

# Mayor and Council Vision 2020

During the Mayor and Council Priorities and Goal Setting Sessions on January 15 – 16, 2010 and March 16, 2010 the Rockville Mayor and Council developed the following ten-year Vision for Rockville, which was adopted on June 21, 2010.

## Preamble

Rockville is thriving and has recovered from the prolonged recession. The recession's impact on City revenues resulted in a renewed appreciation for the role of business as a provider of services, a revenue source, and a partner in community development and activities. It also provided an incentive to transform already good City budgeting, planning, and communication processes into superb ones. Through a community-wide public dialogue and review, the City Charter was amended to provide a form of government suitable for a city of 70,000 residents.

While Rockville is a regional economic engine, it stays true to its core values of environmental leadership and preserving neighborhoods and historical resources. The City has adopted a new Zoning Ordinance and Master Plan to reflect changing priorities and a better understanding and working relationship among all stakeholders.

City leaders recognize Rockville as an integral part of the greater Washington, D.C. region, and not an island unto itself. Rockville faces tremendous development pressures from its borders to the south<sup>1</sup> and northwest<sup>2</sup>, which strain the City's roads and schools. Rockville accepts its responsibility to absorb and manage its share of the area's considerable population growth.<sup>3</sup> A strong urban core is considered essential to absorbing this growth and protecting neighborhoods. People are attracted to live and work in Rockville in increasing numbers because of the excellent municipal services and education system, the City's success with balancing competing goals and engaging with its citizens and businesses, as well as the considerable cultural, recreational, entertainment, dining and shopping choices that are found here.

Rockville is the governmental center of Montgomery County with a significant county, state, and federal presence. These higher levels of government have an enhanced respect for City policies and processes due to the coordinated and proactive approach of City and community leaders and residents.

The vision builds on the following seven themes: Strong and Distinctive Neighborhoods; Urban Sensitivity; Engaged Governance; Business Friendly; Multimodal Transportation; Exceptional City Services and Amenities; and Quality Environment. These themes have equal importance and Mayor and Council view them as mutually compatible. Budget priorities are explicitly not part of the vision; these are best addressed in the normal budget process.

## Strong and Distinctive Neighborhoods

Our attractive neighborhoods retain their distinctive identities and have strong, energetic leaders. Residents identify with and are proud of their communities, yet are fully aware of the value of their relationship to the rest of the City. Stable residential and commercial property values and a strong income tax base contribute to supporting excellent municipal services and amenities.

Zoning standards reinforce neighborhood identity and property values. A wide variety of housing choices are available among Rockville's diverse neighborhoods. Mixed-use neighborhoods are established in the urban core. Rockville's traditional neighborhoods are buffered from the urban core by effective transition zones that encourage positive redevelopment with sensible height and mass parameters. Neighborhoods are well connected to each other, adjacent commercial centers, and the urban core. Bicycle and pedestrian paths provide connections where streets cannot. These paths are safe, well lit, and have appropriate and helpful signage throughout the system.

Neighborhoods are safe, well policed, and houses are well maintained. Code enforcement is strict but is needed in relatively few situations. Together these policies reinforce the efforts of neighborhood leaders in maintaining a quality living environment.

Every neighborhood has recreational choices through local parks and recreation programs, and is served by high-quality public schools. Also, an array of private schools serves a large minority of the City's children.

The City values its seniors, providing services to this fast growing population and making it easier for seniors to age in place. Rockville recognizes that in order for both seniors and young professionals to live in their own homes, it is necessary to support the renovation and upkeep of existing homes, as well as permit a variety of housing types.

## Urban Sensitivity

The City's urban core is concentrated in Town Center and radiates south and north along Maryland Route 355, a thriving, pedestrian-friendly boulevard. The bulk of the City's new housing is located within mixed-use communities in this urban setting, and there are options for long-underserved young professionals, young families, "empty nesters" and non-traditional households. Phase II of Town Center development north of Beall Avenue was completed a few years ago, as were mixed-use buildings along East Middle Lane.

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Further south, Rockville Pike is transitioning to a denser and more pedestrian, bicycle and mass transit-friendly environment. To the north, the commercial segments along Hungerford Drive are revitalized and thriving, contributing to the City's tax base and to Rockville's reputation as a destination. To the east, properties along Veirs Mill Road have redeveloped in a manner consistent with the Twinbrook Neighborhood Plan.

Commercial entities, residential developers, Montgomery College, and county and state government drive the development of the urban core. The development is accomplished with neighborhood input resulting in optimum outcomes. Stonestreet Avenue has redeveloped with mixed uses.

Rockville is a major regional cultural center, and is recognized as such regionally, nationally, and internationally. Its entertainment and performance arts districts are well known throughout the area and contribute to Rockville's reputation as a "destination." There is a lively nightlife in the urban core and in some of the mixed-use centers. New urban cultural and civic amenities continue to emerge, and complement VisArts, the library, and Town Square. These are primarily private, but a few, such as the new Science Center, involve public/private partnerships.

Historic preservation processes and standards have been refined, and many historic properties have been preserved through thoughtful and creative re-use. Peerless Rockville continues to be a strong and visible proponent for protecting Rockville's history.

## Engaged Governance

Through extensive public dialogue and review, the City Charter was revised several years ago. A high percentage of voters understand and act on the importance of participating in the electoral process. The community actively engages with City Hall and the Mayor and Council, thereby positively affecting the City's responsiveness. Communication between the City government and the citizenry is effective and runs both ways.

The City enjoys productive and respectful relationships with all levels of government, including other Maryland municipalities and Washington-area communities, and public institutions. For example, Montgomery County has been rebuilding its governmental center throughout Town Center, contributing to economic growth and vitality for the entire urban core. The Montgomery College campus is now fully integrated into the City's bike and pedestrian pathways.

Relationships between Mayor and Council and City staff run smoothly and are informed by well-understood and respected delineation of duties and responsibilities. The budget process is clear, and the growth of the government is constrained.

Development processes are transparent and there is ample and early opportunity for collaborative neighborhood input. The College Gardens Plaza is a sterling example of how a commercial owner and developer work with the community to define a highly profitable and well-accepted commercial and mixed-use project.

## Business Friendly

The City's Master Plan and Zoning Ordinance are clearly written and provide attractive alternatives for continued business investment. Opportunities for and limits on development are clear and reasonable. The City has a longstanding economic development unit, and possesses economic and tax-impact analysis capabilities so that it knows how the zoning ordinance and permitting processes impact business and the tax base.

Permits and approval processes are clear and are executed efficiently. The business community is active and highly respected, and business people are fully and positively involved in the City. The City's tax base is stable, reasonable, and slowly increasing. Property tax rates are defensible and competitive.

Rockville has programs to actively attract and grow new small to medium size businesses. The business incubator in the Arts and Innovation Center continues to have waiting lists for the high-tech businesses in biotechnology, computing, and services. Businesses locate here because Rockville is a cultural, recreational, educational and entertainment leader, a transportation hub, and a great place to raise a family. Rockville boasts a highly educated and motivated workforce, which includes many young professionals and members of the "creative class."

## Multimodal Transportation

Improvements to the transportation infrastructure over the past decade have mitigated the impact of increased traffic. More viable transportation options exist throughout the City connecting Rockville neighborhoods and Rockville to the wider metropolitan area, including bus routes, trolley lines, the Corridor Cities Transitway, and expanded METRO and MARC service. Rockville is recognized as a "Pedestrian First City."

Pedestrian safety is a perennial Mayor and Council priority. Over the years pedestrians have been better accommodated through Zoning Ordinance provisions, improved pedestrian infrastructure, and pedestrian and driver education and outreach. The City continues to rigorously enforce speed limits and red light violations, and provides excellent pedestrian crossing infrastructure.

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The car is still the predominant mode of transportation, but residents are more willing to use transit, cycle, or walk. As areas of the City are redeveloped, it has become easier to abandon cars for daily commutes. Mixed-use communities facilitate this, and many residents live either near their work places or in proximity to commuter transportation hubs. Rockville leads the nation in the adoption of energy-efficient cars. Many residents work from home through high-speed Internet services blanketing the City.

The rehabilitated and renamed Rockville Town-Center Metro platform now extends over Park Street, and crossing 355 on foot has become a comfortable and safe experience.

## Exceptional City Services and Amenities

City services and amenities continue to be exceptional. The City provides high-quality services including snow and leaf removal, well-maintained streets, and refuse and recycling services. The Police moved to their new headquarters in Town Center several years ago and continue to provide outstanding service to the Rockville community.

The Recreation and Parks program remains the envy of the mid-Atlantic region. RedGate is still a jewel. There is a remarkable Science Center focused on the biotechnology sector. Reliable and extremely fast Wi-Fi is available everywhere in the City.

The City's longstanding efforts to upgrade its water system, including the 20-year project to replace worn-out water mains in the older parts of town, are proceeding on schedule and within budget. Rockville continues advancing inspection and preventive maintenance methods and technologies for its water, sewer, and storm water infrastructure. As a result, the incidences of water main breaks, sewer backups, and spot flooding have decreased dramatically.

Rockville continues to apply reliable advanced information technology to improve the quality, cost, and speed of providing municipal services.

## Quality Environment

Rockville is a "Green City" in all areas. Cities around the country have taken notice of the fact that Rockville has found a way to be both green and economically attractive. Incentives and education have effectively achieved the convergence of individual self-interest and environmentally sensitive behavior. Rockville has enticed a number of new "green" businesses to open their doors and provide employment in the City.

Rockville continues to be the regional leader in Storm Water Management and energy conservation, not only for City facilities, but also for residential and commercial properties. It does this through education and innovative programs, incentives, and regulation where appropriate.

An energy conservation task force established in the early part of the decade developed federal and state grant opportunities that persuaded residents to aggressively adopt energy-conserving ways of life because they saw that this was in their self interest. The City is in the process of replacing its entire vehicle fleet with alternative energy-powered vehicles.

The City addresses its planning and development issues by bringing all parties to the table from the outset, recognizing that sustainability has economic and environmental components that must work together. Development standards are high but not unreasonable, and are not a disincentive to development.

## Endnotes:

<sup>1</sup> Base Realignment And Closure (BRAC) that results in more development in Bethesda. Also the County's White Flint Sector Plan just south of Rockville.

<sup>2</sup> The Great Seneca Science Corridor development spearheaded by Johns Hopkins University.

<sup>3</sup> Council of Governments report of 2010 predicts two-million person population growth in the Washington, DC region between 2010 and 2050.

# Financial Management Policies

## Statement of Purpose

The financial integrity of our City government is of utmost importance. To discuss, write, and adopt a set of financial policies is a key element to maintaining this integrity. These financial management policies are designed to ensure the fiscal stability of the City of Rockville and to guide the development and administration of the annual operating and capital budgets, as well as the debt program.

Written, adopted financial policies have many benefits, such as assisting the Mayor and Council and City Manager in the financial management of the City, saving time and energy when discussing financial matters, promoting public confidence, and providing continuity over time as Mayor and Council and staff members change. While these policies will be amended periodically, they will provide the foundation and framework for many of the issues and decisions facing the City. They will promote wise and prudent financial management, provide the foundation for adequate funding of services desired by the public, and help make the City more financially stable, efficient, and effective.

## Objectives

1. Assist the Mayor and Council and City management by providing accurate and timely information on financial conditions pertinent to City operations.
2. Provide sound financial principles with which to guide the important decisions of the Mayor and Council and management, which have significant fiscal impact.
3. Set forth operational principles that minimize the cost of government and financial risk, to the extent consistent with services desired by the public.
4. Enhance the policy-making ability of the Mayor and Council by providing accurate information on program costs.
5. Ensure the legal use of all City funds through a sound financial system and strong internal controls.
6. Employ revenue policies that diversify revenue sources, distribute the costs of municipal services fairly, and provide adequate funds to operate desired programs.

In order to meet these objectives, the City's policies are divided into eight general categories for ease of reference. These categories include: 1) Operating Budget Policies, 2) Capital Improvement Program (CIP) Policies, 3) Revenue and Expenditure Policies, 4) Reserve Policies, 5) Debt Management Policies, 6) Cash Management/Investment Policies, 7) Accounting, Auditing, and Financial Reporting Policies, 8) Productivity Policies. It is recommended that all policies included in this document be adhered to.

## OPERATING BUDGET POLICIES:

At least one month before the preparation of the proposed annual budget, the City Manager will meet with the Mayor and Council members to review and deliberate all policy guidelines that may affect the proposed budget.

1. The budget is approved in the form of an appropriations ordinance after the Mayor and Council have conducted at least one advertised public hearing.
2. The operating budget and CIP together shall serve as the annual financial plan for the City. They will serve as the policy documents of the Mayor and Council for implementing Council visions, goals and objectives. The budget shall provide staff with the resources necessary to accomplish the Mayor and Council's determined service levels.
3. The City Manager shall annually prepare and present a proposed operating budget to the Mayor and Council at least two months before the beginning of each fiscal year; and Mayor and Council will adopt said budget no later than May 31 of each year. Funds may not be expended or encumbered for the following fiscal year until the budget has been adopted by the Mayor and Council.
4. The City defines a **balanced budget** as a budget that has operating revenues equal to operating expenditures. It is the City's policy to fund current year operating expenditures with current year revenues, inclusive of debt service. General Fund expenditures may exceed revenues in a given year only when the additional spending is funded by beginning fund balance and only for CIP expenditures or other one-time or non-recurring expenditures, as authorized by the Mayor and Council.
5. Each department and division prepares its own budget for review by the City Manager. Budget accountability rests primarily with each department. The basic format of the budget shall identify programs within organizational structures. Programs are defined as specific services provided to the public, other departments or other organizations.
6. *The Operating Budget is adopted at the fund level.* During the year, it is the responsibility of the City Manager, Department Directors, and the Budget and Finance Manager to administer the budget. The legal control, which the budget ordinance establishes, uses Generally Accepted Accounting Principles (GAAP).
7. 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

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year-end are recorded as a reservation of fund balance and are reflected as an adjustment to the ensuing year's budget.

8. A five-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.
9. All appropriations shall lapse at the end of the budget year if not expended or encumbered.
10. Any year-end operating surpluses will revert to fund balances for use in maintaining reserve levels set by policy (see policy on reserves) and the balance will be available for pay-go capital projects and/or one time capital outlays.
11. The City Manager will submit budgetary reports to the Mayor and Council comparing actual revenues and expenditures with budgeted amounts quarterly.

## Budget Transfers:

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 appropriations ordinance.

1. All budget transfers must receive approval by the Department Director, and Budget and Finance Manager regardless of the budget transfer amount. In addition, any budget transfer over \$50,000 requires City Manager approval.
2. City Manager approval is required for transfers from one department to another.
3. Approval of the budget transfer must be obtained prior to requisition, encumbrance or expenditure of funds taking place.

## Interfund Transfers and Loans:

1. Any interfund transfers between funds for operating purposes can only be made by the Chief Financial Officer with City Manager approval in accordance with the adopted budget.
2. These operating transfers, under which financial resources are transferred from one fund to another, are distinctly different from interfund borrowings, which are usually made for temporary cash flow reasons, and are not intended to result in a transfer of financial resources by the end of the fiscal year.
3. Interfund transfers result in a change in fund equity; interfund borrowings do not, as the intent is to repay the loan in the near term.

## Fund Structure:

1. 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).
2. 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.
3. 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 finance specific activities. The City's Special Revenue Funds are the Special Activities Fund, the Community Development Block Grant Fund, Town Center Management Fund and the Speed Camera 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.
4. The enterprise funds are the Water Fund, the Sewer Fund, the Refuse Fund, the Parking Fund, the Stormwater Management Fund, and the RedGate Golf Course Fund.
5. Creation of new funds should be based on the following criteria:
  - I. The revenue source is ongoing; i.e., more than one fiscal year.
  - II. The amounts to be recorded are material.
  - III. Interest income is required to be allocated.

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- IV. The amounts are specifically designated.
- V. There is not another fund that can be used to account for the revenue source.
- VI. There are special circumstances that have led management to create a separate fund.
- VII. If the State or Federal government requires a separate fund to account for a particular source of revenue then such a fund can and must be created.
- VIII. It is a requirement of GAAP to establish the fund.

## Basis of Budgeting:

1. Budgets for governmental and enterprise (or proprietary) 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. 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.
2. 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.
3. 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.
4. 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 the same way they are incorporated within the operating budget. 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.

## CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES:

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 four years thereafter, and forms part of the City’s financial plan. The first year of the plan establishes a capital budget for the new fiscal year. The remaining four 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-go” financing for its capital improvements in order to maintain debt within prudent limits, and to ensure that the rates charged in the enterprise funds are competitive with those in the surrounding area. For projects to be included within the CIP, they should normally be eligible for debt financing, and have a defined beginning and end, as differentiated from ongoing programs in the operating budget.

To qualify as a CIP project, one of the following six criteria must be met:

- I. The acquisition of land for a public purpose.
  - II. The construction of a significant facility, i.e. a building or road, or the addition to or extension of an existing facility.
  - III. Nonrecurring rehabilitation or major repair to all or part of a facility, such as infrequent repairs that are not considered to be recurring maintenance, provided the total cost per fiscal year is more than \$100,000.
  - IV. Any specific design work related to an individual project falling within the above three categories.
  - V. Any long-term project funded through a grant where the establishment of a CIP project is a condition of the grant, regardless of the amount of funding per fiscal year.
  - VI. A significant one-time investment in tangible goods of any nature, the benefit of which will accrue over a multi-year period such as a new phone system or vehicle acquisitions over \$100,000.
1. Annually, a five-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 five-year period in relation to the fiscal policies that refer to debt ratios.
  2. The first year of the five-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.

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3. 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. Each CIP project will have a project manager who will prepare the project proposal sheet, ensure that project is completed on schedule, authorize all project expenditures, and ensure that all regulations and laws are observed. Project managers will be responsible for reporting project status to the committee.
4. 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.
5. The City shall actively pursue funding, other than borrowing, from other levels of government or from private sources for all projects for the CIP where practical to do so.
6. Capital Projects shall be prioritized according to goals set by the Mayor and Council.
7. Unexpended project appropriations may be transferred to other projects within the same funding source with the approval of the City Manager.
8. 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. A report showing the amounts budgeted, expended, transferred and returning to fund balance shall be provided.
6. 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.
7. The City shall actively pursue Federal, State, County and other grant opportunities when deemed appropriate. Before accepting the grant, the City shall thoroughly consider the implications in terms of ongoing obligations, indirect costs and matching requirements in connection with the grant.
8. Gifts, bequests and donations will be evaluated to determine what, if any, obligations are to be placed upon the City. Gifts, bequests and/or donations shall be used solely for the purpose intended by the donor.
9. General Fund revenues in an amount of \$20,000 annually are to be set aside in accordance with resolution 20-85 that are dedicated to the upkeep and furnishing of Glenview Mansion. \$20,000 is the maximum amount of General Fund revenue to set aside. Expenditures can only be authorized by the Director of Recreation and Parks as recommended by the Glenview Mansion Subcommittee.
10. An amount equal to one percent of the City's costs for capital projects involving the construction of, or major improvements to, buildings, parks and other public structures is to be transferred annually from the General Fund to the Art in Public Architecture program in support of ordinance 3-04, pending appropriation by the Mayor and Council.
11. An amount equal to \$1 per capita is to be transferred annually from the General Fund to the Art in Public Places program pending appropriation by the Mayor and Council.

## **REVENUE AND EXPENDITURE POLICIES:**

1. The City will strive to develop and maintain a diversified and stable revenue stream to avoid becoming overly dependent on any single type of revenue, to minimize the effects of economic fluctuations on revenues and ensure its ability to provide for ongoing services.
2. Budgeted revenues shall be estimated conservatively using accepted standards and estimates provided by the State, County and other governmental agencies when available.
3. Revenue from "one-time" or limited duration sources will not be used to balance the City's operating budget.
4. As appropriate within the marketing of the recreation programs, higher non-resident fees may be charged and priority registration will be given to Rockville residents.
5. Restricted revenue shall only be used for the purposes legally permissible and in a fiscally responsible manner.

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## User Fee Cost Recovery Goals:

Fees for services will be reviewed and updated on an ongoing basis to ensure that they keep pace with inflation. In addition, fees need to be updated for changes in methods or levels of service delivery to ensure that they are appropriate and equitable for all users.

In order to implement this goal, a comprehensive analysis of City costs and fees should be undertaken at least every five years. In the interim, fees will be adjusted by annual changes in the Consumer Price Index (CPI). Fees may be adjusted during this interim period based on supplemental analysis whenever there have been significant changes in the method, or level of cost of service delivery. General concepts to be followed are:

- Revenues should not exceed the reasonable cost of providing the service.
- Cost recovery goals should be based on the total cost of delivering the service, including direct costs, indirect costs, departmental administration costs, and organization-wide support costs such as accounting, personnel, IT, insurance etc.
- The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.
- Rate structures should be sensitive to the “market” for similar services as well as to smaller, infrequent users of the service.

## Development Review Programs:

Services under this category include Planning, Building and Safety, and Engineering. Cost recovery goals for these services in most instances should be 100 percent. However, in charging at this level, the City needs to clearly establish and articulate standards for its performance in reviewing developer applications to ensure that there is “value for cost.”

## Recreation and Park Programs:

Fees are reviewed annually by the Recreation and Parks Advisory Board. The fees that fall into this category are user fees of public recreation facilities and programs, rental fees for use of public grounds and facilities, admission fees for public events, special service fees for extraordinary items, vendor fees for the privilege of selling goods and services on public property, and development review fees associated with the Forest and Tree Preservation ordinance. In addition to these fees, grants and other financial contributions from businesses and other levels of government support recreation and parks programs.

The level of cost recovery is based on different service levels provided throughout the community as follows:

## Basic Services, Parks and Facilities:

These services include operation and maintenance, open space and recreation facilities, neighborhood and Citywide parks, greenways, trails, right-of-way islands and landscaping including street trees, playgrounds, non-reservation amenities and other similar public facilities, maintenance operations facilities, as well as overall department administrative activities. These services primarily serve to support individual and small-group non-reserved/non-consumptive/non facility-based amenities and recreation activities.

No cost recovery is associated with the following functions. These services are provided to the community with funds derived from tax revenues.

These activities include but are not limited to:

- Parks
- Skate Park
- Hiking
- Playgrounds
- Picnic areas
- Fishing
- Trails
- Bike paths
- Right-of-way landscaping
- Facility landscaping
- Nature observation
- Urban forestry maintenance
- Trail and pathway activities
- Outdoor courts
- Informal games
- Undesignated play areas
- City uses for activities, meetings, etc. with no associated revenue
- Dog Park

## Community Benefit – Core Programs, Services and Facilities:

These services include core or basic recreation programs, activities and events which utilize parks, recreation facilities and other public spaces, providing benefits to the entire community or a large portion thereof, are not routinely provided by the private sector and are partially supported by fees and charges. These are considered to provide a baseline level of service and can be considered to enhance the quality of life for Rockville residents.

Community Benefit programs and facility uses are expected to recover approximately 25 percent of direct costs from fees, sponsorships and grants. Supplemental funding is provided via tax dollars.

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These activities include but are not limited to:

- Civic Association/HOA uses of neighborhood community centers
- Drop-in use of facilities such as Civic Center, recreation centers, community centers, Senior Center, Nature Center
- Citywide special events including Memorial Day Parade and Independence Day, and Town Center Festivals
- At-risk youth programs
- Senior Social Services
- Basic after-school programs
- Senior transportation services
- Outdoor performing arts series
- Community special events
- Art galleries
- Farmers' Market
- Therapeutic recreation programs
- Grant supported programs
- Teen social clubs and dances
- Seasonal programs and events

## Community/Individual Benefit Services:

These services provide benefits that accrue both to the community at large as well as to the individual served. They are available to all; however, space, time, consumptive use, cost of supply and other factors may limit or preclude participation. On occasion the private sector, in particular non-profits, may offer some of these services. Due to the limitations listed above and especially to "cost of supply" circumstances, these services have been designated to recover a substantial percentage of direct and indirect costs. In some special circumstances, full cost recovery may be warranted.

Community/Individual Benefit programs and facility uses are expected to recover between 25 percent and 100 percent of direct costs and up to 25 percent of indirect costs. Supplemental funding is provided as necessary and appropriate with tax dollars.

These activities include but are not limited to:

- Introductory or basic skill level activities of all types for all ages
- Swim and Fitness Center facility and program use (memberships, daily admissions, classes, swim team, etc.)
- Citywide special events – Hometown Holidays concerts, Eggstravaganza, car show, road races
- Adult sports leagues
- Youth sports leagues, including partner non-profit leagues
- Recreation/Community center programs and rentals

- Summer Playgrounds
- Senior citizen recreation programs
- Senior citizen sports and fitness programs
- Concert Band, Community Chorus, RRYO, Civic Ballet
- Resident Companies at F. Scott Fitzgerald Theater

## Individual Benefit Services:

These services are defined as those products/processes for which benefits accrue almost entirely to the individual, group or organizational participant/consumer. They may be available to the entire city population or beyond, but substantial limitations on space, time consumption and cost have the effect of restricting use. The private sector can supply these services or they are provided through public/private partnerships. Due to "cost of supply" factors these services are required to fully recoup direct costs, up to 100 percent of indirect costs, and in some cases a pro-rata share of allocated costs. Fees are often established based on the appropriate local market demand. Tax supported funding is minimal.

These activities include but are not limited to:

- Fitness facilities within recreation centers, Rockville Swim and Fitness Center, Senior Center, etc.
- Licensed childcare programs
- Intermediate and advanced skill development activities for youth and adults
- Trips and tours – all ages
- Outdoor adventure activities
- Summer camps – all types
- Advanced or select-level team sports for youth and adults
- Private use/rentals of City facilities
- Retail sales/concessions

# Financial Management Policies

## **RESERVE POLICIES:**

The City utilizes a variety of funds for recording the revenue and expenditures of the City. At each fiscal year end, operating surpluses that revert to fund balance over time constitute available reserves of the City.

### **General Fund:**

1. The City will maintain an unreserved General Fund fund balance at a level not less than 15 percent of annual General Fund revenue. The purpose of this unreserved balance is to alleviate significant unanticipated budget shortfalls and to ensure the orderly provisions of services to residents. This is the minimum level necessary to maintain the City's credit worthiness and maintain adequate cash flows. Use of funds below the 15 percent required level must be approved by specific action of the Mayor and Council.
2. To the extent that the unreserved General Fund fund balance exceeds the target, the City may draw upon the fund balance to provide pay-go financing for capital projects or for other one-time capital items.
3. The Mayor and Council may designate parts of the available fund balance that would represent tentative management plans rather than actual restrictions on the use of resources.

### **General Fund Contingency Account:**

A contingency account equal to a maximum of 1 percent of the City's General Fund budgeted appropriations will be maintained annually in the non-departmental budget. This account will be available for unanticipated, unbudgeted expenditures of a non-recurring nature and/or to meet unexpected cost increases that require City Manager approval. All spending from the contingency account shall be reported to the Mayor and Council quarterly.

### **Enterprise Funds:**

The City will maintain as reserves working capital balances of 90 days of operating expenses. In addition, the water and sewer funds will maintain a repair, renewal, and replacement reserve of a maximum of 1 percent of the book value of assets.

The City's refuse fund will maintain as reserves a working capital balance of 30 days.

Enterprise funds with a negative cash balance should develop plans that will allow the fund to show a positive cash balance within five years, and rates and fees should be set accordingly.

### **Debt Service Fund:**

The City will maintain a minimum fund balance equal to the average annual outstanding principal on the City's debt service schedule.

## **DEBT MANAGEMENT POLICIES:**

1. Debt management will provide for the protection of bond rating, the maintenance of adequate debt service reserves, compliance with debt covenant provisions and appropriate disclosure to investors, underwriters and rating agencies.
2. The term of any City debt issue, including lease-purchases, shall not exceed the useful life of the assets being acquired by the debt issue.
3. All debt issuance shall comply with Federal, State and City charter requirements and adhere to Federal arbitrage regulations.
4. The City shall maintain an ongoing performance monitoring system of the various outstanding bond indebtedness issues and utilize this monitoring system as a performance criterion for the administration of the City's outstanding indebtedness. This is particularly important as funds borrowed for a project today are not available to fund other projects tomorrow and funds committed for debt service payments today are not available to fund operations in the future.
5. The City will maintain good, ongoing communication with bond rating agencies about its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus (Official Statement).
6. Accompanying each debt issue will be an assessment of the City's capacity to repay the debt. The assessment will address the effects on the current operating budget, as well as identify the resources that will be utilized to repay the debt.
7. Long-term borrowing will not be used to finance current operations or normal maintenance and will only be considered for significant capital and infrastructure improvements.
8. The City will try to keep the average maturity of general obligation bonds at or below twenty years.
9. The City will generally conduct financings on a competitive basis. However, negotiated financings may be used due to market volatility or the use of an unusual or complex financing or security structure.
10. The City will not issue tax or revenue anticipation notes.
11. The City will strive to maintain a high reliance on pay-go financing for its capital improvements.

# Financial Management Policies

12. **Neither Maryland State law nor the City Charter mandates a limit on municipal debt.** However, the City will strive to maintain its net tax-supported debt at a level not to exceed 1.0 percent of the assessed valuation of taxable property within the City.
13. 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.
14. 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 2.5 percent.
15. 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.
16. The City will set enterprise fund rates at levels needed to fully cover debt service requirements as well as operations, maintenance, administration and capital improvement costs. The ability to afford new debt for enterprise operations will be evaluated as an integral part of the City's rate review and setting process.
17. Debt service coverage ratios will be calculated annually for all of the City's enterprise funds. A minimum of a 1.2 coverage ratio should be maintained for each of the enterprise funds.

## **Refinancing:**

Periodic reviews of all outstanding debt will be undertaken to determine refinancing opportunities. Refinancings will be considered (within Federal tax law constraints) under the following conditions:

- I. There is a net economic benefit.  
In general, refinancings for economic savings will be undertaken whenever net present value savings of at least 5 percent of the refunded debt can be achieved.  
Refinancings that produce net present value savings of less than 5 percent will be considered on a case-by-case basis, provided that the present value savings are at least 3 percent of the refunded debt.  
Refinancings with savings of less than 3 percent will not be considered unless there is a compelling public policy objective.
- II. It is needed to modernize covenants that are adversely affecting the City's financial position or operations.

- III. The City wants to reduce the principal outstanding in order to achieve future debt service savings, and it has available working capital to do so from other sources.

## **CASH MANAGEMENT/INVESTMENT POLICIES:**

1. Investments and cash management will be the responsibility of the Chief Financial Officer.
2. City funds will be managed in accordance with the prudent person standard with the emphasis on safety of principal, liquidity, and yield, in that order.
3. Investments of the City will be made in accordance with the City's adopted Investment Policy.
4. The City is authorized to invest in any and all types of investments, as described in State Finance and Procurement Article 6-222(a) or Article 95, section 22-22N of the Annotated Code of Maryland, except where specifically prohibited by Maryland statutes.
5. The City will diversify use of investment instruments to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions, or maturities.
6. The Chief Financial Officer shall present reports of the City's investments and cash position quarterly to the Mayor and Council.
7. All cash is combined into one pooled operating account to facilitate effective management of the City's resources, and to maximize yield from the overall portfolio.
8. Interest earnings shall be allocated to funds with a positive cash balance based on the average of the past six months cash balances by fund.

## **ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES:**

1. It will be the policy of the City of Rockville to provide all financial information in a thorough, timely fashion and in a format that is easy for the Mayor and Council, Citizens, Committees and City employees to understand and utilize.
2. The City's accounting finance systems will be maintained in accordance with Generally Accepted Accounting Principles (GAAP) as promulgated by the Government Accounting Standards Board (GASB).
3. 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

# Financial Management Policies

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.

4. 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 safeguarding 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 (CAFR)* as well as the maintenance of accountability of assets.
5. An independent audit of the City of Rockville is performed annually. The auditor's opinion will be included in the City's CAFR. The City will strive for an unqualified auditor's opinion.
6. An independent audit firm will be selected through a competitive process at least once every five years. The Mayor and Council will award the audit contract upon the recommendation of the City Manager and Chief Financial Officer.
7. The City of Rockville issues a CAFR within four months of the close of the previous fiscal year. It will be presented to the Mayor and Council within six months of the fiscal year end at a regularly scheduled City Council meeting. The CAFR will be submitted annually to The Government Finance Officers Association (GFOA) for peer review as part of the *Certificate of Achievement for Excellence in Financial Reporting* program. All reports prepared by the auditors, and management's response to those reports will be presented to the Mayor and Council at a regularly scheduled Council meeting within six months of the fiscal year end.
8. The City offers its employees a defined benefit pension plan and a defined contribution pension plan. The plans are administered by the Retirement Board comprised of seven members appointed by the Mayor and Council to serve two-year terms.
9. The retirement plans do not issue separate financial statements, but plans shall be included as part of the City's financial statements and accordingly be subjected to an annual audit.
10. The City's annual contribution toward the pension plans shall be determined by an independent actuary and published as an annual actuarial report. The City will annually meet its obligation to funding its share of the pension plan contribution out of its operating budget.

11. Beginning in FY09 the City will prefund its retiree health benefits in accordance with GASB 45 based upon an actuarial valuation study. The study shall be completed every other year, and the City will achieve full funding over a five-year period.

## **PRODUCTIVITY:**

Fiscal responsibility and accountability to the community are two values embodied within the “ROCKVILLE WAY” of providing premium services to the community. To this end, the City will constantly monitor and review our methods of operation to ensure that services continue to be delivered in the most cost effective manner possible. This review process encompasses a wide range of productivity issues, including:

- I. Analyzing systems and procedures to identify and remove unnecessary review requirements.
- II. Evaluating the ability of new technologies and related capital investments to improve productivity.
- III. Developing the skills and abilities of all City employees.
- IV. Developing and implementing appropriate methods of recognizing and rewarding exceptional employee performance.
- V. Evaluating the ability of the private sector to perform the same level of service at a lower cost.
- VI. Periodic formal reviews of operations on a systematic ongoing basis.
- VII. Encouraging accountability by delegating responsibility to the lowest possible level.
- VIII. Stimulating creativity, innovation and individual initiative.
- IX. Improving the organization's ability to respond to changing needs, and identify and implement cost-saving programs.
- X. Assigning responsibility for effective operations and citizen responsiveness to the department.

# 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 Office of the City Clerk 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 Office of the City Clerk at (240) 314-8280 or visit the City's website, [www.rockvillemd.gov/government/citycode.htm](http://www.rockvillemd.gov/government/citycode.htm).

## **Investment Policy**

The City of Rockville's Investment Policy is a guide for the investment of public funds not required for immediate expenditure. The policy was revised in May 2006 to include a list of authorized financial institutions and a list of investment diversity specifications. The policy assures compliance with Federal, State and local laws governing the investment of public monies. The policy assures that sufficient liquidity is available to meet normal operating and unexpected expenditures, and protects the principal monies entrusted to the City while generating the maximum amount of investment income. The policy is reviewed annually and is revised as needed. For additional information please contact the Finance Department at (240) 314-8400 or visit the City's website, [www.rockvillemd.gov/government/finance/investments.htm](http://www.rockvillemd.gov/government/finance/investments.htm).

## **Cost Allocation Plan (CAP)**

The purpose of the City's Cost Allocation Plan (CAP) is to identify the total cost of providing specific City services. The CAP makes determining total program costs possible by establishing a rational and consistent methodology for identifying and allocating indirect costs to direct cost programs. Because of this, the CAP is a valuable analytical tool in a number of situations, including allocating organizational resources, performing expense analyses, evaluating the cost of performing services in-house versus contract, establishing fees designed for full cost recovery, recovering indirect costs associated with grant programs and reimbursing support service costs provided by the General Fund to enterprise operations such as water, sewer, refuse and stormwater. For additional information please contact the Finance Department at (240) 314-8400 or visit the City's website, [www.rockvillemd.gov](http://www.rockvillemd.gov).

## **Comprehensive Master Plan**

The current Master Plan was adopted in November 2002 and has been updated with the adoption of the Bikeway Master Plan (2004), and the East Rockville (2004), Lincoln Park (2007) and Twinbrook (2009) Neighborhood Plans. The plan reaffirms the City's commitment to neighborhoods, a variety of housing options,

Town Center, the environment, open space, recreation and parks, and a multi-modal transportation system. It acts as a tool for guiding the coordinated and harmonious future development of the City. The Master Plan provides:

- A factual basis for making major planning and zoning decisions
- A guide for planning capital improvements and public services
- Assistance in coordinating decision-making between public and private interests

In keeping with State requirements the 2002 Master Plan was reviewed in 2008-2009 and a decision taken to revise it using a two-phase process:

### Phase 1: 2009 – 2011

- Adopt State-mandated new elements (municipal growth and water resources)
- Adopt amendment to enable City to become part of the Montgomery Heritage Area
- Complete Parks Recreation and Open Space (PROS) plan, and make appropriate amendment to Master Plan
- Complete and adopt Rockville's Pike Plan
- Identify Critical Sites and determine whether an amendment to update the Critical Sites is warranted
- Update Housing Goals and Objectives
- Convene discussion series on Master Plan issues

### Phase 2a: 2011 – 2012

- Revise goals and objectives for the remaining elements of the Master Plan through an extensive public/community participation process

### Phase 2b: 2012 – 2013

- Approval process for Planning Commission and Mayor and Council

For additional information, please contact the Department of Community Planning and Development Services at (240) 314-8200, or visit the City's website, [www.rockvillemd.gov/masterplan](http://www.rockvillemd.gov/masterplan).

## **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 like: land use and zoning, housing, circulation (i.e., traffic, mass transit, bike/pedestrian issues), community services and facilities, and the environment.

# Summary of Major Policy Documents

Major Neighborhood Plans include:

- Twinbrook, adopted May 2009
- East Rockville, adopted March 2004
- Lincoln Park, adopted February 2007
- Hungerford/New Mark Commons/Monroe - Lynfield, adopted March 1985
- Westmont (Tower Oaks), adopted March 1985
- Rockville Pike Corridor, adopted April 1989 (expected adoption of new plan in 2010)
- West End-Woodley Gardens East/West, adopted September 1989
- Town Center Master Plan, adopted October 2001

## **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 C2K (Chesapeake Bay 2000 Agreement), 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

The Watershed Management Plans are:

- Cabin John Creek Watershed Management Plan, adopted Feb. 1996
- Rock Creek Watershed Management Plan, adopted Apr. 2000
- Watts Branch Watershed Management Plan, adopted Aug. 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 website under Watershed Planning, [www.rockvillemd.gov/environment/watersheds/index.html](http://www.rockvillemd.gov/environment/watersheds/index.html).

## **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 2007, the water system was comprehensively studied to determine deficiencies and develop capital improvement projects to correct the deficiencies. This study

revealed significant deterioration of pipes primarily due to tuberculation, which is corrosion that occurs on the inside of iron water pipes. This tuberculation restricts flow in the pipe and may cause issues with water quality. Most of the pipes with the tuberculation were installed in the post World War II development boom. Rockville will be undertaking a significant program, Water Main Rehabilitation, to replace these pipes. A Water Treatment Plant Facility Study was also initiated in 2007. Preliminary recommendations from this study indicate that improvements are required to meet stricter Federal and State regulations. Improvements to the solids handling process, electrical system and surge suppression are also needed.

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 2007, a comprehensive Sanitary Sewer Evaluation Study (SSES) was completed in Cabin John. This study identified the location of infiltration and inflow (I/I) in the sewer system and recommended cost-effective projects to eliminate the I/I. I/I is extraneous water that enters the sanitary sewer system. Eliminating I/I is typically done by lining sewer lines with a PVC liner. A portion of the Rock Creek basin was evaluated in 2007; additional sub-sewer sheds will be evaluated in 2010. Recommendations from the 2007 Rock Creek SSES will be implemented starting in 2008 through 2010. The Watts Branch sewer shed will be studied in 2012. For additional information, please contact the Department of Public Works at (240) 314-8500 or look on the City's Wwbsite under Watershed Planning, [www.rockvillemd.gov/environment/watersheds/index.html](http://www.rockvillemd.gov/environment/watersheds/index.html).

## **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 website, [www.rockvillemd.gov/environment/regulations/#environmental\\_guidelines](http://www.rockvillemd.gov/environment/regulations/#environmental_guidelines).

## **Strategy for a Sustainable Rockville**

Rockville has a long history of managing the City in a sustainable and environmentally sensitive manner. However, desiring to be known as a national leader in these areas, the Mayor and Council unanimously adopted a *Sustainability Strategy* on October 1, 2007. In taking this historic action, the Mayor and Council acknowledged that a combination of forces, including unprecedented population growth, economic expansion, upward urbanization trends, and ever-higher energy prices, particularly for fossil fuels, are stressing the earth's resources and society's economic ability to maintain our current standard of living. Further, it has become increasingly clear that many of these challenges are falling to local government to solve. Cities that act with

# Summary of Major Policy Documents

innovation, creativity, and foresight and successfully address these challenges will likely enjoy economic advantages over other communities, and lead the way for others to follow.

Each day, Rockville staff, residents and businesses make thousands of small decisions that relate to the overall sustainability of the City. Therefore, a "Sustainable Rockville" requires a coordinated and strategic examination of current practices and procedures across City Departments and Divisions. Consequently, the Strategy is a comprehensive, five-year (and beyond) plan that primarily targets the City's own activities and actions, but is also intended to promote and encourage similar actions by individual businesses and residents. It establishes performance targets and goals for the City and is organized around the following eleven key principles:

1. Get the Residents Involved
2. Limit Natural Resource Consumption to the Extent Possible
3. Reduce Pollution Sources as Opportunities Present Themselves
4. Avoid Adverse Environmental Consequences
5. Evaluate the True Cost of Goods and Services
6. Maximize Reuse and Recycle Opportunities
7. Limit Impervious Surfaces Across the City
8. Promote Alternative Transit Options to Fossil Fuel Based Transport
9. Participate in Partnerships in the Area, Region and National levels
10. Leverage City Resources by Seeking External Support
11. Network With Other Maryland and Metropolitan Communities

The Strategy also presents a set of purchasing criteria to help verify that the City only buys the goods and services it needs and that these goods and services are not consumed faster than necessary. Finally, the centerpiece of the Strategy is an Appendix that sets out over 60 short-term (3-5 year) action items that will significantly move the City in a sustainable direction.

For additional information, please contact the Environmental Management Division of the Department of Public Works at (240) 314-8870 or look on the City's website at: [www.rockvillemd.gov/environment](http://www.rockvillemd.gov/environment).

## **Bikeway Master Plan**

The Rockville Bikeway Master Plan was originally adopted in October 1998, and an update to the Plan was adopted in April 2004. With the strong support of the Mayor, City Council, City staff, and citizens, new bicycle facilities were added and new bicycle safety and promotion programs were undertaken. This transformed Rockville from a city with a few unconnected bicycle trails into one of Maryland's leading communities for bicycling. The 2004 Plan Update established the following vision statement: "*Bicycling in Rockville is for all types of trips; for all types of people; for all parts of the City.*" For additional information, please contact the Recreation Services Division of the Department of Recreation and Parks at (240) 314-8620.

## **Parks, Recreation and Open Space (PROS) Plan**

The PROS Plan is a long-range policy document that sets overall direction in terms of goals and objectives for parks and recreation in the City of Rockville for the next twenty years. The City's parks, recreation and open spaces serve a diverse population of City residents, but also non-City residents who come from well beyond the City's borders and a large employment base. An updated version of the PROS Plan was presented to and approved by the Mayor and Council on March 15, 2010. The updated PROS Plan will be included in the updates to the Comprehensive Master Plan, scheduled for the Planning Commission in the fall of 2010. For additional information, please contact the Parks and Open Space Division of the Department of Recreation and Parks at (240) 314-8702.

# Directory of Boards and Commissions Officials

The City's Boards and Commissions can be defined as primarily advisory, quasi-judicial, or administrative in function. Additionally, there are groups that are separate corporations, to which the Mayor and Council may appoint some or all of the members according to the by-laws of the group, which retains a separate identity. Many of the members of the City's Boards and Commissions are experts in their respective fields and the wealth of information they provide on a voluntary basis to the City is immense.

## Mayor and Council

Phyllis Marcuccio	Mayor	(240) 314-8291
John B. Britton	Councilmember	(240) 314-8292
Piotr Gajewski	Councilmember	(240) 314-8294
Bridget Donnell Newton	Councilmember	(240) 314-8293
Mark Pierzchala	Councilmember	(240) 314-8295

## Boards and Commissions

Board or Commission	Chairperson	Staff Liaison	Phone Number
Animal Matters Board	Lucille Roberts	Mike England	(240) 314-8913
Board of Appeals	Vacant	Castor Chasten	(240) 314-8223
Board of Supervisors of Elections	David Celeste	Claire Funkhouser	(240) 314-8280
Compensation Commission	Vacant	Claire Funkhouser	(240) 314-8280
Cultural Arts Commission	John Moser	Betty Wisda	(240) 314-8681
Environment Commission	Kris Dighe	Mark Charles	(240) 314-8871
Historic District Commission	Janet Hunt-McCool	Robin Ziek	(240) 314-8236
Human Rights Commission	Debbie Dwyer	Janet Kelly	(240) 314-8316
Human Services Advisory Commission	Cynthia Cotte Griffiths	Community Svc. Prog. Mgr.	(240) 314-8300
Landlord-Tenant Affairs Commission	Douglas Lunenfeld	Raymond Logan	(240) 314-8320
Personnel Appeals Board	Irving Shapiro	Colette Anthony	(240) 314-8470

Board or Commission	Chairperson	Staff Liaison	Phone Number
Planning Commission	David Hill	Jim Wasilak	(240) 314-8211
Recreation and Park Advisory Board	Katherine Savage	Burt Hall	(240) 314-8600
Retirement Board	Alex Espinosa	Gavin Cohen	(240) 314-8400
Rockville Economic Development, Inc.	Albert Lampert	Sally Sternbach*	(301) 315-8096
Rockville Housing Enterprises	Virginia Onley	Vacant	(301) 424-8265
Rockville Seniors, Inc.	Mary Jane Walling	Senior Center Manager	(240) 314-8800
Rockville Sister City Corporation	James McConkey	Jon McLaren	(240) 314-8625
Senior Citizens Commission	Ciriaco Gonzales	Lorraine Schack	(240) 314-8812
Sign Review Board	Douglas Worthing	Tamara Dietrich	(240) 314-8254
Traffic and Transportation Commission	Elizabeth Crane	Emad Elshafei Carrie Sanders	(240) 214-8508 (240) 314-8529

\* The City has a contract with REDI to strengthen and broaden the City's economic base. While the staff liaison listed is employed by REDI, this person represents the City as a contractor.

# 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 three years and recommending annual compensation for the five elected officials of the City. (Chapter 2, Rockville City Code)

**Cultural Arts Commission** - An 11-member body whose members are appointed by the Mayor and Council to serve three-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 with in the historic districts. (Chapter 25, Rockville City Code)

**Human Rights Commission** - An 11-member body whose members are appointed by the Mayor and Council to serve three-year terms. The Commission provides community mediation to resolve disputes, as well as adjudicates 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 11-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)

**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 three-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 other planning studies and functions as necessary in the overall planning operation of the City. (Chapter 25, Rockville City Code)

# Boards and Commissions Descriptions

**Recreation and Park Advisory Board** - A nine-member body whose members are appointed by the Mayor and Council to serve three-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 three-year terms. The Board exists for the purpose of generally directing the affairs of the City's retirement system. (Chapter 15, Rockville City Code)

**Rockville Economic Development, Inc (REDI)** – Rockville Economic Development, Inc. (REDI) was established by the City as a public-private partnership to deliver the City's economic development services. REDI's mission is to strengthen and broaden the economic base of Rockville.

**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 Seniors, Inc. (RSI)** - This 11-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 13-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 three-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).