

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

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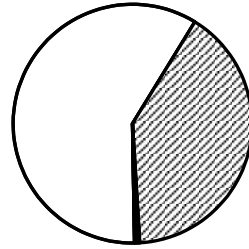
Budget Summary:	FY 2002	FY 2003	FY 2004	FY 2004	FY 2005	FY 2004-2005
	Actual	Actual	Budgeted	Modified	Adopted	Change
Administration	\$314,769	\$334,996	\$351,109	\$358,395	\$357,621	-0.22%
Contract Management	673,407	731,118	765,620	766,170	805,121	5.08%
Trans. Eng./Planning	1,029,471	1,116,279	1,182,384	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

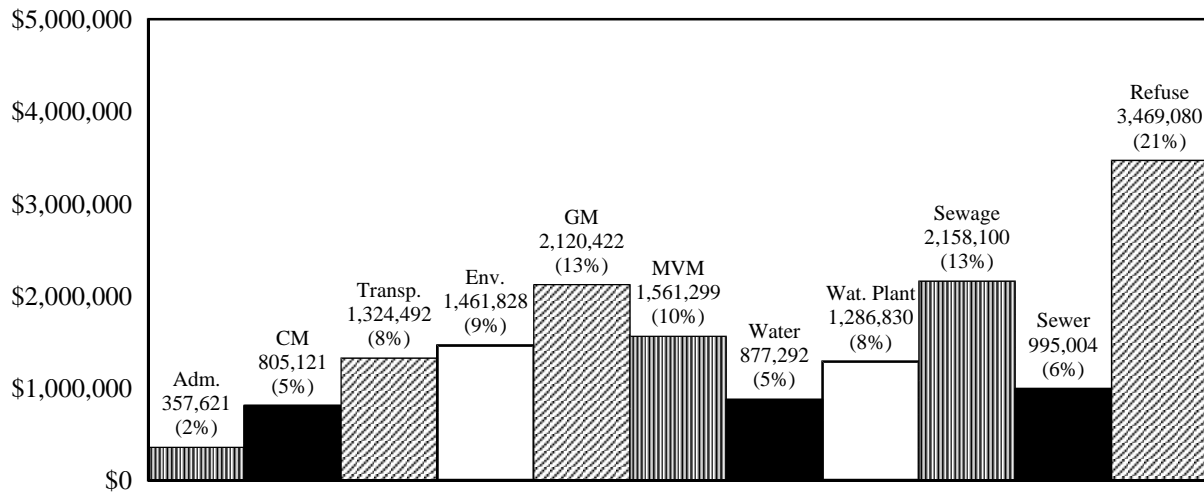
Personnel
\$9,686,392
(59%)



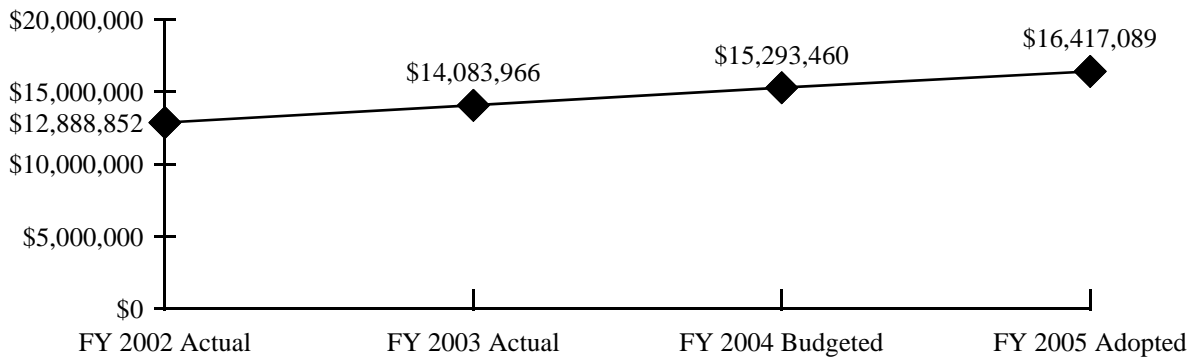
Operating Expenditures
\$6,620,520
(40%)

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
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Outcome/Effectiveness:

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%

Efficiency:

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

Workload:

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>

