Services (801)	Community Programs/Admin.	0100	G. Stuckey	8302
	Neighborhood Resource Program	202	C. Bartlett	8342
	Code Enforcement/Comm. Enhanc.	0501	V. Sajauskas	8332
	Youth and Family Services	0600	R. Sparer	8303
Department of Public Works (850)	Public Works Administration	0100	H. Cranor	8502
	Contract Management	0201	M. Wilhelm	8542
	Traffic and Transportation	0403	L. Marcus	8505
	Traffic Operations	0404	L. Marcus	8505
	Street Lighting	0405	L. Marcus	8505
	General Maintenance	0702	B. Turner	8574
	Snow and Ice Removal	0703	B. Turner	8574
	Motor Vehicle Maintenance	0803	P. Stroud	8487
	Engineering and Environment	3301	S. Straus	8512

Organizational Structure Listing

— Continued —

General Fund (110)	Organization Name	Org. #	Supervisor	Ext. #
Department of Recreation and Parks (900)	Recreation and Parks Admin.	0101	B. Hall	8602
	Special Events	0150	M. Henry	8605
	Recreation Services Operations	1001	P. Bryan	8625
	Civic Center Complex	1101	L. Dronenburg	8662
	Comm. Recreation - Afterschool	2006	P. Bryan	8625
	Comm. Recreation - Teens	2008	P. Bryan	8625
	Comm. Recreation - Playgrounds	2011	P. Bryan	8625
	Comm. Recreation - Outdoor Rec.	2017	P. Bryan	8625
	Comm. Recreation - Arts	2021	P. Bryan	8625
	Recreation Centers - Lincoln Park	2131	P. Bryan	8625
	Recreation Centers - Twinbrook	2132	P. Bryan	8625
	Recreation Centers - Nature Center	2133	P. Bryan	8625
	Recreation Centers - Skate Park	2134	P. Bryan	8625
	Camps	3012	P. Bryan	8625
	Classes	3016	P. Bryan	8625
	Childcare	3115	P. Bryan	8625
	Senior Center Management	4041	P. Bryan	8625
	Senior Social Services	4043	P. Bryan	8625
	Senior Recreation	4045	P. Bryan	8625
	Senior Sport and Exercise	4047	P. Bryan	8625
	Adult Sports	5061	P. Bryan	8625
	Youth Sports	5062	P. Bryan	8625
	Parks and Facilities Maint. Mgmt.	7501	S. Mader	8702
	Forestry Maintenance	7521	S. Mader	8702
	Horticultural Maintenance	7522	S. Mader	8702
	Parks West/Athletic Fields Maint.	7531	S. Mader	8702
	Parks East/Rights-of-Way Maint.	7532	S. Mader	8702
	Facilities Maintenance Services	8511	S. Mader	8702
Swim Center Mgmt/Operations	8601	M. Eldridge	8752	
Swim Center Programming	8603	M. Eldridge	8752	
Non-Departmental (950)	Other Charges	0100	D. Boxer	8402
	Debt Service	0200	D. Boxer	8402
	Red Light Camera Program	300	D. Boxer	8402

Water Facility Fund (210)				
Department of Finance (700)	Revenue	0300	S. Lander	8421
Department of Public Works (850)	Water Systems Maintenance	0502	B. Turner	8574
	Motor Vehicle Maintenance	0803	P. Stroud	8487
	Water Treatment Plant	0901	B. Sizemore	8556
	Engineering and Environment	3301	S. Straus	8512
Non-Departmental (950)	Other Charges	0100	D. Boxer	8402
	Debt Service	0200	D. Boxer	8402

Organizational Structure Listing

— Continued —

Sewer Fund (220)				
	Organization Name	Org. #	Supervisor	Ext. #
Dept. of the Mayor/Council (500)	City Attorney's Office	0500	P. Glasgow	8152
Department of Public Works (850)	Sewage Disposal	0300	S. Straus	8512
	Sanitary Sewer Systems Maintenance	0602	B. Turner	8574
	Motor Vehicle Maintenance	0803	P. Stroud	8487
	Engineering and Environment	3301	S. Straus	8512
Non-Departmental (950)	Other Charges	0100	D. Boxer	8402
	Debt Service	0200	D. Boxer	8402

Refuse Fund (230)				
	Organization Name	Org. #	Supervisor	Ext. #
Department of Public Works (850)	Leaf Collection Program	0704	B. Turner	8574
	Motor Vehicle Maintenance	0803	P. Stroud	8487
	Refuse Operations	1702	C. Thomas	8578
Non-Departmental (950)	Other Charges	0100	D. Boxer	8402
	Debt Service	0200	D. Boxer	8402

Parking Fund (320)				
	Organization Name	Org. #	Supervisor	Ext. #
Police Department (800)	Parking Enforcement Services	1403	M. England	8913
Department of Public Works (850)	Motor Vehicle Maintenance	0803	P. Stroud	8487
Non-Departmental (950)	Other Charges	0100	D. Boxer	8402
	Debt Service	0200	D. Boxer	8402

Stormwater Management Fund (330)				
	Organization Name	Org. #	Supervisor	Ext. #
Dept of the Mayor/Council (500)	City Attorney's Office	0500	P. Glasgow	8152
Department of Public Works (850)	Motor Vehicle Maintenance	0803	P. Stroud	8487
	Engineering and Environment	3301	S. Straus	8512
Non-Departmental (950)	Other Charges	0100	D. Boxer	8402

Golf Fund (340)				
	Organization Name	Org. #	Supervisor	Ext. #
Department of Public Works (850)	Motor Vehicle Maintenance	0803	P. Stroud	8487
Department of Recreation and Parks (900)	Golf Course Mgmt/Ground Srv.	3401	R. Evans	8741
	Golf Course Clubhouse	3402	R. Evans	8741
Non-Departmental (950)	Other Charges	0100	D. Boxer	8402
	Debt Service	0200	D. Boxer	8402

Special Activities Fund (350)				
	Organization Name	Org. #	Supervisor	Ext. #
Department of Neighborhood and Community Services (801)	Holiday Drive	6301	G. Stuckey	8302
	REAP Endowment Fund	6401	G. Stuckey	8302
	RISE Parents Contributions	7201	G. Stuckey	8302
Department of Recreation and Parks (900)	Recreation Fund	6001	P. Bryan	8625
	Glenview Mansion Restoration	6101	L. Dronenburg	8662
	Senior Assistance	6201	P. Bryan	8625
	Friends of the Arts	6601	P. Bryan	8625
	Bike Rockville Program	6701	P. Bryan	8625
	Forest and Tree Preservation	6901	S. Mader	8702
	Concession Sponsorships	7001	P. Bryan	8625
	Nature Center Sponsorships	7101	P. Bryan	8625

Debt Service Fund (550)				
	Organization Name	Org. #	Supervisor	Ext. #
Non-Departmental (950)	Other Charges	0100	D. Boxer	8402
	Debt Service	0200	D. Boxer	8402

Revenue Source Code Listing

PROPERTY TAXES			
3111	Real Property Taxes	3191	Interest of Taxes
3112	Personal Property - Corp.	3192	Penalty and Interest - Special Assessment
3113	Personal Property - Unincorp. Businesses		

LICENSES AND PERMITS			
3214	Traders Licenses	3227	Animal Licenses
3221	Building Permits	3228	Stormwater Management Permits
3225	Rental Licenses	3229	Other Non-Business Licenses
3226	Landlord and Tenant Fees		

INTERGOVERNMENTAL REVENUES			
3311	Federal Grants	3352	Income Taxes
3330	TEA 21 Grants	3353	Parking Meter Revenue
3331	Federal Pass Thru Grants	3354	Parking Lot Receipts
3342	Police Federal Grants - COPS	3355	Gasoline and Motor Vehicle Tax
3344	State Grants	3358	Admissions Tax
3345	County Grants	3371	County Tax Duplicate Payment
3346	Youth Services Grants	3375	Traffic Signal Maintenance Payment
3348	Recreation Grants	3389	Cable Franchise Fees
3349	Transportation Planning Grants	3391	Payment in-Lieu-of-taxes/Montgomery County

CHARGES FOR SERVICES			
3413	Zoning/Sub-Division Fees	3475	Facility Rental Fees
3414	Community Support - Police	3476	Recreation Program Fees
3415	Sale of Materials and Public Documents	3477	Social Services Fees
3418	Fire Safety	3478	Special Events Fees
3419	Fire Review	3479	MRPA Theme Park Tickets
3431	Public Works Permits and Fees	3480	Theatre Ticket Revenue
3441	Utility Customer Charges	3481	Internal City Use of Facilities
3442	Utility Penalty Charges	3482	Merchandise Sales
3444	Sewer Connection Charges - Residential	3483	Admission Charges
3445	Water/Sewer Hook-up - Commercial	3484	Cart Rentals
3471	Golf Fees	3485	Pro Shop Rental
3472	Swim Team Dues	3486	Driving Range Fees
3473	Memberships	3492	Stormwater Waiver Fees
3474	Recreation and Parks Concessions		

FINES AND FORFEITURES			
3511	Municipal Infractions	3514	Red Light Camera Revenue
3512	Parking Violations	3522	Confiscated Funds

Revenue Source Code Listing

— Continued —

USE OF MONEY AND PROPERTY			
3611	Interest Income	3652	State Contribution - CIP
3624	Returned Check Fees	3653	States Grants - CIP
3626	Land Rental	3654	State Loan
3627	Building Rental	3658	Pay-as-you-go - CIP
3632	Paving/Sidewalk Assessment	3673	Community Contributions
3633	Driveway Assessment Penalties	3674	Other Grant Revenue
3634	Special Assessment Penalties	3675	Developer Contributions - CIP
3636	Interest Income - Assessments	3676	Contributions to Projects - CIP
3651	County Contribution - CIP		

MISCELLANEOUS REVENUE			
3913	Auctioned Vehicles	3917	Recreation Fees
3916	Miscellaneous Revenues		

INTERFUND OPERATING TRANSFERS/FUND BALANCE			
3920	Charges to the General Fund	3928	Transfers from the SWM Fund
3921	Transfers from the General Fund	3929	Transfers from Parking Fund
3922	Transfer from the Water Fund	3931	General Obligation Bonds - CIP
3923	Transfers from the Sewer Fund	3932	Premium on Bonds Sold
3924	Transfers from the Refuse Fund	3933	Bank Note Proceeds
3927	Transfer from the Golf Course Fund	3940	Appropriated Fund Balance/Retained Earnings

Expenditure Object Code Listing

Personnel Expenditures (0100s)			
0101	Regular Employee Wages	0124	Group Hospitalization-City
0103	Temporary Employees Wages	0126	Group Life-City
0104	Overtime	0127	Group Dental-City
0107	Disability-Short term	0128	Workers Compensation Insurance
0121	FICA-City	0129	Unemployment Insurance
0122	Defined Benefits Retirement-City	0130	Medicare-City
0123	Thrift Option Retirement-City	0131	Other Personnel Costs

Operating Expenditures (0200s and 0300s)			
0201	Consultants	0252	Purchase of WSSC Water
0202	Audit/Actuarial/Accounts	0253	Refuse Dump Fees
0203	Bond Counsel/Financial Advising	0254	Uniform Rental
0204	Bank/Investment Services	0255	Uniform Cleaning
0205	Legal Fees	0256	Contracted Refuse Service
0206	Outside Trainers	0257	Facility Rental
0207	Temporary Agency Personnel	0258	Outside Printing Contracts
0208	Artisans	0259	Heavy Equipment Rental
0209	Veterinary Services	0261	Blue Plains/Upper Potomac Interceptor
0210	Microfilming	0262	Contracted Laboratory Services
0211	Telecommunication Charges	0282	Liability Insurance
0212	Postage	0283	Property Insurance
0213	Advertising-Non Recruitment	0285	Uninsured Utility Damage
0214	Data Processing Services	0292	Color Copier Expense
0215	Rehabilitation Contributions	0293	Other Equipment Leases
0216	Office Equipment Rentals	0294	Vehicle Leases
0217	Communication Equipment Rental	0310	Electricity
0218	Cellular Service	0311	Heating Fuel
0219	Janitorial Services	0312	Gasoline and Oil
0220	Pager Service	0320	Equipment Parts
0221	Medical Exams	0321	Sports Equipment
0222	Recruitment Expenses	0322	Linkages to Learning
0224	Travel	0323	Program Supplies
0225	Class and Professional Development	0324	Maintenance Supplies
0226	Dues, Fees, and Publications	0325	Computer Supplies
0227	Relocation Expenses	0326	Chemicals
0230	Contract Services-Building	0327	Volunteer Supplies
0231	Contract Services-Grounds	0328	Trophies and Awards
0232	Contract Services-Street Repairs	0329	Purchase Uniforms/Staff Shirts
0233	Contract Services-Other	0330	Meal/Shoe/Certificate Allowance
0234	Alarm Systems	0331	Board and Commission Supplies
0235	Office Equipment Maintenance	0332	Contingency-Regular
0236	Computer Equipment Maintenance	0333	Police Special Funds
0237	Communication Equipment Maintenance	0334	Vehicle Preparation Costs
0238	Contract Transportation Services	0336	MRPA Theme Park Tickets
0239	Contract Signal/Light Maintenance	0337	Human Rights Program
0240	Contract Vehicle Maintenance/Repair	0338	Senior Supper Club Program
0241	Other Contract Equipment Repair	0339	PARC-IT Program
0242	Contract Repair-Adds No Value	0340	Wellness Program
0243	Credit Card Charges	0341	Telecommunications Program
0244	Vehicle Repairs-Accidents	0342	Contingency-One-Time
0250	Industrial Discharge-WSSC	0343	Rise Program
0251	WSSC Capacity Provision Contracts	0350	Furniture & Equipment < \$5,000

Expenditure Object Code Listing

— Continued —

Capital Outlay Expenditures (0400s)			
0411	Land Acquisitions	0433	Communications Equipment
0412	Site Preparation and Improvements	0434	Office Furniture
0421	Major Repairs	0436	Equipment and Tools
0422	Special Projects	0438	Computer Hardware
0424	Other CIP Expenditures	0440	Computer Software
0425	Planning/Design-CIP	0443	Mansion Furnishings
0426	Payments to Contractors-CIP	0453	Water Meters
0428	Prior Year's Expenditures-CIP	0454	Water Transmission Main Equipment
0431	Vehicle Purchase	0455	Plumbers Meters

Other (0500s, 0600s, and 0700s)			
0510	Loan Expense	0522	Amortization Expense
0511	Principal	0524	Disposal of Inventory-Scrap
0512	Interest	0532	Community Assistance
0513	Bad Debt Expense	0539	Misc. Grant Expense
0521	Depreciation		

0601	Healthy Families	0620	Horizons House
0602	Holiday Drive	0622	Chase Shelter
0603	Peerless Rockville	0623	Montgomery Avenue Woman's Shelter
0604	Rockville Economic Development Inc	0624	Dorothy Day Shelter
0605	Interfaith Furniture Initiative	0625	Jefferson House
0607	Rainbow Shelter	0626	Home Health Care for Elderly
0608	Other Outside Agencies	0627	Interfaith Clothing
0609	Dental Care for Kids	0628	Men's Emergency Shelter
0610	REAP	0629	Amigo Program
0611	Chinese Cultural/Community Center	0630	Rockville Consortium for Science
0612	Manna Food Center	0631	Stepping Stones Shelter
0613	Hope Housing	0633	Community Pharmacy
0614	Rockville Volunteer Fire Department	0634	Latino Outreach Program
0616	Rockville Arts Place (RAP)	0635	Sophia House
0618	Korean Community Center	0636	Friends in Action
0619	Helping Hands Shelter	0637	MobileMed

0711	Transfer to Parking Fund	0759	Transfer to RedGate Golf Course Fund
0715	Transfer to Debt Service Fund	0765	Administrative Charges
0732	Transfer to Special Activities Fund	0770	Contribution to CIP
0754	Transfer to Water Facility Fund	0771	Transfer to CIP-TIF
0757	Transfer to Refuse Fund	0775	Add. Fund Balance/Retained Earnings

Glossary

Definitions of terms used in the Operating Budget and Capital Improvements Program (CIP) are listed below and on the pages that follow.

Accounting System – The total structure of records and procedures that identify, record, classify, summarize, and report information on the financial position and results of operations of a government.

Accrual Basis of Accounting – The method of accounting where transactions are recognized when they occur, regardless of the timing of related cash flows.

ADA – Americans with Disabilities Act. This federal act gives civil rights protections to individuals with disabilities; similar to those provided to individuals on the basis of race, sex, national origin, and religion.

Annexation – The incorporation of additional territory within the domain of the City.

APWA – American Public Works Association.

Appropriation – An authorization made by the Mayor and Council that permits City departments to make expenditures of governmental resources for specific purposes within a specific time frame.

ARC/SDE – Computer application to manage spatial data.

Art in Public Architecture — An ordinance devoted to the furtherance of art intended to beautify the City. This ordinance identifies construction projects within the City in which an amount is reserved for permanent artwork at the site. Additional details regarding this ordinance can be found in chapter four of the Rockville City Code.

ASCE – American Society of Civil Engineers.

Assessable Base – The total value of all real and personal property in the City that is used as a basis for levying taxes. Tax-exempt property is excluded from the assessable base.

Assessed Valuation – A percent of appraisal value assigned to real estate and certain personal property for use as a basis for levying property taxes. Maryland assessed valuation is 40 percent of appraisal value.

AWWA – American Water Works Association.

Balanced Budget – A budget that has revenues equal to expenditures.

BOCA – Building Officials Code Administrators organization.

Bond – A written promise to pay a designated sum of money (called the principal), at a specific date in the future, together with periodic interest at a specified rate. In the Operating Budget, these payments are identified as debt service. Bonds are generally used to obtain long-term financing for capital improvements.

Bond Anticipation Notes – Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Bonds Issued – Bonds sold.

Bond Rating – A rating that indicates the probability of timely repayment of principal and interest on bonds issued.

Glossary

— Continued —

Budget – A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund City services in accordance with adopted policy.

Budget Year – The fiscal year for which the budget is being considered.

C2K – Chesapeake Bay Agreement. A program of volunteers that supports and improves the Chesapeake Bay.

CAFR – See Comprehensive Annual Financial Report.

CALEA – Commission on Accreditation for Law Enforcement Agencies.

Capital Budget – The annual adoption by the Mayor and Council of project appropriations. Project appropriations are for the amount necessary to carry out a capital project's expenditure plan, including multi-year contracts for which a total appropriation covering several years planned expenditures may be required.

Capital Outlays – Expenditures that result in the acquisition of or addition to fixed assets. Any item with an expected life of three or more years and a value of more than \$5,000, such as an automobile, truck, or furniture, is categorized as a capital outlay.

Capital Improvements Program (CIP) – The annual updated plan or schedule of project expenditures for public facilities and infrastructure with estimated project costs, sources of funding, and timing of work over a six-year period. For financial planning and general management, the CIP is a plan of work and expenditures, and is the basis for annual appropriations and bond issues.

Capital Project – A governmental effort involving expenditures and funding for the creation of usually permanent facilities and other public assets having a relatively long life. Certain planning studies, consultant fees, City staff charges, and major equipment, furniture, and fixtures necessary to make facilities operational also may be considered part of capital projects.

Capital Projects Fund – A governmental fund used to account for general capital construction including streets, parks, and public buildings.

CDBG – See Community Development Block Grant.

CDBG Fund – A special revenue fund that accounts for federal grants for housing and community development programs.

CEU – Continuing Education Unit used to indicate courses for professional training.

Chart of Accounts – A uniform listing of accounts that standardizes City accounting and supports the preparation of standard external reports. It assists in providing control over all financial transactions and resource balances.

CIP – See Capital Improvements Program.

Client-Server – A computing platform where desktop personal computers (PCs), known as clients, access large pools of information stored on high-speed data servers. User interaction takes place at the PC, typically through graphical interfaces such as Windows. The server manages information storage. This approach combines the PC's innovation and ease-of-use with access to large pools of data traditionally associated with mainframe computers.

Glossary

— Continued —

COBRA – See Consolidated Omnibus Budget Reconciliation Act.

Commingle – Refers to materials included in the City's recycling program, specifically glass jars and bottles, aluminum and steel cans, and plastic containers.

Community Development Block Grant (CDBG) – A general-purpose federal grant primarily used to facilitate the production and preservation of low and moderate-income housing.

Comprehensive Annual Financial Report (CAFR) – The official annual report of a government.

Consolidated Omnibus Budget Reconciliation Act (COBRA) – The legal requirement of an employer to offer eligible employees and their families the opportunity for a temporary extension of health coverage (called "continuation coverage") at group rates in certain instances where coverage under the plan would otherwise end.

Constant Yield – The tax rate that maintains the revenue from property taxes at the same level as the prior year. This rate is computed by the State Department of Assessments and Taxation each year on the basis of the new, adjusted assessable base for each jurisdiction. New property appearing on the rolls for the first time is excluded from the calculation.

Contingency – Contingency funding represents monies budgeted for use in unforeseen circumstances.

COPS Grant – Community Oriented Policing Services Grant. A federal grant that provides funding for additional police officers.

CPD – Comprehensive Planned Development.

CPDS – The Department of Community Planning and Development Services is a department within the City's organizational structure.

CS – Referring to services by the City of Rockville's Department of Neighborhood and Community Services.

Current Resources – Resources obtained to meet current obligations and expenditures. Examples are current assets, estimated revenues of a particular period not yet realized, transfers from other funds authorized but not received, and in the case of certain funds, bonds authorized but not issued.

Current Year – The fiscal year that is prior to the budget year.

D.A.R.E. – Drug Awareness Resistance Education. This is a program where the Police Officers go to the schools to educate students about the dangers of drug use. The age group targeted is the fifth grade. This program was replaced in FY 2003 with a new program called Police Reaching Out to Students (PROS).

DCWASA – District of Columbia Water and Sewer Authority

Debt Issuance – The sale or issuance of any type of debt instrument, such as bonds.

Debt Limit – The statutory or constitutional maximum debt that an issuer can legally incur.

Glossary

— Continued —

Debt Ratios – The ratios that provide measures of assessing debt load and ability to repay debt, which play a part in the determination of credit ratings. They also are used to evaluate the City's debt position over time and against its own standards and policies.

Debt Service – The payment of interest on and repayment of principal on borrowed funds. The term also may be used to refer to payment of interest alone.

Debt Service Fund – A governmental fund that accounts for the payment of principal and interest on the general long-term debt of the City.

Deficit – The amount by which a government's budget outlays exceed its budget receipts for a given period, usually a fiscal year.

Department – A major administrative unit of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation – An allocation made for the decrease in value of physical assets through wear, deterioration, or obsolescence.

Disbursement – The expenditure of monies from an account.

Distinguished Budget Presentation Award Program – A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Division – A categorization of organizational unit, indicating management responsibility for an operation or a group of related operations within a functional area, subordinate to the department level of organizational unit.

E-apply – Ability to apply for permits and licenses online via the Internet.

Empowerment – A managerial style that places emphasis on decentralized problem solving in an effort to allow employees and citizens who are affected by policy decisions to participate extensively in the decision-making process.

Encumbrance – A firm commitment to pay for future goods and services formally documented with a contract or agreement that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within an agency's appropriation.

Enterprise Fund – A fund established to account for operations that are financed and operated in a manner similar to a private business, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The City's enterprise funds include Water Facility, Sewer, Refuse, Parking, Stormwater Management (SWM), and RedGate Golf Course.

Environment Program Area – A section of the CIP that focuses on the presentation, restoration, and care of the City's natural and man-made physical resources through stormwater management, sewage disposal, solid waste disposal, and historic preservation.

Glossary

— Continued —

Expenditure – The issuance of checks, disbursement of cash, or electronic transfer of funds made to liquidate an obligation. Where accounts are kept on an accrual or modified accrual basis, expenditures are recognized whether or not cash payments have been made. Where accounts are kept on a cash basis, they are recognized only when cash payments have been made.

Expense – The outflow of assets or incurrence of liabilities (or both) during a period as a result of rendering services, delivering or producing goods, or carrying out other normal operating activities.

Fees and Credits – Income resulting from a billing for services or a sale made by the City. For example, athletic program registration fees, building permit fees, and animal licenses.

Fiscal Policy – The City's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides a set of principles for the planning and programming of government budgets and their funding.

Fiscal Year (FY) – A twelve-month accounting period that has no relationship to a calendar year. The fiscal year for the City begins on July 1 of each year and ends on June 30 of the following year. It is designated by the calendar year in which it ends. For example, FY 2005 begins on July 1, 2004, and ends on June 30, 2005.

Fixed Assets – Assets of a long-term character which are intended to continue to be held and used. Examples of fixed assets include items such as land, buildings, machinery, furniture, and other equipment.

Fringe Benefits – For budgeting purposes, fringe benefits are employer payments for social security, retirement, group health, dental insurance, and life insurance.

Front-Foot Benefit – The term used to refer to the benefits that accrue to properties that are adjacent to public improvements. For example, if water mains are installed for the use of a neighborhood, the individual properties that are then connected to the water mains are receiving a "front-foot benefit," for which they will pay a one-time connection charge.

FTE – See Full-Time Equivalent.

Full Faith and Credit – A pledge of the City's taxing power to repay debt obligations.

Full-Time Equivalent (FTE) – A measure of authorized personnel calculated by dividing hours of work per year by the number of hours worked per year by a full-time employee.

Fund – A fiscal entity with revenues and expenses that are segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations and constituting an independent fiscal and accounting entity.

Fund Balance – The cumulative difference between revenues and expenditures over the life of a fund. A negative fund balance usually is referred to as a deficit.

FY – See Fiscal Year.

GAAP – See Generally Accepted Accounting Principles.

Glossary

— Continued —

GASB – See Governmental Accounting Standards Board.

General Obligation Bonds – The type of bonds that are backed by the full faith and credit of the issuing government.

General Fund – The general operating fund that is used to account for all financial resources except for those required to be accounted for in another fund. This is the principal fund of the City and accounts for the normal recurring activities of the City.

General Government Program Area – The section in the CIP that focuses on: construction, renovation, and replacement of City-owned facilities; enhancements to the City's information and communications systems; development of the central business district; enhancement of the gateways to the City; and other projects that do not clearly fit into one of the other program areas of the CIP.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

GFOA – Government Finance Officers Association.

GIS – Geographic Information Systems provide geographic and mapping data.

Goal – A statement of broad direction, purpose, or intent based on the needs of the community. A goal is general and timeless.

Golf Fund – An enterprise fund used to account for the financial activity associated with the City's public golf course. Also called the RedGate Golf Course Fund.

Governmental Accounting Standards Board (GASB) – This organization was established as an arm of the Financial Accounting Foundation in April 1984 to promulgate standards of financial accounting and reporting with respect to activities and transactions of state and local governmental entities.

Governmental Fund – The funds through which most government functions are financed. The City's governmental funds are the General, Debt Service, Capital Projects, and Special Revenue Funds.

Grant – County, State, or federal funding in cash or in kind used for a specified program.

Gross Bonded Debt – The total amount of direct debt of a government represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.

HIPPA – Health Insurance Portability and Accountability Act of 1996.

HPO – High Performance Organization.

HVAC – Heating, ventilation, and air conditioning equipment.

ICMA – International City/County Manager's Association.

Glossary

— Continued —

I-net – Institutional network. The I-net is a fiber optic network linking key City facilities to enable/enhance telephone, data and video communications

I/I – Inflow and infiltration process for the sanitary sewer and stormwater management projects.

Infrastructure – The physical assets of a city (streets, water, sewer, public buildings, and/or parks) upon which the continuance and growth of a community depend.

Interfund Operating Transfers – Payments made from one operating fund to another as a contribution to defray a portion of the recipient fund's costs.

Intergovernmental Revenues – The revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

Intranet – Internal network, similar to the Internet, except access is limited to an organization's internal members.

Investments – Securities, bonds, and real property (land and buildings) held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets as used in the normal course of governmental operations.

IT – Department of Information and Technology.

ITE – Institute of Transportation Engineers.

K.A.T. – Kindergarten Activity Time program.

LEAD – Leading, Educating, Advocating, Developing or LEAD is an organizational philosophy of teamwork and continual development by all members of the organization.

LERN – Learning Resource Network.

Levy – (Verb) To impose taxes or special assessments for the support of governmental activities. (Noun) A tax or special assessment imposed by a government.

Liabilities – Debts or other legal obligations arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Long-Term Debt – A type of debt with a maturity date of greater than one year after the date of issuance.

Management Indicators – See Performance Measures.

Matured Bonds Payable – A liability account reflecting unpaid bonds that have reached or passed their maturity date.

MC-MAPS – A consortium of government organizations within Montgomery County, Maryland to share information, enforce standards, and promote the development of GIS information and layers.

MDE – Maryland Department of the Environment.

Glossary

— Continued —

Measurement Focus – The accounting convention which determines (1) which assets and which liabilities are included on an entity's balance sheet and (2) whether it's operating statement presents "financial flow" information (revenues and expenditures) or "capital maintenance" information (revenues and expenses).

MGD – Million gallons per day.

Mission Statement – A statement of special duty, function, task, or special purpose.

MML – Maryland Municipal League.

MNCPPC – Maryland National Capital Park and Planning Commission.

Modified Accrual Basis of Accounting – The accrual basis of accounting adapted to the governmental fund type. It is a modified version of the full accrual basis of accounting in that it, in general, measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

MPDU – Moderately Priced Dwelling Unit.

MVM – Motor Vehicle Maintenance. A division of the Department of Public Works.

NCS – Referring to the City of Rockville's Department of Neighborhood and Community Services.

Neighborhood Services – Referring to services by the City of Rockville's Department of Neighborhood and Community Services.

Net Bonded Debt – Gross bonded debt less any cash or other assets available and earmarked for its retirement.

NFPA – National Fire Protection Association.

NLC – National League of Cities.

Non-Departmental Operating Expenditures – Operating expenditures which are not charged directly to specific departments but are a cost to the City as a whole, such as debt service payments and general liability insurance.

NPDES – National Pollutant Discharge Elimination System; requirements imposed through the Clean Water Act.

NRCS – Natural Resource Conservation Service.

Objective – The desired output-oriented activities that can be measured and achieved within a given time frame such as the current fiscal year. Achievement of the objective advances an organization toward a corresponding long-range goal.

Obligations – Amounts that a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

Operating Expenditures – Costs other than expenditures for personnel directly employed by the City (salaries, wages, and fringe benefits) and capital outlays. Examples of operating expenditures include office supplies, telephone expense, consulting or professional services, travel expenses, and contracts.

Glossary

— Continued —

Ordinance – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be enacted by ordinance and those which may be enacted by resolution.

Other Charges – In a summary analysis of expense types, this refers to all expenses not included within specifically defined categorizations. For example, within the City's general fund, this category consists primarily of funding to Outside Agencies and transfers to and from other funds.

Outside Agency – An independent, non-profit, community organization working on behalf of the Rockville community that requests funding contributions from the City.

Overlapping Debt – The proportionate share of the debts of local governments located wholly or in part within the limits of the reporting government that must be borne by property within each government.

Parking Fund – The enterprise fund used to account for the revenue and expenses from parking related activities, including the issuance of parking tickets, the parking meter program, and costs associated with the planning, design, construction, or operation of proposed parking garages in Town Center.

Part One Crimes – The eight major crimes. Four are crimes against person: murder, rape, robbery, and assault. Four are crimes against property: burglary, larceny, arson, and motor vehicle theft.

Pay-As-You-Go – Capital expenditures included in the CIP, which are funded by a contribution from an operating fund.

PC – Personal Computer.

Per Capita – Per unit of population; by or for each person.

Pepco – Potomac Electric Power Company.

Performance Measures – Specific quantitative and qualitative measures of work performed as an objective of a department.

Personnel (Costs) – Expenditures that include salary costs for full-time, part-time, temporary, and contract employees, overtime expenses, and all associated fringe benefits.

Previously Authorized Projects – CIP projects that were funded in prior years, but which have not been completed and formally closed.

Prior Year(s) – The fiscal year(s) preceding the current year.

PRI – Primary Rate Interface, an integrated services digital network.

Program Area – CIP projects with a common focus. The four program areas in the City's CIP are: Recreation and Parks; Transportation; Environment; and General Government.

Glossary

— Continued —

Projections – The estimate of budget authority, outlays, receipts, or other amounts extending several years into the future. Projections generally are intended to indicate the budgetary implications of existing or proposed programs.

Property Management Fund – A fund that accounts for the proceeds of land sales in the Town Center. This land was acquired in 1976 when the urban renewal program was terminated. Proceeds from the sale of this land are applied to CDBG-eligible purposes. This Fund was formally closed during FY 2004 since it no longer had any assets for which it was required to account for separately.

Property Tax – A tax levied on all real and certain personal property, tangible and intangible, according to the property's assessed valuation. The power to impose and collect property taxes is given to the Mayor and Council in Article IV, Section 1 of the City Charter.

PROS – Police Reaching Out to Students. This is a program where the Police Officers go to the schools to educate students about the dangers of drug use. The age group targeted is the fifth grade. This program replaced the D.A.R.E. program in FY 2003.

Purchase Order – A document that authorizes the delivery of specified merchandise or the rendering of certain services and establishing the charge for them.

REACH – Real Estate Effort for Affordable Community Housing. Provides first-time homebuyer assistance.

REAP – Rockville Emergency Assistance Program.

Reappropriation Ordinance – Changes made to the appropriation ordinance during the fiscal year to reflect encumbered amounts added to the current budget from the prior fiscal year and adjustments to revenues and expenditures.

Receipts – Collections from the public based on a government's exercise of its sovereign powers. Governmental receipts consist of receipts from taxes, court fines, gifts and contributions, and compulsory licenses.

Recreation and Parks Program Area – The section of the CIP focused on projects that provide for an environment where citizens can enjoy nature and leisure time activities.

RedGate Golf Course Fund – See Golf Fund.

Refuse Fund – An enterprise fund used to account for the financial activity associated with the collection and disposal of refuse and yard waste.

Regional Stormwater Management (SWM) Participation – Fees paid by developers based on the amount of impervious area to be developed to finance the City's construction and maintenance of facilities.

Regular Employee – An employee who is hired to fill a position anticipated to have continuous service duration of longer than one year, whose compensation is derived from the City's Administrative, Police, or Union classification tables, and whose position is established in the Position Control System.

Reimbursement – A sum (1) that is received by the government as a repayment for commodities sold or services furnished either to the public or to another government account and (2) that is authorized by law to be credited directly to specific appropriation and fund accounts.

Glossary

— Continued —

Repurchase Agreement – An agreement in which a governmental entity transfers cash to a broker-dealer or financial institution; the broker-dealer or financial institution transfers securities to the entity and promises to repay the cash plus interest in exchange for the same securities.

Resolution – A special or temporary order of a legislative body that requires less legal formality than an ordinance or statute.

Retained Earnings – The accumulated gains and losses of an enterprise fund to date reduced by amounts transferred to permanent capital accounts.

Revenue – Monies received or collected by the City as income, including such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

Revenue Anticipation Notes – Notes (sometimes called warrants) issued in anticipation of collection of non-tax revenues, retired after the collection of such revenues.

Revenue Bonds – The type of bonds where principal and interest payments are payable exclusively from the earnings from an enterprise fund. In addition to a pledge of revenues, such bonds sometimes contain mortgages on enterprise fund property.

RFP – Request for Proposals. Federal mandate to request proposals from potential contractors for outsourced government services.

RHE – Rockville Housing Enterprises.

RISE – Reaching Individual and Self-Empowerment (RISE). A program sponsored by the Department of Neighborhood and Community Services.

RockNet – Rockville Community Electronic Network.

SDWA – Safe Drinking Water Act.

Self-Insurance – Self-insurance allows an organization to closely realize their actual claim experience as well as pool their insurance buying power with other participating agencies. This refers to the City's participation in the Montgomery County Self-Insurance Fund.

Sewer Fund – An enterprise fund used to account for the financial activity associated with the collection and treatment of sewage.

SHA – State Highway Administration.

Special Activities Fund – A fund in the governmental fund type used to account for funds earmarked for various purposes such as to assist financially disadvantaged citizens to participate in City programs, to enhance the historic Glenview Mansion, or to enhance the citywide Bike Program.

Special Assessment – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Glossary

— Continued —

Special Revenue Fund – A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. The City's special revenue funds are the Special Activities Fund and the Community Development Block Grant Fund.

SQL/Server – Database for transaction processing.

SSES – Sanitary Sewer Evaluation Study (SSES).

Stormwater Management (SWM) – A means of controlling the quantity and quality of stormwater runoff flowing downstream. SWM can refer to structural practices such as underground storage facilities, dams for retention, and detention facilities, or it can refer to non-structural practices such as lower density of development and wider stream buffers.

Stormwater Management Fund – An enterprise fund used to account for costs of maintaining existing stormwater management facilities and the construction of new facilities.

Surplus – The amount by which the City's budget receipts exceed its budget outlays for a given period, usually a fiscal year.

SWM – See Stormwater Management. This is a division of the Department of Public Works.

Targets of Opportunity – Contingency funds available to the Mayor and Council in funding unanticipated community needs that may arise during the fiscal year.

Tax Anticipation Notes – Notes, sometimes called warrants, issued in anticipation of collection of taxes, retired from tax collections, and frequently from the proceeds of the tax levy whose collection they anticipate.

Tax Base – All forms of wealth under the City's jurisdiction that are taxable.

Tax Duplication – A state of affairs whereby both Montgomery County and the City of Rockville levy property taxes on property in Rockville to pay for services rendered by the City. The County makes a lump sum payment to the City as a mechanism for alleviating the inequities otherwise created by the duplicate taxation.

Tax Rate – The amount levied per \$100 of assessed property value, as determined by the State assessor, on property within the City of Rockville. The Mayor and Council establish the tax rate each year in order to finance General Fund activities.

TDD – Telecommunications Device for the Deaf.

Telecommunications – Communicating by electronic or electric means.

Temporary Employee – An employee who is hired to fill a position anticipated to have continuous service duration of less than one year, whose compensation is not derived from the City's Administrative, Police, Union, or Recreation and Parks classification tables, and whose position is not established in the Position Control System. These employees do not receive fringe benefits.

TMDL – Total Maximum Daily Loads. Requirements imposed through the Clean Water Act.

Glossary

— Continued —

Training@Rockville – Employee training program.

Transfer – Shifting of all or parts of the budget authority in one appropriation or fund account to another as specifically authorized by law.

Transportation Program Area – The section in the CIP focused on projects that provide for the maintenance and construction of public ways and participation in the planning of mass transit.

Undesignated Fund Balance – Funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

Unemployment Rate – The share of the labor force that is unemployed. It is the number of unemployed persons expressed as a percentage of the civilian labor force.

Unreserved Fund Balance – That portion of a fund balance for which no binding commitments have been made.

User Fees – Payments for direct receipt of a public service by the party benefiting from the service. Also known as user charges.

VEU – Vehicle Equivalent Units.

Waiver Fees – See Regional SWM Participation.

Water Facility Fund – An enterprise fund used to account for the financial activities associated with the treatment and distribution of potable water.

WSSC – Washington Suburban Sanitary Commission.

Zoning – The partitioning of a city, borough, or township by ordinance into sections reserved for different purposes (i.e. residential, offices, manufacturing).

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