Department of Public Works

Fund Support: The Department of Public Works is supported by the General, Water Facility, Sewer, Refuse, 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:

- Assist staff in developing and approving a parking district strategy for Town Center. **TC**
- Implement a Pedestrian Safety Action Plan.
- Assist in developing an Adequate Public Facilities Ordinance.
- Initiate a pilot shuttle service to Town Center.
- Evaluate and develop an action plan for reducing "cut-through" traffic in Rockville.
- Assist in implementing the *Bikeway Master Plan*.
- Monitor the City's fleet to ensure timely repair and maintenance.
- Maintain the basic physical needs of the City in order to continue a level of service relatively free of street disintegration, water main breaks, sewer stoppages, equipment failures, and refuse service interruptions.
- 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.
- Upgrade the Water Treatment Plant to meet more stringent federal environmental standards and increase the capacity of the plant.
- 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.
- Provide effective and efficient solid waste management, including removal and disposal of trash, as well as recycling, to conserve natural resources.

Significant Changes: The FY 2004 budget includes additional funds for: temporary engineering support for the transportation staff in the General Fund, a Maintenance Worker position in the Water Facility Fund, and the conversion of a Sanitation Operation and Sanitation Worker from temporary to full-time status in the Refuse Fund. The budget also provides a shift in engineering staff to provide more support for the transportation initiatives of the Mayor and Council.

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

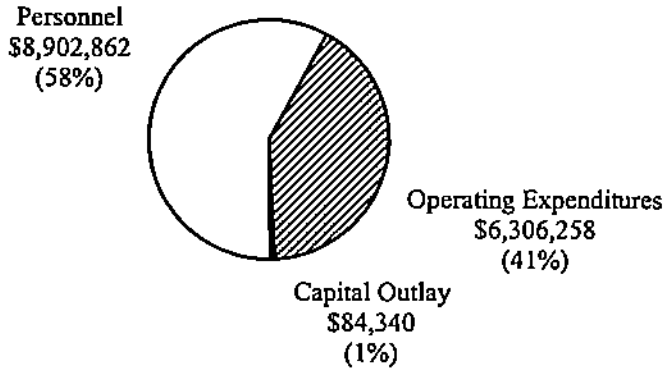
Department of Public Works

— Continued —

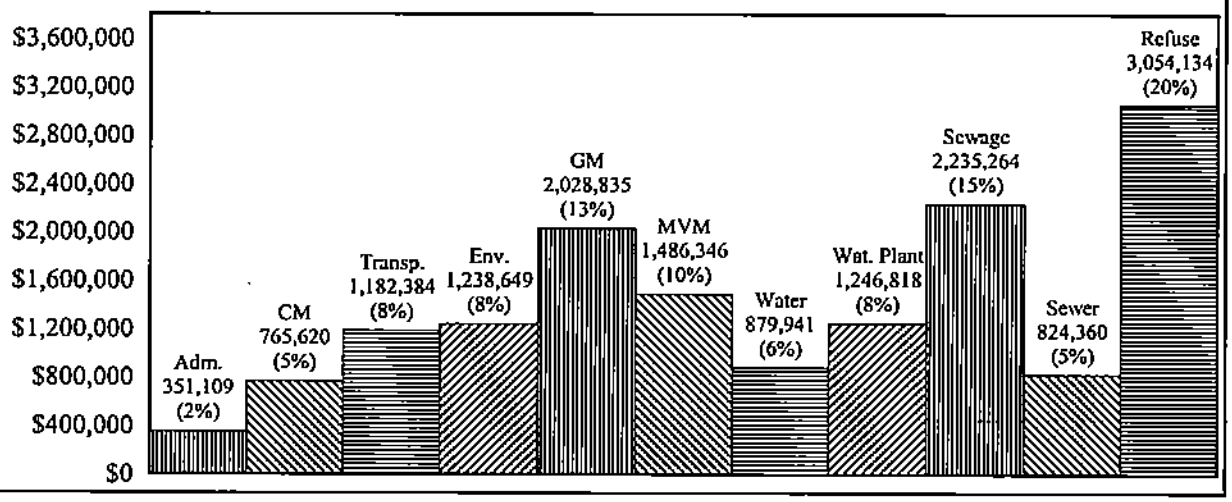
Budget Summary:	FY 2001 Actual	FY 2002 Actual	FY 2003 Budgeted	FY 2003 Modified	FY 2004 Adopted	FY 2003-2004 Change
Administration	$319,327	$314,769	$328,690	$337,244	$351,109	4.11%
Contract Management	622,582	673,407	704,992	732,802	765,620	4.48%
Trans. Eng./Planning	953,672	1,029,471	1,073,103	1,115,841	1,182,384	5.96%
Environ. Eng./SWM	880,576	1,314,915	1,166,430	1,217,744	1,238,649	1.72%
General Maintenance	1,641,192	1,708,092	1,936,540	2,186,261	2,028,835	-7.20%
Motor Vehicle Maint.	1,293,318	1,242,390	1,369,267	1,436,394	1,486,346	3.48%
Water Systems Maint.	639,714	629,289	708,212	741,997	879,941	18.59%
Water Treatment Plant	997,486	1,093,151	1,184,415	1,234,273	1,246,818	1.02%
Sewage Disposal	1,712,117	1,532,800	1,982,800	1,982,801	2,235,264	12.73%
Sewer System Maint.	728,057	662,786	744,955	773,571	824,360	6.57%
Refuse Operations	2,600,869	2,687,782	2,746,141	2,852,320	3,054,134	7.08%
Dept. Expend. Total	$12,388,910	$12,888,852	$13,945,545	$14,611,248	$15,293,460	4.67%
Dept. Revenue Total [1]	$1,132,031	$1,183,711	$806,600	$406,600	$379,000	-6.79%

[1] *Department revenues for FY 2004 comprise $379,000 from the General Fund ($5,000 in revenue from other governments and $374,000 in charges for services).*

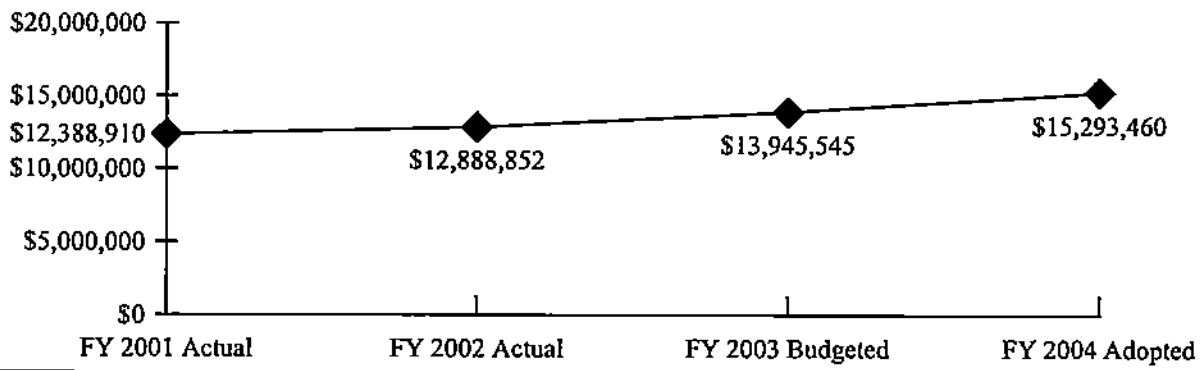
FY 2004 Budget of $15,293,460



FY 2004 Budget by Division (total $15,293,460)



FY 2001 - FY 2004 Expenditure History



Staffing Summary by Division:	FY 2002 Actual		FY 2003 Revised		FY 2004 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
Transportation Engineering and Planning	5.5	0.2	6.5	0.3	6.5	1.8
Environmental Engineering and SWM	11.5	0.6	11.5	0.4	11.5	1.0
General Maintenance	29.5	2.8	29.5	2.8	29.5	2.8
Motor Vehicle Maintenance	13.0	0.0	13.0	0.0	13.0	0.0
Water Systems Maintenance	10.9	0.0	10.9	0.0	11.9	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	11.6	0.0
Refuse Operations	42.0	6.8	42.0	6.6	44.0	4.4
Department Total	146.0	10.5	147.0	10.2	150.0	10.1

Staffing Summary by Position – FY 2004

Regular Positions

FTE

Public Works Administration:

- Administrative Assistant II (1) 1.0
- Director of Public Works (Contract) (1) 1.0
- Public Works Administrator (1) 1.0
- Secretary II (1) 1.0

Contract Management:

- Chief of Contract Management (1) 1.0
- Engineering Technician I (1) 1.0
- Engineering Technician IV (7) 7.0
- Engineering Technician V (1) 1.0

FTE

Transportation Engineering and Planning:

- Chief of Traffic and Transportation (1) 1.0
- Civil Engineer I/Traffic and Transportation (1) 1.0
- Civil Engineer II/Traffic and Transportation (2) 2.0
- Civil Engineer III (1) 0.5
- Engineering Technician IV (1) 1.0
- Transportation Planner (1) 1.0

Environmental Engineering and SWM:

- Chief Engineer/Environment (1) 1.0
- Civil Engineer I/Environment (1) 1.0
- Civil Engineer II/Environment (4) 4.0
- Civil Engineer III 0.5
- Engineering Technician IV (3) 3.0
- Engineering Technician V (2) 2.0

Staffing Summary by Position – FY 2004, continued

Regular Positions

	FTE
General Maintenance:	
Laborer (9)	9.0
Maintenance Worker (12)	12.0
Operations Maintenance Asst. Supt. (3)	1.5
Operations Maintenance Superintendent (1)	0.5
Secretary II (1)	0.5
Traffic Maintenance Worker (2)	2.0
Utilities Crew Supervisor (8)	4.0
Motor Vehicle Maintenance:	
Fleet Clerk (1)	1.0
Fleet Maintenance Supervisor (1)	1.0
Fleet Manager (1)	1.0
Fleet Mechanic (8)	8.0
Fleet Service Mechanic (2)	2.0
Water Systems Maintenance:	
Laborer (3)	3.0
Maintenance Worker (5)	5.0
Operations Maintenance Asst. Supt	0.9
Operations Maintenance Supt	0.3
Secretary II	0.3
Utilities Crew Supervisor	2.4

	FTE
Water Treatment Plant:	
Water Plant Operator (6)	6.0
Water Plant Superintendent (1)	1.0
Water Treatment Plant Operator Trainee (1)	1.0
Sanitary Sewer Systems Maintenance:	
Laborer (3)	3.0
Maintenance Worker (6)	6.0
Operations Maintenance Asst. Supt	0.6
Operations Maintenance Superintendent	0.2
Secretary II	0.2
Utilities Crew Supervisor	1.6
Refuse Operations:	
Crew Supervisor (3)	3.0
Maintenance Communications Operator (1)	1.0
Sanitation Operator (16)	16.0
Sanitation Superintendent (1)	1.0
Sanitation Supervisor (1)	1.0
Sanitation Worker (21)	21.0
Secretary/Bookkeeper (1)	1.0

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 2004 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.
  - Revise Quarterly City Projects Update.
  - Review and distribute monthly financial/budget reports.

Budget Summary:	FY 2001 Actual	FY 2002 Actual	FY 2003 Budgeted	FY 2003 Modified	FY 2004 Adopted	FY 2003-2004 Change
Personnel	$300,542	$295,101	$303,227	$314,882	$330,109	4.84%
Operating Expenditures	17,843	16,322	25,463	22,362	21,000	-6.09%
Capital Outlay	942	3,346	0	0	0	0.00%
Total Expenditures	$319,327	$314,769	$328,690	$337,244	$351,109	4.11%

Contract Management

Department of Public Works

Fund Support: General Fund.

Mission Statement/Description: The Contract Management Division provides efficient quality assurance 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 to assure quality and safe public infrastructure and coordinates and supervises contractual personnel to perform inspections, material testing, and survey services. The division develops quality assurance and continuing education programs for staff to improve effectiveness and efficiency.

FY 2004 Objectives:

- Complete the restoration of a minimum of 14 miles of asphalt roadway paving.
- Keep cost overruns on construction contracts to less than five percent of the original contract total.
- Complete all capital construction contracts within the allotted contract time.

Performance Measures:	FY 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2004 Target
Outcome/Effectiveness:				
Percent of CIP contracts completed on schedule	80%	85%	75%	85%
Percent of CIP contracts completed at or under budget	80%	80%	75%	85%
Percent of cost overrun above original contract amount	7%	5%	6%	5%
Efficiency:				
Average number of active permits per inspector	39	30	41	30
Dollar value of active permit construction per inspector (in millions)	$6.81	$5.00	$6.93	$5.00
Workload:				
Number of development permits active for inspection	302	240	316	240
Dollar value of permit construction (in millions)	$47.1	$40.0	$46.2	$40.0
Dollar value of CIP contracts managed (in millions)	$9.7	$9.0	$9.3	$9.0

Budget Summary:	FY 2001 Actual	FY 2002 Actual	FY 2003 Budgeted	FY 2003 Modified	FY 2004 Adopted	FY 2003-2004 Change
Personnel	$519,369	$567,108	$596,432	$624,242	$656,178	5.12%
Operating Expenditures	101,713	104,846	108,560	108,560	109,442	0.81%
Capital Outlay	1,500	1,453	0	0	0	0.00%
Total Expenditures	$622,582	$673,407	$704,992	$732,802	$765,620	4.48%

Transportation Engineering and Planning

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 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. Additional goals of the division are funded in the CIP.

FY 2004 Objectives:

- **Mobility** – Complete Fallsgrove off-site improvements; improve the traffic signal coordination system; design and construct extensions of Maryland Avenue and Fleet Street; add bus shelters citywide; implement demand management efforts citywide; and design an efficient transportation system for the Town Center.
- **Accessibility** – Modify City streets and sidewalks to conform with ADA standards and implement the Bicycle Master Plan.
- **Safety/Maintenance** – Improve safety in school zones; implement three red light cameras; monitor accident data citywide; add street lighting near activity centers; use GIS to track infrastructure qualities; 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 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2004 Target
Outcome/Effectiveness:				
Percent of signals monitored by computer	95%	100%	97%	100%
Percent of CIP design projects on schedule	68%	70%	70%	75%
Percent of concerns reviewed within two weeks	90%	95%	93%	95%
Percent of CIP projects receiving intergovernmental funds	19%	10%	22%	20%
Efficiency:				
Number of CIP projects managed per FTE	7.2	6.0	6.8	7.0
Workload:				
Number of citizen service requests reviewed	166	175	142	150
Number of traffic signals maintained by the City	39	42	41	44
Number of red light cameras in the City	0	6	5	10
Number of new development reviews	45	40	29	40

Budget Summary:	FY 2001 Actual	FY 2002 Actual	FY 2003 Budgeted	FY 2003 Modified	FY 2004 Adopted	FY 2003-2004 Change
Personnel	$357,557	$405,725	$403,225	$449,782	$505,906	12.48%
Operating Expenditures	565,079	596,817	657,878	654,059	664,478	1.59%
Capital Outlay	31,036	26,929	12,000	12,000	12,000	0.00%
Total Expenditures	$953,672	$1,029,471	$1,073,103	$1,115,841	$1,182,384	5.96%
Total Revenues	$4,950	$5,054	$6,600	$6,600	$5,000	-24.24%

Environmental Engineering and Stormwater Management

Department of Public Works

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

Mission Statement/Description: The Environmental Engineering and Stormwater Management (SWM) Division ensures that both developer-initiated and City-initiated water, wastewater, stream restoration, and SWM facilities are planned and designed to meet City, State, and federal standards to ensure that the citizens of Rockville enjoy the best environmental standard of living possible. Additionally, this division ensures that the water and wastewater facilities are sufficient to meet the *Master Plan* level of development. This division manages the watershed planning process, which guides the SWM and stream restoration construction program, to ensure the aquatic health of the City's streams is preserved and restored to the maximum extent possible. This division also reviews all developer permit projects to ensure that adequate sediment control measures are designed and the 100-year floodplain is protected.

FY 2004 Objectives:

- Assist staff in developing an Adequate Public Facilities Ordinance.
- Construct the Water Treatment Plant pump replacement.
- Initiate the sewer manhole rehabilitation maintenance project.
- Construct the Glen Mill Road Booster Pump Station, Jefferson Street Water Main Upgrade, and the Horners Lane Water Main.
- Begin design of Carnation Drive and I-270 Industrial Park SWM Retrofit projects and adjacent stream restoration.
- Complete the design of the RedGate Golf Course SWM and stream restoration projects.
- Complete the design of the Alsace Lane and Wootton Mills Stream improvement projects.
- Construct Frost Stream Improvements and Tower Oaks Marsh.
- Alternatives Analysis of College Garden SWM and Southlawn Sewer.

Performance Measures:	FY 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2004 Target
Outcome/Effectiveness:				
Percent of project plan first-reviews completed by six weeks	60%	75%	79%	75%
Percent of environmental study recommendations implemented	31%	35%	47%	50%
Percent of CIP design projects completed on schedule	86%	75%	77%	80%
Efficiency:				
Number of permits issued per FTE	24	18	25	22
Number of design projects managed per FTE	4	4	3	5
Number of environmental studies managed per FTE	2	1	4	2
Workload:				
Number of development permits issued	157	120	139	120
Number of environmental design projects managed	14	18	13	20
Number of environmental studies managed	4	2	7	3

Budget Summary:	FY 2001 Actual	FY 2002 Actual	FY 2003 Budgeted	FY 2003 Modified	FY 2004 Adopted	FY 2003-2004 Change
Personnel	$654,267	$722,853	$738,380	$801,573	$868,629	8.37%
Operating Expenditures [1]	223,641	590,343	428,050	416,171	370,020	-11.09%
Capital Outlay	2,668	1,719	0	0	0	0.00%
Total Expenditures	$880,576	$1,314,915	$1,166,430	$1,217,744	$1,238,649	1.72%
Total Revenues	$1,127,081	$1,178,657	$800,000	$400,000	$374,000	-6.50%

[1] *Fluctuation is due to SWM maintenance contract requirements.*

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 2004 Objectives:

- Maintain 146 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 to snow removal personnel to increase efficiency.
- Improve the leaf collection program by reviewing the scheduling and upgrading of equipment.

Performance Measures:	FY 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2004 Target
Outcome/Effectiveness:				
Number of road repair complaints received for City-maintained roads	13	12	65	12
Percent of citizens rating the condition of streets as excellent/good [1]	NA	80%	77%	80%
Percent of citizens rating street repairs/maintenance as excellent/good [1]	NA	NA	59%	63%
Percent of citizens rating street sweeping as excellent/good [1]	NA	NA	67%	70%
Percent of citizens rating snow and ice removal as excellent/good [1]	NA	NA	69%	73%
Percent of citizens rating leaf collection as excellent/good [1]	NA	NA	77%	80%
Percent of citizens rating the condition of sidewalks as excellent/good [1]	NA	NA	73%	77%
[1] *Data collection began in FY 2003.*				
Efficiency:				
Average cost per ton of leaves collected	$91	$97	$74	$97
Average number of man hours per square yard of asphalt repair	1.8	1.6	1.6	1.6
Workload:				
Tons of leaves collected	2,464	2,550	4,153	3,250
Number of hours provided for snow and ice removal	817	2,050	4,694	2,100
Miles of stormwater pipe cleaned	17	25	17	25
Number of stormwater inlets repaired	17	18	18	18

Budget Summary:	FY 2001 Actual	FY 2002 Actual	FY 2003 Budgeted	FY 2003 Modified	FY 2004 Adopted	FY 2003-2004 Change
Personnel	$1,219,802	$1,286,805	$1,384,030	$1,548,840	$1,530,821	-1.16%
Operating Expenditures	413,428	414,012	528,510	613,421	498,014	-18.81%
Capital Outlay	7,962	7,275	24,000	24,000	0	-100.00%
Total Expenditures	$1,641,192	$1,708,092	$1,936,540	$2,186,261	$2,028,835	-7.20%

Motor Vehicle Maintenance

Department of Public Works

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

Mission Statement/Description: The Motor Vehicle Maintenance (MVM) Division ensures that the vehicles and equipment within the City's fleet are fully operational and well maintained. The MVM operating budget for FY 2004 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 2004 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.
- Complete implementation of the *Faster Fleet Maintenance Program*.

Performance Measures:	FY 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2004 Target
Outcome/Effectiveness:				
Fleet availability rate	96.2%	97.0%	97.2%	97.0%
Percent of fleet repairs completed within 24 hours	76.4%	90.0%	67.3%	80.0%
Efficiency:				
Average cost per work order:				
▪ Vehicle work orders	$351	$353	$277	$355
▪ Equipment work orders	$291	$330	$338	$335
▪ Scheduled	$390	$360	$309	$320
▪ Non-scheduled	$299	$300	$233	$280
▪ Indirect labor work order	$449	$450	$219	$300
Vehicle Equivalent Units (VEU) per assigned FTE	69.8	60.4	68.7	65.8
Workload:				
Fleet Size (total units)	369	371	376	376
▪ Vehicles	243	245	250	250
▪ Equipment	126	126	126	126
Number of work orders completed (total):	2,446	2,500	2,629	2,500
▪ Scheduled	882	1,100	1,045	1,110
▪ Non-scheduled	1,235	1,100	1,183	1,100
▪ Indirect labor work order	329	300	401	300

Budget Summary:	FY 2001 Actual	FY 2002 Actual	FY 2003 Budgeted	FY 2003 Modified	FY 2004 Adopted	FY 2003-2004 Change
Personnel	$696,728	$756,207	$765,699	$813,148	$867,267	6.66%
Operating Expenditures	567,762	559,251	596,568	616,246	590,239	-4.22%
Capital Outlay	28,828	-73,068	7,000	7,000	28,840	312.00%
Total Expenditures	$1,293,318	$1,242,390	$1,369,267	$1,436,394	$1,486,346	3.48%

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 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.

- The City continues 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.

- The City encourages more employee use of personal vehicles with an accompanying mileage reimbursement as a less expensive alternative to purchasing vehicles.

- Written policies should be adopted governing fleet procurement.

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

- Thirty-one vehicles or pieces of equipment, or 8.3 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, 28 units, or 7.5 percent of the total fleet, were recommended for replacement.

- 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.

FY 2004 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 (which includes unit's condition), or age. The vehicles scheduled to be replaced and the new vehicles for FY 2004 are listed below and on the following page. The replacement vehicles for the General, Water, Sewer, and Refuse funds, in the amount of $876,250, are funded through the Vehicles for City Use CIP project on page 370 in the General Government Program Area of the CIP section.

Police Department, Field Operations Bureau

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Police Cruiser (#173), 1997 Crown Victoria	✓	✓	✓	✓	$21,114
Police Cruiser (#177), 1997 Crown Victoria	✓	✓	✓	✓	$21,114
Police Cruiser (#181), 1998 Lumina	✓	✓	✓	✓	$21,114
Police Cruiser (#191), 1999 Crown Victoria		✓	✓	✓	$21,114
Police Cruiser (#192), 1999 Crown Victoria		✓	✓	✓	$21,114
Police Cruiser (#S175), 1997 Crown Victoria	✓	✓	✓	✓	$21,114
Police Cruiser (#S178), 1997 Crown Victoria	✓	✓	✓	✓	$21,114
Police Cruiser (new)					$21,114

Police Department, Special Operations Bureau

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Cargo Van (#270) 92 Ford Aerostar	✓		✓		$24,960

Department Public Works, Motor Vehicle Maintenance

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Service Truck (#327), 1990 GMC 4000	✓			✓	$44,660

Department of Public Works, General Maintenance

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Heavy Duty Dump Truck (#476) 1990 GMC	✓		✓		$90,335
Saltbox (#774) 1990 Fontaine	✓		✓		Included in #476 cost.
Snowplow (#861) 1990 Valk Plow	✓		✓		Included in #476 cost
Tar Box Machine (#600) 1991 Craftco	✓	✓	✓		$29,870
Salt Box (#752) 1995 Swenson	✓		✓		$8,755
Salt Box (#754) 1996 Swenson	✓		✓		$8,755
Salt Box (#773) 1992 Swenson	✓		✓		$8,755

Department of Recreation and Parks, Administration

	Meet One or More Replacement Criteria's (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Sedan (#004) 1997 Ford Taurus*				✓	$18,270

** This unit will be assigned to the City Pool Fleet and will replace #077 (1989 Cavalier)*

FY 2004 Fleet Schedule

— Continued —

Department of Recreation and Parks, Parks and Grounds Maintenance

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
¾ Ton Ext. Cab Pickup (#235) 1996 Chevrolet			✓		$19,240
½ Ton 4x4 Pickup (#238) 1995 GMC			✓		$23,920
Cutaway Cargo Van (#312) 1009 Chevrolet*				✓	$35,525
Medium Dump (#331) 1992 International**	✓			✓	$51,258

**This unit to replace similar usage type vehicle currently in fleet.*
***Unit is still in good condition and will replace #360 (1990 GMC) which is used by the Water Treatment Plant.*

Unscheduled acquisition – no department designation $24,000

General Fund Total $ 557,215

Department of Public Works, Water Systems Maintenance

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Utility Truck (#433) 1988 GMC	✓		✓		$70,900

Water Facility Fund Total $70,900

Department of Public Works, Sewer Systems Maintenance

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
1-Ton Utility (#288) 1995 Chevrolet		✓	✓		$32,560
1-Ton Utility (#289) 1996 Chevrolet		✓	✓		$32,560

Sewer Fund Total $65,120

Department of Public Works, Refuse Operations

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Collections Truck (#333) 1995 Chevrolet		✓	✓	✓	$38,570
Rear Loader Truck (#439) 1995 GMC*				✓	$122,815

Units will have new bodies installed and reassigned to leaf collection.

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

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

Refuse Fund Total $183,015

Department of Recreation and Parks, RedGate Golf Course

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

RedGate Golf Course Fund Total $28,840

Grand Total, All Funds	**$905,090**

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 11,968 customers. The division is responsible for the preventative maintenance and repair of: 146 miles of water mains; 6,212 water main valves; 1,263 fire hydrants; and three water tanks providing a total storage capacity of 12 million gallons.

FY 2004 Objectives:

- Conduct the citywide Water Main Flushing Program to maintain minimal recurrence of water distribution system discolored water complaints.
- 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 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2004 Target
Outcome/Effectiveness:				
Average minutes to respond to complaint	:38	:40	:27	:33
Average hours for water main break repair	5:30	9:00	7:45	9:00
Efficiency:				
Average cost per 1,000 gallons of water distributed	$0.40	$0.46	$0.40	$0.45
Average cost per mile of pipe maintained	$4,745	$4,820	$4,979	$5,000
Miles of pipe maintained per FTE	13.5	13.5	13.7	15.0
Workload:				
Number of service lines maintained	11,850	12,500	12,182	12,220
Number of mainline valves maintained	6,192	6,200	6,694	6,750
Miles of water mains maintained	145	145	149	149
Number of fire hydrants maintained	1,237	1,245	1,302	1,325

Budget Summary:	FY 2001 Actual	FY 2002 Actual	FY 2003 Budgeted	FY 2003 Modified	FY 2004 Adopted	FY 2003-2004 Change
Personnel	$542,478	$531,883	$587,462	$619,306	$697,241	12.58%
Operating Expenditures	92,232	97,643	120,750	122,691	182,700	48.91%
Capital Outlay	5,004	-237	0	0	0	0.00%
Total Expenditures	$639,714	$629,289	$708,212	$741,997	$879,941	18.59%

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 2004 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.
- Expand the sludge press capacity by 35 percent. This work is to be done by City staff, thus incurring a cost savings of over $35,000.
- 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.
- Replace high service pumps.

Performance Measures:	FY 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2004 Target
Outcome/Effectiveness:				
Percent of downtime due to equipment failure	0.00%	0.10%	0.00%	0.05%
Percent of days in compliance with MDE standards	100%	100%	100%	100%
Percent of maintenance completed as scheduled	94%	95%	96%	97%
Efficiency:				
Total cost of treatment per 1,000 gallons:	$0.61	$0.52	$0.64	$0.59
▪ Personnel (labor and fringe benefits)	$0.26	$0.27	$0.26	$0.27
▪ Chemicals	$0.12	$0.06	$0.08	$0.10
▪ Electricity	$0.08	$0.16	$0.15	$0.15
▪ Repair, equipment, and all other	$0.15	$0.03	$0.15	$0.07
Workload:				
Average daily production (million gallons per day)	4.7	5.0	5.1	5.2
Number of tests conducted	24,600	24,000	24,000	24,000
Number of hours of down time:				
▪ Scheduled hours	0	140	0	672
▪ Emergency hours	16	24	41	20

Budget Summary:	FY 2001 Actual	FY 2002 Actual	FY 2003 Budgeted	FY 2003 Modified	FY 2004 Adopted	FY 2003-2004 Change
Personnel	$413,228	$487,125	$480,684	$530,315	$543,087	2.41%
Operating Expenditures	555,628	597,346	668,231	668,458	668,231	-0.03%
Capital Outlay	28,630	8,680	35,500	35,500	35,500	0.00%
Total Expenditures	$997,486	$1,093,151	$1,184,415	$1,234,273	$1,246,818	1.02%

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 on the basis of sewage quantities 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 2004 Objectives:

- Complete the Sanitary Sewer Evaluation Study (SSES) pilot program in Twinbrook.
- Implement Inflow and Infiltration (I/I) projects in Twinbrook.
- Initiate SSES in Cabin John.
- Evaluate capacity requirements for Rock Creek wastewater system.

Budget Summary:	FY 2001 Actual	FY 2002 Actual	FY 2003 Budgeted	FY 2003 Modified	FY 2004 Adopted	FY 2003-2004 Change
Personnel	$0	$0	$0	$0	$0	0.00%
Operating Expenditures [1]	1,712,117	1,532,800	1,982,800	1,982,801	2,235,264	12.73%
Capital Outlay	0	0	0	0	0	0.00%
Total Expenditures	$1,712,117	$1,532,800	$1,982,800	$1,982,801	$2,235,264	12.73%

[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 134 miles of sewer mains, 4,025 covered access ways, 11,855 laterals with 3,303 clean-out access fittings, and sewer lift stations in Fallsgrove and Lincoln Park. It also is dedicated to providing timely, consistent, and reliable quality services for the citizens.

FY 2004 Objective:

- Continue contractor-applied chemical root control in sewer mains as a preventative maintenance measure to help prevent collection system stoppages.
- 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 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2004 Target
Outcome/Effectiveness:				
Percent of laterals receiving preventive maintenance	19%	20%	14%	20%
Percent of mainline miles flushed	46%	48%	65%	70%
Percent of mainline miles rodded	27%	28%	1%	5%
Average number of minutes to respond to complaints	:38	:35	:29	:38
Efficiency:				
Average cost per mile of sewer maintained	$2,018	$2,000	$1,824	$2,000
Average cost per foot of lateral replacement	$63	$55	$85	$50
Average cost per foot of lateral preventive maintenance	$0.88	$0.85	$1.06	$1.00
Workload:				
Number of miles of wastewater collection lines serviced	91	100	91	110
Number of clean-outs installed	25	30	23	35

Budget Summary:	FY 2001 Actual	FY 2002 Actual	FY 2003 Budgeted	FY 2003 Modified	FY 2004 Adopted	FY 2003-2004 Change
Personnel	$573,658	$597,180	$570,712	$599,637	$650,117	8.42%
Operating Expenditures	137,338	64,183	174,243	173,934	174,243	0.18%
Capital Outlay	17,061	1,423	0	0	0	0.00%
Total Expenditures	$728,057	$662,786	$744,955	$773,571	$824,360	6.57%

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 2004 Objectives:

- Perform a refuse service analysis to determine the most effective and efficient refuse collection practices.
- 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.
- Investigate alternative methods for the collection and disposal of refuse through research literature and comparisons with best practices by other jurisdictions.
- 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 2002 Actual	FY 2003 Target	FY 2003 Actual	FY 2004 Target
Outcome/Effectiveness:				
Percent of missed homes per week due to collectors' error:				
▪ Refuse collection	0.037%	0.010%	0.036%	0.015%
▪ Recycling collection	0.019%	0.004%	0.026%	0.008%
Percent of waste diverted from landfill due to recycling	36%	50%	37%	50%
Percent of citizens rating the cost of refuse and recycling as excellent or good	NA	NA	55%	60%
Efficiency:				
Average cost per household for regular refuse collection	$181	$170	$176	$184
Average cost per household for recycling collection	$94	$86	$87	$84
Number of homes collected per crew per day:				
▪ Regular	704	699	734	759
▪ Commingled /newspapers	1,056	1,048	826	838
▪ Yard waste and white goods	3,069	3,145	3,303	3,413
▪ Household hazardous waste	12,675	12,548	13,211	13,650
Average cost per household for yard waste collection	$48.14	$39.69	$39.97	$43.97
Average cost per household served for on-call household hazardous waste collection	$2.83	$2.79	$1.85	$1.79
Workload:				
Total tons of solid waste collected	19,444	21,651	20,862	21,325
Total tons of collections recycled	7,214	7,687	7,626	7,772
Tons of regular waste collected	12,730	13,964	13,235	13,850

Budget Summary:	FY 2001 Actual	FY 2002 Actual	FY 2003 Budgeted	FY 2003 Modified	FY 2004 Adopted	FY 2003-2004 Change
Personnel	$1,882,120	$1,965,392	$1,991,767	$2,105,197	$2,253,507	7.04%
Operating Expenditures	715,738	722,040	754,374	743,163	792,627	6.66%
Capital Outlay	3,011	350	0	3,960	8,000	102.02%
Total Expenditures	$2,600,869	$2,687,782	$2,746,141	$2,852,320	$3,054,134	7.08%

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