FY 2009 Proposed Operating Budget

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CITY OF ROCKVILLE, MARYLAND
MARCH 2008

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Introduction to the Budget Document

The City of Rockville Operating Budget and Capital Improvements Program (CIP) provide citizens and staff with detailed information about the City's operations and spending. The Operating Budget and CIP together serve as a:

1. **Policy Document** – to describe financial and operating policies, goals, and priorities for the organization.
2. **Financial Plan** – to provide revenue and expenditure information by fund, department, division, and category.
3. **Operations Guide** – to describe activities, objectives for the fiscal year, performance measures to track progress on the objectives and the workforce.
4. **Communications Device** – to provide information on budgetary trends, planning processes, and integration of the operating and capital budgets.

The major sections of the operating budget include:

Overview and Summary Information (Sections 1 – 4)

Executive Summary
This section includes the City Manager's Budget Message, budget highlights, position change and FTE summaries, and budget development overview.

Policies and Goals
This section lists the City's financial management policies, the Mayor and Council Vision, a summary of major policy documents, directories of officials and boards and commissions, and organizational chart.

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

Five-Year Forecast
This section, new for FY 2009, presents a five-year forecast of the revenues and expenditures for the City's eight major funds. This section forecasts the City's revenues and expenditures based on current and proposed policies, programs, and assumptions.

Operating Budgets (Sections 5 – 13)

Departmental
The departmental sections provide strategic, operational, performance, and budgetary information for each of the City's departments. The first page of each departmental section includes: an organization chart, staffing trend graph, mission statement, expenditure history graph, and use of funds graph.

A Department Summary follows the first page. The Department Summary begins with: 1) department expenditures by division, 2) department expenditures by type, 3) the source of department funds, and 4) a staffing summary by division. The remainder of the Department Summary presents significant changes, department-wide performance measures, and an overview of the department. In some cases, this part of the budget includes supplemental information in the form of charts, graphs and text.

Each department presents financial and operating information by division and cost center, providing a greater level of detail for the reader. A cost center is a sub-section of a division that is responsible for a significant activity or group of activities under the purview of the division.

The first page of each division description shows: 1) division expenditures by cost center, 2) division expenditures by type, 3) the source of division funds, and 4) a staffing summary by cost center. A division purpose statement and significant changes are also included.

For each cost center, the proposed budget presents objectives, performance measures, regular position titles and numbers of FTEs, and supplemental information in the form of charts, graphs, maps, and text.

Non-Departmental (Section 14)

This section summarizes the non-departmental operating expenditures (those not charged directly to specific departments but are a cost to the City as a whole) such as debt service payments. It also includes a funding comparison schedule of contributions to non-profit organizations working on behalf of the Rockville community, followed by a description of these organizations.

Appendix (Section 15)

This section contains supporting information, such as employee/position grades, classifications and payscales, organizational listing, glossary, and index.

Community Profile

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

The City of Rockville operates under the council-manager form of municipal government and derives its governing authority from a charter granted by the General Assembly of Maryland. The governing body is the Mayor and Council, which formulates policies for the administration of the City. The Mayor and Council are comprised of a mayor and four councilmembers all directly elected at large for two-year terms. The mayor is chosen on a separate ballot. The City Manager is appointed by the Mayor and Council to serve as the City's Chief Executive Officer. As mandated by State law, Montgomery County provides for schools, libraries, social services, and fire protection in Rockville. In addition to the Montgomery County Police, Rockville residents are served by the City's own Police Department. Rockville's community oriented policing services are specially designed to meet the needs of the community. The Rockville Volunteer Fire Department, consisting of more than 200 members and four stations, provides fire protection to Rockville.

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

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

Community Facilities

Private Neighborhood Swim Clubs	19
Libraries	2
Community Recreation Centers	7
Public Parks	65
Civic Center Complex (153-acres, 500-seat theatre)	1
Public Golf Course	1
Swim Center	1
Nature Center	1
Senior Center	1
Skate Park	1
Farmer's Market	1

(Data from Department of Recreation and Parks)

Occupation of Residents

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

(Data from 2000 Census)

Ten Largest Corporate Real Property Taxpayers

Research Grove Associates	0.78%
Prentiss Property Research	0.72%
ARE Acquisitions	0.64%
Potomac Electric Power	0.60%
Verizon	0.45%
TA /Western LLC	0.44%
Syn Rock, LLC	0.44%
Transwestern Gateway, LLC	0.44%
Washington Real Estate Investments	0.39%
Prime 1801, LLC	0.37%

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

Major Shopping Centers

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

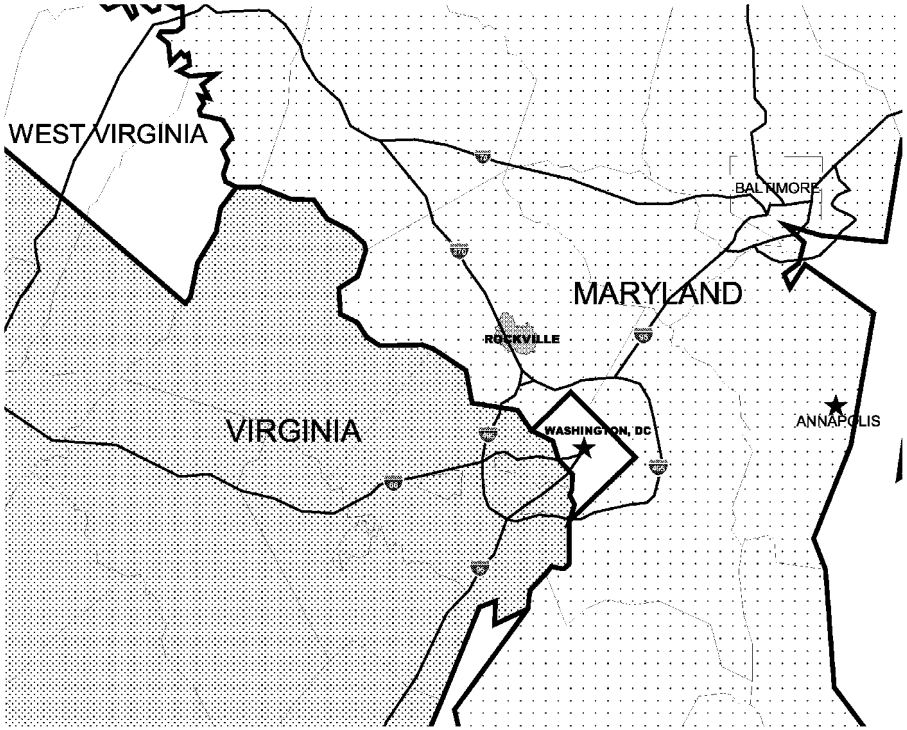
(Data from Department of CPDS)

Ten Largest Private Employers

Westat Inc.	1,800
Lockheed Martin Information Systems.	800
Wolpoff & Abramson, LLP	800
MAMSI	600
Community Services for Autistic Adults and Children	545
Booz Allen Hamilton	500

Otsuka 435
BioReliance / Invitrogen Bioservices 425
EU Services 385
Thomson Financial 375
(Data from Rockville Economic Development, Inc.)

The map below shows the City of Rockville's location within the State of Maryland.



Demographic Statistics

Rockville's population is estimated at 64,860 for 2009. A detailed breakdown of this estimate is not available.

The following statistics provide comparative information about the City of Rockville based on 1990 and 2000 Census data. Information from the latest Census update in 2005 is also provided.

	1990	2000 *	2005 Census Update**
Total Population	44,835	47,388	53,710
Population < 18	10,379	11,081	12,192
Population 65 +	4,687	6,215	6,553
Population 19-64	29,769	30,092	34,965
Median Age	34.6	37.8	38.1
Total households	15,660	17,247	21,895
Per Capita Income	$21,484	$30,518	N/A
Median Household Income	$52,073	$68,074	$82,640
High School / College Graduate	26,250	29,601	34,618
Unemployment Rate	3.0%	2.1%	N/A
White	35,491	33,262	36,093
Black / African American	3,699	4,675	3,008
American Indian / Alaska Native	119	403	N/A
Asian / Pacific Islander	4,394	7,688	10,688
Hispanic ***	3,863	5,529	7,573
Other	1,132	2,946	3,867

* Population figures beginning 2000 may add to more than the total population because individuals were able to report more than one race.

** Source: 2005 Census Update Survey; research and Technology Center, Montgomery County Planning Department, M-NCPPC June 2006

*** Hispanic is of any race.

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

	1990	2000	2007
Miles of City-Maintained Streets	131.1	150.37	156.42
Miles of Sidewalks	194.9	217.2	297.62
Miles of Storm Sewer	48.2	55.5	97.6
Miles of City-Maintained Water / Sanitary Sewer	148.8	132.0	N/A
Miles of City-Maintained Water	N/A	N/A	178.4
Miles of City-Maintained Sewer	N/A	N/A	140.2
Number of Hydrants	1,132	1,229	1,369
Number of Street Lights	4,020	4,723	5,797
Number of Building Permits Issued	687	1,413	998
Estimated Cost of Building Permits (in millions)	$51.0	$177.0	$339.7
Acres of Parks	880.5	955.0	1,050
Number of Playgrounds	44	34	40
Number of Water Accounts	11,344	11,770	12,472
Average Daily Water Consumption (in millions of gallons)	4.83	4.92	5.013

Demographic Statistics

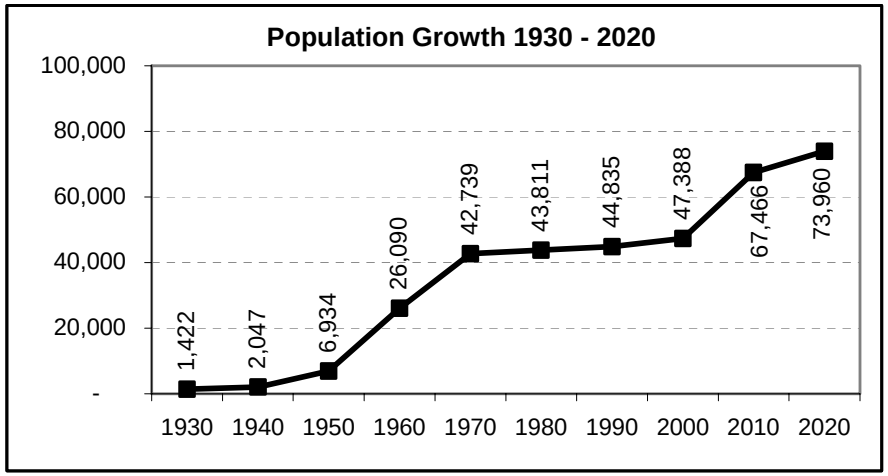
Significant Population Growth

The City of Rockville is one of the fastest growing cities in the State of Maryland. The City is anticipated to grow by 45% from 2000 to 2010, primarily due to new developments such as King Farm, Fallsgrove, Twinbrook Commons, and Town Center.

Rockville's significant population growth requires enhancements in public services and public infrastructure. The City is actively planning and dedicating resources to meet the additional population demands. In the FY 2009 budget the City has addressed some of the additional demands through:

- Improving the City's water, sewer and stormwater infrastructure
- Dedicating more resources to improve pedestrian safety
- Increasing the number of City Police Officers

The graph below shows the dramatic increase in population from 1930 through 2020 (Source: Department of Community Planning and Development Services).

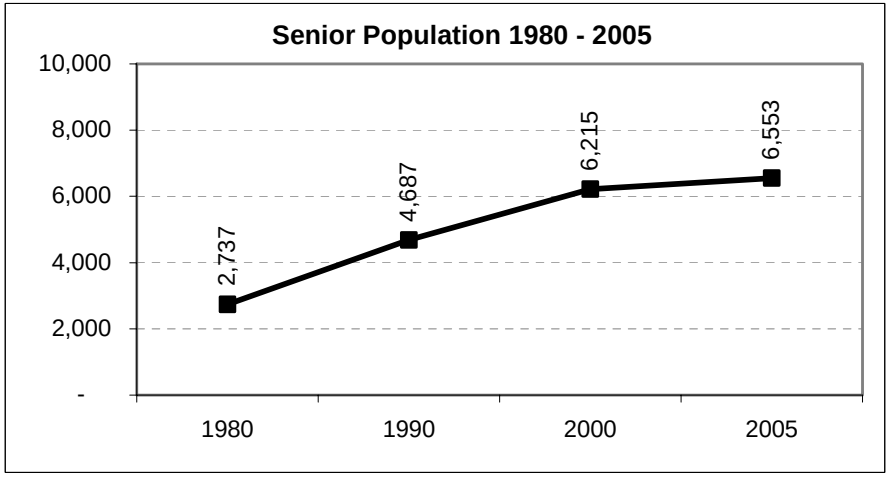


Senior Population

Rockville's senior population, comprised of residents 65 years or older, has more than doubled between 1980 and 2005. The increased number of seniors has placed additional demands on the City to expand facilities and services to meet the unique needs of this fast growing population segment.

The FY 2009 budget includes new senior fitness classes and new senior enrichment activities to meet the needs of the increased senior population. In addition, the City is in the process of completing a "Senior Citizen Needs Assessment Study" to guide the development and delivery of additional services that will be provided in the future.

The chart below shows the increase in the senior population from 1980 through 2005 (Source: Department of Community Planning and Development Services).



Demographic Statistics

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March 24, 2008

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

It is my privilege to present to you the proposed budget for the City of Rockville for Fiscal Year 2009. The total operating budget for all funds equals $103.9 million, an increase of 10.7 percent over last year. The General Fund budget increased by 5.9 percent to $62.4 million and maintains a real property tax rate of $0.302 per $100 of assessed valuation. The budget is balanced, and supports the Mayor and Council's vision, existing programs and services, and the City's infrastructure. We face FY 2009 in a strong financial position, despite an overall change in the economic climate.

The Government Finance Officers Association (GFOA) annually recognizes the City's budget document for its excellence as a communication device, policy document, financial plan, and operations guide. I hope that you find it to be a valuable tool in making the important decisions that will impact Rockville citizens and the City government throughout the next year.

The main theme of the FY 2009 proposed budget is sustainability. Resources are provided to promote sustainability in different areas that will allow the City to thrive into the future. Environmental sustainability will be promoted through the "Strategy for a Sustainable Rockville," major improvements to the City's water and stormwater infrastructure, the use of single stream recycling, and the overall implementation of the new refuse system. Financial sustainability will be encouraged through the utilization of a new financial forecasting tool, the implementation of updated financial management policies, and the use of a new Capital Improvements Program prioritization system. In addition, program and service level sustainability will be supported through the allocation of City resources to maintain or improve existing City programs and services, and to promote Rockville as a major recreation and cultural destination.

Changes to the Budget Document

The most significant change in the FY 2009 Operating Budget document is the addition of Section 4, Five-Year Forecast. This section, which presents a five-year forecast of the revenues and expenses for the City's major funds, has a direct relationship to the long-term financial plan of the City. In terms of budgeting and financial planning, forecasting is essential in determining the future revenues and spending levels of the City. If surpluses or deficits are predicted in the forecast, management actions must be taken early on to maintain the overall financial health of all funds. Though this model is in its infancy, future additions will allow staff to run various scenarios to determine the long-term implications of policy and budget decisions.

The recently adopted Financial Management Policies have been included in Section 2, Policies and Goals. These Financial Management Policies will assist the City in maintaining long-term financial stability, sound internal controls, and stakeholder confidence. The Policies serve as guidelines for staff on financial matters, and they reflect prudent fiscal practices on behalf of the Mayor and Council. It is important that the City adheres to these financial policies and practices, as they are the foundation that allows the City to maintain stable tax rates and operate with maximum efficiency and effectiveness.

The FY 2009 Operating Budget book includes a number of improvements to the City's overall performance measurement program. Performance measures and workload indicators have been updated throughout the department and division sections to show whether programs and services are achieving their intended results. The City will continue to improve the overall performance measurement program so that we can accurately identify program results, assess past performance, and facilitate program and service delivery improvements for future years.

In the FY 2009 – FY 2013 Capital Improvements Program (CIP), the City initiated a new process to prioritize CIP projects supported by the Capital Projects Fund based on the needs of the Rockville community and the vision and priorities of the Mayor and Council. This improved prioritization process, as discussed on page six and in the Appendix of the CIP, is a more systematic process for setting citywide CIP project priorities than employed previously, and is an important element for ensuring long-term sustainability of the CIP.

Each improvement to the document enhances the transparency with which we govern, and demonstrates that the tax dollars the City receives are prudently managed.

Major Factors Impacting the FY 2009 Budget

Economic Climate

The City's budget and overall financial plans are directly linked to the status of the national and regional economies. Regional experts believe we will continue to see slowing economic growth that will likely impact future government resources. Slowing economic growth has forced the Federal Reserve to lower interest rates and offer an economic stimulus package to try and bring stability to the economy. The Federal Reserve has cut interest rates to three percent in an attempt to avoid a recession, and future rate cuts are anticipated. The slowing housing market, with record foreclosures and property abandonments, and the price of oil at over $100 a barrel are major causes for concern. Other factors, such as a presidential campaign, are creating uncertainty in the national economy. Some believe this uncertainty may lead to a recession (defined as is a decline in gross

domestic product (GDP) for two or more successive quarters). Even if a recession is avoided, the U.S. is likely to experience GDP growth this year that is below trend, as consumers attempt to increase their savings.

Although the City is impacted by the recent economic trends through decreased revenues from the State, the City's budget continues to experience steady, albeit slower, growth consistent with sustainable recurring revenues and the growing needs of the Rockville community.

Property Assessments

Property value assessments and new development are principal drivers of City revenues. For several years both new development and property values have increased significantly, providing needed revenue to meet the demand for basic municipal services and maintenance of public facilities. The rate of new private development has slowed considerably due in part to the City's current moratorium, which is scheduled to end on June 30, 2008. The proposed new zoning regulations currently being considered by the Planning Commission may also impact new development.

The revenue impact of this slower rate of new development is not readily apparent because property values remain relatively high. Assessed valuations are not decreasing, however they are increasing at lower levels. As noted in this budget on page 3-5, the billable assessed value is expected to increase by 11 percent from FY 2008 to FY 2009. No properties in the City of Rockville were reassessed as of January 2008. The next reassessments for the City will take place in January 2009 and January 2010.

Starting in FY 2011, the City anticipates that the assessed value above the ten percent residential cap on annual increases will be fully taxed. It is because of this excess capacity that Rockville's assessable base has continued to grow despite the national and regional economic conditions. Staff anticipates that assessments will continue to rise but at a much slower rate, and the City's ability to sustain its current programs and service levels, at the current tax rate, will be accomplished through continued careful management of resources.

General Fund Tax Rates and Tax Credits

The projected revenue growth for FY 2009 allows the City to maintain the real property tax rate and the personal property tax rate at $0.302 per $100 of assessed valuation and $0.805 per $100 of assessed valuation respectively. Maintaining the general tax rates confirms the City's strong financial position, as other communities are facing difficult choices regarding raising taxes or reducing services.

For the third consecutive year, the proposed budget features tax relief for our citizens. Because a reduction in the tax rate without reducing recurring expenditures would be unsustainable within the current economic environment, a one-time tax credit of $100 is recommended for every owner-occupied household through the State's income tax offset program. This would be the second consecutive year that the City has utilized this program that targets residential homeowners, and would provide an element of relief given current economic conditions.

In addition to the $100 tax credit, staff recommends that the City continue to provide property tax relief to the City's low-and moderate-income taxpayers through the Homeowners' Tax Credit Program. Many households with annual gross incomes of up to $70,000 will qualify for this credit on their FY 2009 real property tax bills. For very low household incomes, the credit eliminates the City tax bill on the first $300,000 of assessed value. The amount of the credit decreases as gross household income rises, until reaching zero at $70,000.

FY 2009 is the first year that a Senior Tax Credit is included, which will operate in conjunction with the Homeowners' Tax Credit Program. The Senior Tax Credit Program is identical to the Program offered by Montgomery County and the State, which allows for 25 percent additional credit if one or more of the primary residents is 70 years or older. The program is administered by the State through the Homeowners' Tax Credit Program.

The City will receive approximately $1.54 million less in property tax revenues due to the Income Tax Offset Program, and approximately $300,000 less due to the Homeowners' Tax Credit Program and Senior Tax Credit Program.

Town Center Management District Tax Rates

The Town Center Management District (District) is funded through the Town Square Street and Area Lighting Tax District and the Town Square Commercial Tax District. The District was established to fully support the maintenance and operational costs of the common areas owned by the condominium associations in Town Square. The two taxing districts were established in FY 2008.

The Town Square Street and Area Lighting Tax District will levy a real property tax of $0.105 per $100 of assessed value on residential and commercial properties within the Town Square boundaries. The GDA limits the annual tax revenue that comes from the residential properties within this District to $140,490 for the first two years, and this is the second and final year for this limitation. Staff anticipates that the tax rate will yield approximately $140,000 from residential properties and $55,000 from commercial properties for a total of $195,000. The Town Square Commercial Tax District will levy a property tax of $1.20 per $100 of assessed value on commercial property within the Town Square boundaries. Staff anticipates that this tax rate will yield approximately $625,000. The tax rates have increased from the adopted FY 2008 budget by $0.057 for Street and Area Lighting District and by $0.67 for the Commercial District due to the actual assessed values coming in lower than originally estimated. The total tax revenue from these two districts is sufficient to cover the total expenditures in the Town Center Management District budget for FY 2009.

Town Center Parking District Tax Rate

This taxing district was formed in FY 2007 to pay the operational costs, including debt service, of the three public garages within Town Square. The District plays an important role in the entire City parking operation, and as discussed under "Parking Fund" on page 3-16, it is unlikely to be self-supporting in its early years of operation. The tax rate for FY 2009 will remain unchanged at $0.30 per hundred dollars of assessed valuation, which will provide an approximate contribution of $115,000 from the developer towards funding the District. A summary of the overall Parking Fund's revenues and expenses can be found on pages 3-16 and 3-17 within the Fund Summaries section.

The Mayor and Council gave approval for the garages to start accepting payment starting March 10, 2008. It will take a full year of receiving payments before a realistic analysis can be done utilizing actual payment data to determine the long-term need for the General Fund subsidy.

Mayor and Council Ten-Year Vision of a Desired Future Community

The FY 2009 proposed budget allocates resources to focus on the priorities of the Mayor and Council. In January 2008, the Mayor and Council drafted their Vision for the City of Rockville, along with associated priorities to be accomplished between 2008 and 2010. The Vision guides staff in planning programs, services and projects for the community. The seven vision themes are as follows (complete descriptions start on page 2-1 of this book):

- Distinct Neighborhoods, One City
- A Cultural Destination
- Green City
- Quality Built Environment
- Exceptional City Services
- Economic Development and Sustainability
- Community Engagement

The City's Executive Team has the principal leadership responsibility for implementing the Vision.

New Operating Expenses

The Thomas Farm Community Center, the City's first major community recreation facility west of I-270, will open in FY 2009. Net annual operating costs for the Center are projected to be approximately $400,000. The majority of these costs, including 2.0 new FTEs, are included in the FY 2009 operating budget. Additional funds will be included in FY 2010 when the facility is fully operational for the entire year.

Included in the proposed budget for the first time is $262,000 to prefund a portion of the City's liability for its retiree health care costs known as OPEB (other post-employment benefits) in accordance with GASB 45. GASB 45 is a new accounting statement that is in effect for the City beginning with its FY 2008 financial statements. The City's total liability equals approximately $1.3 million, and will be funded over a five-year period.

In order to provide exceptional City services, new operating expenses of approximately $200,000 are budgeted in the fields of technology, financial systems, and employee training. This new funding will help staff improve their internal and external customer service capabilities thereby improving services to residents and businesses. Improvements in these fields make the City more efficient and effective, and ensure that the City is keeping pace with industry standards and best practices.

Starting in FY 2009, staff recommends that City facilities pay for their own water and sewage usage since a majority of the City's facilities are now metered. This policy change adds operating costs of approximately $290,000 to all City funds that utilize water and sewer services, of which $175,000 is budgeted in the City's General Fund.

Commodity and supply prices continue to increase and are a major factor when determining the total cost to maintain current programs and service levels. For the FY 2009 budget, approximately $380,000 was added to cover the increase in the price of electricity, gasoline / oil, heating fuel, and chemicals across all funds.

City Staffing

Over the past few years the City has grown with the addition of the King Farm and Fallsgrove neighborhoods, and now Town Center. New construction continues elsewhere in the City, and ground breaking has taken place at Twinbrook Commons. The resulting increases in the population, numbers of streets and parks, and new facilities require that the City government grow to keep up with the additional demand. Since the City has held back over the past several years on adding staff as it conserved its resources to devote to developing Town Center, the FY 2009 budget adds 23.4 regular FTE's across all funds (6.12 FTEs in the General Fund) to meet the increased demand. This includes 3.0 positions that were proposed, but not adopted in the FY 2008 budget. The full FTE count is reconciled on pages 1-9 through 1-11 and new FTE's are described within their respective departments.

These new positions support a wide variety of programs and it is the first time in many years that staff is proposing to strengthen its support services across all support departments. The City's support services enable the front line operations to provide their services at the level expected by the City's residents. The proposed FY 2009 budget has new FTE's in the support areas as follows: PIO Specialist in the City Managers Office, Systems Support Senior Analyst in the Finance Department, Training Coordinator in Human Resources, and a Network/PC Support Specialist and Network Engineer in the Information and Technology Department. Together these five new positions support communication, training, and technology, and will allow the City to modernize many of its business practices.

The high level of competition within the labor market is unlikely to change in the near future. The City organization will continue to face the challenges of low unemployment within the regional and national labor markets, and the retiring baby boomer generation. Talented individuals have expectations for professional development, and the City must continue to provide those opportunities, pay competitive salaries and benefits, reward performance, and provide adequate equipment and tools in order to both retain and attract exceptional employees.

The Mayor and Council recognized the challenges associated with retaining and attracting high quality employees and, in FY 2008, approved a one-time Compensation Study that analyzed the City's full range of salaries and benefits across many of the salary classes. This Study is being utilized in FY 2009 as a basis for contract negotiations with the AFSME union, and during the meet and confer process with the FOP. The FY 2009 budget includes sufficient resources to make significant improvements to keep salaries competitive in an increasingly tight labor market.

The FY 2009 proposed budget also includes sufficient resources to make minor modifications to the City's pay for performance plan, and to provide stipends for cell phone usage in accordance with a new wireless communications policy that staff modified to stay in compliance with IRS regulations.

Speed Camera Fund

The Speed Camera Fund, a special revenue fund created in late FY 2007, is used to track revenues and expenses associated with the City's speed camera program. This program is designed to save lives by getting drivers to slow down on residential streets and near schools. Though program revenue is not available for general City operations, it is available to enhance traffic and pedestrian safety programs and projects in the operating and the CIP budget.

In line with the Mayor and Council priorities and State law, revenue from this program provides the City with the resources needed to focus on pedestrian safety needs. For FY 2009, the Speed Camera operating budget includes 2.0 new Police Officers that will serve in the City's Traffic Unit and 0.5 Civil Engineer that will supplement staff assigned to the design of sidewalks and pedestrian walkways. The operating budget also includes funding for a one-time comprehensive citywide inventory and evaluation of all pedestrian sidewalks, crosswalks, walkways, etc. In addition, the FY 2009 CIP includes Speed Camera Funding for the Pedestrian Safety project, the Street Lighting Improvements project, and Pedestrian Bikeway Systems Improvements project. The FY 2009 proposed budget reflects gross revenues from this program at $4.8 million. A full summary of the fund can be found on page 3-21.

Maintaining our Infrastructure/Capital Projects

Investing in the City's infrastructure is critical. Deteriorating roads, bridges, public buildings, parks, and utility systems in many jurisdictions across the country stand as unfortunate examples of what happens when communities fail to invest sufficiently. Maintaining and enhancing these investments is critical to the City's future. The City has a fairly robust CIP that addresses many, but not all, of the infrastructure needs. The City's FY 2009 proposed CIP budget contains approximately $24.1 million in new funding for the City's 81 current CIP projects. The Capital Projects Fund provides approximately 52 percent of the CIP's new funding and the City's six enterprise funds (water, sewer, refuse, parking, stormwater, golf) and the Speed Camera Fund provide the remaining 48 percent.

A new CIP project on the horizon is the possible acquisition of the Old Post Office (CIP page 151). Staff has performed a feasibility study on the reuse of the building, with the ultimate goal of renovating the building and converting it into a new public safety facility. While acquiring the building from the federal government is not a certainty, staff has received positive feedback and is taking the necessary steps to complete the acquisition. Funding has been provided in the CIP to proceed with the design and construction of the new facility in FY 2010.

In addition to the acquisition of the old Post Office, the City will continue to rent space at Courthouse Square and move certain functions to these offsite locations. This is in an effort to address the City's critical space needs that inhibit our ability to grow as needed.

Rockville's Changing Population

Rockville is fortunate to have citizens representing a wide and diverse range of cultures in our community, and we welcome the opportunity to accommodate and adapt our services to meet their needs. The City needs to continue evaluating our overall communication strategy for reaching all Rockville residents and engaging them in the public process. We need to continue to adapt our recreation, public safety and social service programs to ensure we are meeting the needs of our population. We also need to focus on recruiting a more diverse City workforce, with an emphasis on acquiring multi-lingual staff.

Consistent with nationwide trends, Rockville's population is aging and living longer. While our services to seniors are widely regarded as the best in the region, the large proportion of the City's population approaching retirement age presents challenges and requires that we continually adapt our services. As we look forward, we need to consider what services to provide to seniors, how to provide them, and how to pay for them.

The City also supports those with significant human service needs through grants to caregiver agencies. The FY 2009 proposed budget includes $463,075 for grants to these agencies. Approximately 36 percent of the total ($166,050) supports agencies that provide housing assistance or food and clothing services. Approximately 47 percent of the total ($216,025) supports medical programs, home health care for seniors, and emergency financial assistance. The remaining 17 percent ($81,000) supports cultural diversity programs.

High Quality Municipal Services

The FY 2009 proposed budget was developed with the principle supported by the Mayor and Council that the City will maintain the same high levels of service provided in FY 2008. The growth in revenues has allowed the City to accommodate higher utility, debt service, and personnel costs, as well as subsidizing the Parking District without sacrificing service levels or programs.

Many enhanced programs and services are being offered as part of the FY 2009 proposed budget, such as maintenance of infrastructure, including asphalt street paving, invasive plant removal, and sidewalk improvements. New environmental programs will commence, and new self-supporting recreation classes are being added.

The City's longstanding commitment to providing a high level of basic municipal services is reflected in our citizen survey results. Our fourth semi-annual survey was conducted again during FY 2007, and the results were presented to the Mayor and Council on May 14, 2007. This scientific survey provides objective data on how the City government performs on behalf of the entire community, and points to program areas that need improvement. The survey results also included recommended steps to address major organization-wide themes, and department specific action plans to address and respond to critical issues. Responding to survey results showing lower levels of citizen satisfaction in neighborhoods east of Rt. 355 will be emphasized again in FY 2009.

Citizen Survey results can be found throughout the budget document in the performance measure tables located in each department section. This data assists management in assessing program effectiveness and making decisions about funding levels for programs. The entire report of results is posted to the City's Web site.

Budget Overview

The proposed FY 2009 operating budget totals approximately $103.9 million for the City's 12 operating funds. This represents an overall increase of 10.7 percent from the FY 2008 adopted budget.

TABLE 1: Total Resource Allocation by Department, All Funds

Expenditures by Department	Actual FY07	Adopted FY08	Proposed FY09	% Change
Mayor and Council	1,316,457	1,389,543	1,272,943	-8.4%
City Manager	2,665,281	3,116,926	3,283,370	5.3%
CPDS	4,200,519	7,184,377	5,590,611	-22.2%
Finance	2,513,565	2,726,005	2,939,955	7.8%
Human Resources	936,032	1,017,534	1,166,537	14.6%
Information and Tech.	2,910,287	3,266,938	3,412,008	4.4%
Police	7,234,977	9,455,841	10,908,617	15.4%
Public Works	16,906,221	20,644,809	23,133,178	12.1%
Recreation & Parks	16,496,640	19,283,496	21,576,124	11.9%
Non-departmental	35,604,442	20,212,464	25,342,262	25.4%
Subtotal	90,784,420	88,297,933	98,625,605	11.7%
Debt Service Fund	5,657,692	5,510,892	5,230,000	-5.1%
Total	**96,442,112**	**93,808,825**	**103,855,605**	**10.7%**

Approximately 60.1 percent of the City's spending comes from the tax-supported General Fund. Other significant enterprise funds include the Water, Sewer, Refuse, Parking, Stormwater Management, and Golf funds. User fees charged to City households, businesses, and golf course support these funds. Five, and ten-year cash flow projections prepared as part of the budget process determine the fees charged. Each fund is described in more detail below.

General Fund

The General Fund constitutes the City's single largest discretionary operating fund. The City's goal is to balance the General Fund operating budget without the need to rely on reserves, which this budget achieves for FY 2009. The proposed FY 2009 General Fund budget of $62.4 million is 5.9 percent higher than what was adopted for FY 2008. The General Fund growth is characterized by revenue growth predominantly in property taxes (increase of 7.5 percent) and income tax (increase of 12 percent).

In total, the City's General Fund should receive approximately $3.5 million more than was adopted for FY 2008. The Fund Summaries section of the budget includes detailed information on the major FY 2009 General Fund revenue sources. Table 2 below summarizes the General Fund revenue sources. Table 3 highlights the expenditure authority by category with the percent change from the FY 2008 General Fund budget.

TABLE 2: General Fund Revenues by Type

General Fund Revenues	Actual FY07	Adopted FY08	Proposed FY09	% Change
Property Taxes	31,192,975	32,024,080	34,416,320	7.5%
Licenses and Permits	2,114,909	1,714,500	1,764,500	2.9%
Rev. from Other Gov't.	17,678,571	16,107,699	16,872,259	4.7%
Charges for Services	5,296,741	5,539,942	5,919,395	6.8%
Fines and Forfeitures	877,137	774,000	824,000	6.5%
Use of Money / Property	1,271,860	1,073,812	870,676	-18.9%
Other Revenue	1,755,881	1,672,872	1,729,123	3.4%
Total	**60,188,073**	**58,906,905**	**62,396,273**	**5.9%**

TABLE 3: General Fund Expenditures by Type

Expenditures by Type	Actual FY07	Adopted FY08	Proposed FY09	% Change
Salaries	24,872,690	27,379,925	28,710,931	4.9%
Benefits	6,603,131	7,730,006	8,258,359	6.8%
Overtime	750,210	787,276	764,761	-2.9%
Personnel Subtotal	32,226,031	35,897,207	37,734,051	5.1%
Contractual Services	6,308,899	7,948,259	7,621,986	-4.1%
Commodities	4,153,091	4,802,757	5,130,329	6.8%
Operating Subtotal	10,461,990	12,751,016	12,752,315	0.0%
Capital Outlay	540,260	709,378	747,308	5.3%
Other / Transfer	2,309,142	2,278,410	2,178,670	-4.4%
Contribution to CIP	10,312,824	2,365,002	4,500,000	90.3%
Debt Service Transfer	5,650,800	4,905,892	4,483,929	-8.6%
Total	**61,501,046**	**58,906,905**	**62,396,273**	**5.9%**

Personnel costs will increase in total by 5.1 percent, or $1.8 million, which includes a cost of living adjustment (COLA), merit increases for Police and union personnel, and funding for pay for performance for administrative scale and Recreation and Parks scale employees. The total number of FY 2009 benefited FTEs in the General Fund will increase by 6.12. Overall, 12.95 FTEs were added as new positions, 1.0 FTE was transferred to the General Fund from the Capital Projects Fund, 0.6 FTEs were deleted, and 7.23 FTEs were transferred out of the General Fund to other funds.

The General Fund constitutes 60.1 percent of the City's total proposed FY 2009 expenditure budget. The major cost drivers for the General Fund for FY 2009 include: rising costs to maintain program and service levels, increases in commodity and supply prices, funding retiree health care costs, transfer to the

CIP, transfer to the Parking Fund, and funding the new water and sewer charges for City facilities.

TABLE 4: General Fund Expenditures by Department

Expenditures by Department	Actual FY07	Adopted FY08	Proposed FY09	% Change
Mayor and Council	1,311,133	1,359,543	1,262,943	-7.1%
City Manager	2,665,281	3,116,926	3,283,370	5.3%
CPDS	3,729,444	4,685,027	4,162,521	-11.2%
Finance	1,740,305	1,914,805	2,114,605	10.4%
Human Resources	936,032	1,017,534	1,166,537	14.6%
Information and Tech.	2,910,287	3,266,938	3,412,008	4.4%
Police	6,952,314	8,266,077	8,259,286	-0.1%
Public Works	5,913,393	6,635,945	6,278,085	-5.4%
Recreation & Parks	15,296,877	17,620,726	18,895,888	7.2%
Non-departmental	20,045,980	11,023,384	13,561,030	23.0%
Total	**61,501,046**	**58,906,905**	**62,396,273**	**5.9%**

City Enterprise Funds

The City operates six enterprise funds for the provision of water, sewer, refuse, parking, stormwater and golf services. These funds operate and account for their transactions in a way similar to private businesses. By policy the funds are to be self-supporting; i.e., their fees and charges are supposed to be sufficient to recover all operating costs, both direct and indirect, and all capital outlay, infrastructure and debt service costs, as well as maintain sufficient reserve levels to allow for stable rates.

Water Fund

On February 11, 2008, the Department of Public Works presented the overall status of the City's water production and distribution system to the Mayor and Council. The presentation demonstrated that major infrastructure replacement is needed over the next couple of decades to upgrade the City's distribution system, and to ensure that the water plant complies with new federal regulations. Accordingly, staff reviewed and recalibrated the water rate model that was adopted by the Mayor and Council in March 2006. The FY 2006 water rate study, along with the most recently completed studies reflect that substantial annual rate increases are needed for the next several years to bring the Fund's financial status back to health, and to generate sufficient resources to pay for all of the infrastructure improvements.

The recommended water usage rates for the FY 2009 are:

- $2.80 per thousand gallons for the first 12,000 gallons per quarter
- $4.02 per thousand gallons for the next 12,000 gallons per quarter
- $4.32 per thousand gallons for usage over 24,000 gallons per quarter

In addition to the water usage rate, customers pay a ready-to-serve charge that is split equally between the Water and Sewer Funds. The amount of the charge is based on the size of the water meter and ranges from $6.18 to $741.60 per quarter, an increase of 3 percent from adopted FY 2008. A history of rates can be found on page 3-11 of this budget document.

In FY 2009, the City will continue the ongoing investment in the system's comprehensive meter replacement program. This will allow for improved efficiencies in reading meters and billing, and for more accurate collection of revenues.

For FY 2009, 3.3 FTEs will be added to the Water Fund, including a Deputy Director of Utilities. These resources are needed if the City is going to make any headway in upgrading the infrastructure. The new Water Main Rehabilitation project in the FY 2009 – FY 2013 CIP reflects the City's water line replacements at a cost of approximately $67 million over the next fifteen years. The City will be funding this through a combination of debt and pay-go financing.

Sewer Fund

The Sewer Fund budget for FY 2009 is based on the March 2006 Water and Sewer Rate Study recommendations approved by the Mayor and Council on June 5, 2006. The FY 2009 proposed sewer charge equals $3.97 per 1,000 gallons. This is an increase of $0.15 or 3.93% over the FY 2008 adopted rate of $3.82 per 1,000 gallons. This rate is slightly lower than what was included in the March 2006 Water and Sewer Rate Study. In addition, the study recommended a ready-to-serve charge that is split equally between the Water and Sewer Funds. The amount of the charge is based on the size of the water meter and ranges from $6.18 to $741.60 per quarter, an increase of 3 percent from adopted FY 2008.

Nearly all of the capital costs in the Sewer Fund, and a substantial portion of the operating costs, are payments for the operation of and capital improvements to the District of Columbia Water and Sewer Authority's (DCWASA) Blue Plains Wastewater Treatment Plant. The 1998 Master Plan for the DCWASA included a significant increase in planned capital costs, as reflected in the Blue Plains Wastewater Treatment CIP project. A history of sewer rates can be found on page 3-13 of this budget document.

Refuse Fund

The FY 2009 proposed budget is based on a semi-automated once per week refuse and recycling program. The refuse rate for the FY 2009 budget will remain the same as the adopted FY 2008 rate of $32.70 per month. The semi-automated once per week system requires reduced operating expenses because fewer personnel (a reduction of 5.0 FTEs from FY 2008 and FY 2009), contractual services, commodities, and vehicles are needed.

Staff plans to implement the new semi-automated once per week refuse and recycling program during FY 2009 and FY 2010. The initial rollout will begin in October 2008, and the full program will be phased in over approximately eighteen months. This is the first major change to the refuse service and the rollout will be accompanied by an expansive education and outreach campaign. Staff is currently working on campaign materials, the recycling offload facility, and

ordering trucks and carts. The new refuse and recycling program complements the environmental sustainability program adopted by the Mayor and Council.

Parking Fund

FY 2009 will be the first full year that the City charges for parking in the City's garages. The Mayor and Council gave approval for the garages to start accepting payment starting on March 10, 2008. The rate will be $1.00 per hour from 7:00 am until 7:00 pm with no charge on the weekends. In FY 2006, financing was obtained for the construction of three public garages within the Town Center development. The Fund's annual debt service totals $2.1 million; a substantial portion of this amount will have to be funded with a transfer from the City's General Fund. The latest data analyzed reflects that there will not be sufficient revenues generated to service this debt, and an annual transfer from the City's General Fund will be required annually for the thirty-year life of the bonds. The proposed transfer for FY 2009 is $950,000.

It is the Mayor and Council's policy that all revenue generated by meters throughout the City be dedicated to servicing the debt incurred to construct the garages. The City is reliant on both the meter revenue and parking violation revenue to pay for the costs of constructing the garages.

Stormwater Management Fund

Historically, rapid development has funded much of Rockville's stormwater management, with fees imposed on developers. With new development nearly complete, and redevelopment presenting different challenges, other funding sources are needed to cover the maintenance of the public stormwater infrastructure and new programs. On December 17, 2007, staff introduced a new ordinance to amend the City Code to include a new Stormwater Management Utility Fee. This annual fee, based on Equivalent Residential Units ("ERUs"), was designed to provide a dedicated funding source for the SWM Fund. This fee will support an enhanced stormwater management program that will ensure Rockville's streams and watersheds are protected, restored, and enhanced by meeting State and federal guidelines. This fee is not included as part of the FY 2009 proposed budget; it is recommended the new program utilize the Fund's existing balance in FY 2009, and a fee begin in FY 2010. As shown in Table 5, 15.62 FTEs (7.47 transfers and 8.15 new) will be added to the Stormwater Management Fund to help support the new program.

TABLE 5: Stormwater Management Fund FTE Summary

Public Works Division	FY 2008 Adopted	Transfers	New Positions	FY 2009 Proposed
Engineering	5.00	0.87	5.15	11.02
Contract Management	1.00	1.70	1.00	3.70
Environmental Management	0.80	0.50	0.00	1.30
Storm Drain Maintenance	0.00	4.40	2.00	6.40
TOTAL Regular FTEs	**6.80**	**7.47**	**8.15**	**22.42**

Golf Fund

As of June 30, 2007, the Golf Fund had a cash deficit of more than $770,000. The Mayor and Council adopted a business plan in FY 2006 based on a financial analysis of the Golf Fund to address the deficit. As a result of the analysis, the Mayor and Council directed that the Golf Fund administrative charge be reduced by half, marketing efforts be intensified, and additional capital improvements be made to the course. Positive results for rounds played and the condition of the course have already been noted throughout FY 2007 and through the first half of FY 2008. The plan will continue through FY 2009, which will be the third year of the five-year plan. Although there has been an increase in rounds played and the condition of the course has improved, the deficit continues to grow and it is unlikely that the Fund will overcome the deficit by the end of the five-year business plan.

Conclusion

The City's current financial situation requires that we continue our responsible fiscal practices in managing expenditures and revenues. First, we need to respond appropriately to changing growth patterns. For many years, new development and growth have helped fund a steady stream of new projects, facilities and services. As Rockville reaches its growth potential, we will be less able to look to growth and new development as sources of increasing revenue. Future property tax revenues will be a function of redevelopment and reassessments of existing property, and may not increase as rapidly as in recent years.

Second, we must continue to carefully consider how reserves, including any surpluses, are used. Retaining reserves for unexpected expenses is imperative, particularly given the large capital projects currently under construction and planned for the near future. It is also important to keep in mind that unless overall service levels are reduced, or selected programs are eliminated, expenditures will continue to rise over time. We need to be prepared to fund those rising expenditures and, where possible, to contain them by improving our operational efficiency.

Finally, we must be vigilant with regard to the City's debt management and capital planning. We will continue to look for every opportunity to manage our debt within policy guidelines.

While uncertainties and challenges lie ahead, so too do many opportunities. The City's financial policies and conservative fiscal approach will allow the City to sustain its strong financial position for FY 2009 and beyond. Still, we need to anticipate and remain adaptable to the changing service needs inherent in the physical, social, and demographic changes Rockville is experiencing, and will continue to experience.

The proposed budget as presented utilizes available resources in an effective and responsible manner. The budget is in line with all previous policy direction set by the Mayor and Council, and includes sufficient resources to fulfill Mayor and Council's Vision and associated priorities. On behalf of our dedicated City staff, we remain grateful to the community and the Mayor and Council for the

opportunity to serve, and we look forward with enthusiasm to FY 2009 and the many exciting challenges and opportunities that await us.

Many City staff, too many to mention by name, contributed to preparing the budget. A vast amount of analytical work goes into producing the budget document. The budget process is truly one project that involves all City departments. The many people working together on its production exemplify the values of teamwork, craftsmanship, and public service that guide City staff in all of our work throughout the year. I would like to thank the department directors and their staff for their significant contributions in preparing this budget, and for their excellent performance in service to the community.

Respectfully,

Scott Ullery
City Manager

Full Time Equivalent Positions

Changes from FY 2008 Adopted to FY 2009 Proposed

From the adopted FY 2008 budget to the proposed FY 2009 budget, 6.1 regular vacant FTE positions were deleted and 29.5 regular FTE positions were added for a total net increase of 23.4 FTEs across all funds. Below is the breakdown of positions deleted and added by department for FY 2009.

Department of the Mayor and Council (M&C): decrease of 0.5 FTEs
- (0.5) FTE vacant Assistant Attorney deleted.

Department of City Manager's Office (CMO): increase of 0.9 FTEs
- (0.6) FTE vacant Public Info. Assistant/PBX Operator deleted.
- 0.5 FTE part-time Secretary I increased from 0.5 to 1.0.
- 1.0 FTE new PIO Specialist added.

Department of Community Planning and Development Services (CPDS): increase of 1.0 FTE
- 1.0 FTE new Planner II position (converted from contract position in FY 2008).

Department of Finance: increase of 1.0 FTE
- 1.0 FTE new Systems Support Senior Analyst added.

Department of Information and Technology: increase of 2.0 FTEs
- 1.0 FTE new Network and PC Support Specialist added.
- 1.0 FTE new Network Engineer added.

Department of Human Resources: increase of 1.0 FTE
- 1.0 new Training Coordinator added (frozen in FY 2008 budget deliberations).

Department of Police: increase of 3.0 FTEs
- 1.0 FTE new Dispatcher added.
- 2.0 FTEs new Police Officers (100% Speed Camera Fund) added.

Department of Public Works: increase of 9.0 FTEs
- 2.0 FTEs new Maintenance Workers (new SWM program) added.
- 1.0 FTE new Engineering Technician V (new SWM program) added.
- 1.0 FTE GIS Specialist (85% General Fund, 15% SWM Fund) added (frozen in FY 2008 budget deliberations).
- 1.0 FTE Engineer Technician IV (new SWM program) added (frozen in FY 2008 budget deliberations).
- 1.0 FTE new Administrator (new SWM program) added.
- 1.0 FTE new Budget Specialist (new SWM program) added.
- 1.0 FTE new Engineer Technician IV (new SWM program) added.
- 1.0 FTE new Engineer II (new SWM program) added.
- 1.0 FTE new Deputy Director of Utilities (50% Water Fund, 40% Sewer Fund, 10% General Fund) added.
- 1.0 FTE convert Temporary Civil Engineer II to a permanent FTE.
- 1.0 FTE new Civil Engineer II added.
- 1.0 FTE new Civil Engineer II (50% Water Fund, 50% Speed Camera Fund) added.
- 1.0 FTE new Maintenance Worker added.
- (5.0) FTEs vacant Sanitation Workers deleted

Department of Recreation and Parks: increase of 6.0 FTEs
- 0.5 FTE new Youth/Family Specialist added
- 1.0 FTE convert temporary Swim Center Laborer to a permanent FTE.
- 1.0 FTE convert temporary Thomas Farm Laborer to a permanent FTE.
- 1.0 FTE convert temporary Thomas Farm Assistant Supervisor to a permanent FTE.
- 0.5 FTE increase Program Specialist from 0.5 to 1.0 FTE.
- 1.0 FTE new Facilities Management Specialist (100% Parking Fund) added.
- 1.0 FTE Trades Worker added (frozen in FY 2008 budget deliberations).

Full Time Equivalent Positions

The charts below list the allocation of regular FTEs and temporary FTEs by department for FY 2007, FY 2008, and FY 2009. These charts also show the additions and deletions from the FY 2008 adopted budget to FY 2009 proposed budget.

Regular Positions by Department:	FY 2007 Actual	FY 2008 Adopted	Additions	Deletions	FY 2009 Proposed
Mayor and Council	4.5	4.5	0.0	0.5	4.0
City Manager	21.6	23.6	1.5	0.6	24.5
CPDS	45.0	43.6	1.0	0.0	44.6
Finance	29.0	29.0	1.0	0.0	30.0
Info. and Technology	21.0	20.0	2.0	0.0	22.0
Human Resources	8.0	8.0	1.0	0.0	9.0
Police	89.0	90.0	3.0	0.0	93.0
Public Works	159.5	159.0	14.0	5.0	168.0
Recreation and Parks	158.2	157.8	6.0	0.0	163.8
Regular FTE Total:	**531.3**	**535.5**	**29.5**	**6.1**	**558.9**

Temporary Positions by Department:	FY 2007 Actual	FY 2008 Adopted	Additions	Deletions	FY 2009 Proposed
Mayor and Council	0.6	0.7	0.0	0.1	0.6
City Manager	0.6	0.8	0.0	0.8	0.0
CPDS	4.1	2.8	0.0	2.0	0.8
Finance	0.2	0.1	0.0	0.0	0.1
Info. and Technology	1.7	1.6	0.0	0.0	1.6
Human Resources	0.1	0.1	0.0	0.0	0.1
Police	0.8	1.0	0.0	0.0	1.0
Public Works	7.2	5.9	1.4	0.0	7.3
Recreation and Parks	74.7	81.1	7.1	0.0	88.2
Temp. FTE Total	**90.0**	**94.1**	**8.5**	**2.9**	**99.7**
Grand Total all FTEs:	**621.3**	**629.6**	**38.0**	**9.0**	**658.6**

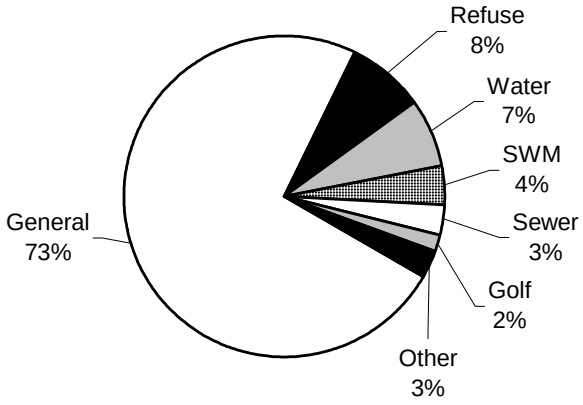
Each regular or temporary City of Rockville position is allotted a full-time equivalent (FTE). The FTE associated with each position is then charged against a fund (or funds) based on the scope of work being performed. Benefits provided with each position are offered on a pro-rata basis based on the FTE count. The charts below list the regular FTEs and the temporary FTEs by fund.

Regular Positions:	FY 2007 Actual	FY 2008 Adopted	FY 2008 Est. Act.	FY 2009 Proposed
General	406.4	406.4	405.9	412.52
Water Facility	34.3	35.3	35.3	38.6
Sewer	16.5	16.5	16.5	17.36
Refuse	48.4	48.4	48.4	43.4
Parking	6.25	6.4	6.4	7.4
Town Center Management	0.25	0.0	0.0	0.0
Stormwater Management	6.0	6.8	6.8	22.42
RedGate Golf Course	9.8	9.8	9.8	9.8
Special Activities	0.5	0.5	0.5	0.5
Community Development Block Grant	0.9	0.9	0.9	0.9
Speed Camera	N/A	3.5	3.5	6.0
Capital Projects Fund	2.0	1.0	1.0	0.0
Regular FTE Total	**531.3**	**535.5**	**535.0**	**558.9**

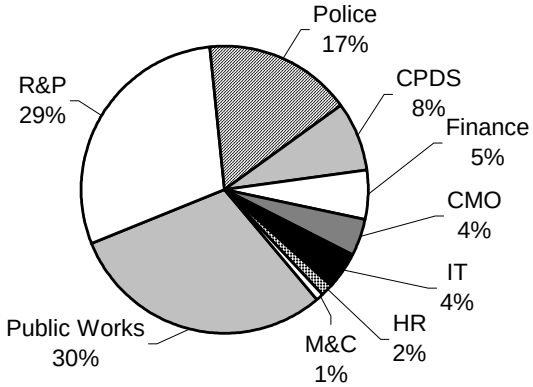
Temporary Positions:	FY 2007 Actual	FY 2008 Adopted	FY 2008 Est. Act.	FY 2009 Proposed
General	82.6	84.1	84.0	87.9
Water Facility	0.3	0.3	0.3	0.0
Sewer	0.3	0.9	0.9	0.3
Refuse	0.0	2.7	2.7	4.0
Parking	0.0	0.0	0.0	0.0
Stormwater Management	0.8	0.8	0.8	1.8
RedGate Golf Course	5.9	5.2	5.7	5.7
Special Activities	0.1	0.1	0.1	0.0
Temporary FTE Total:	**90.0**	**94.1**	**94.5**	**99.7**
Grand Total all FTEs:	**621.3**	**629.6**	**629.5**	**658.6**

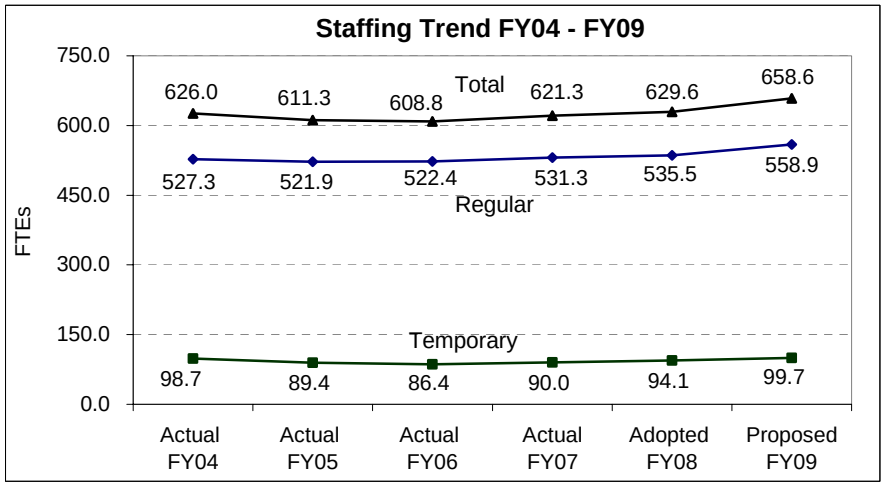
Full Time Equivalent Positions

Regular FTEs by Fund FY09



Regular FTEs by Department FY09





Budget Development Process

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

FY 2009 Operating Budget — In November 2007, City Management and Budget staff presented to Mayor and Council the FY 2009 financial picture and alternative scenarios for the General Fund, and sought and obtained general direction and guidance in preparing the FY 2009 Budget.

Management and staff conducted a review of each department's operating budget and all CIP projects. In November 2007, established targets and worksheets were distributed to departments. In January 2008, the City Manager held meetings with the senior management team and division heads to discuss priorities for the coming year. A number of additional requests for increased funding were discussed and approved requests were incorporated into the departmental budgets.

Also in January, the Mayor and Council went on a retreat to develop their long-range vision for Rockville, and identified City priorities for the next two years. Staff used the Mayor and Council's two-year priorities for each of the seven vision target areas, included in Section 2 Policies and Goals, to set priorities for the FY 2009 proposed budget.

In February 2008, City Management and Budget staff presented to Mayor and Council the FY 2009 financial picture and alternative scenarios for the Enterprise Funds, and sought and obtained general direction and guidance in preparing the FY 2009 Budget. During February and March 2008, the budget staff prepared the FY 2009 Proposed Operating Budget and FY 2009 – FY 2013 Capital Improvements Program for presentation to the Mayor and Council on March 24, 2008. After the Mayor and Council and the senior management team review and discuss the budget, public hearings will be held on March 31, 2008 and April 14, 2008, to solicit citizen responses to the proposed budget.

Following the public hearings, the Mayor and Council will conduct two worksessions on April 28, 2008 and May 5, 2008 to discuss the budget prior to adoption. On May 19, 2008, the Mayor and Council will approve the budget and adopt the ordinances that set the property tax rates, and the water, sewer, and refuse charges.

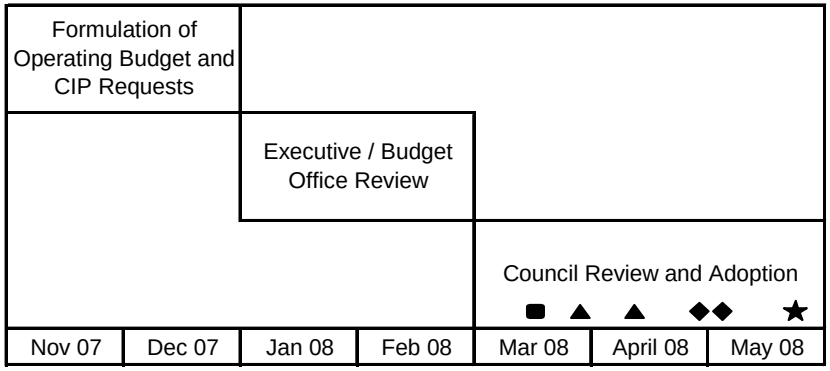
During June and July 2008, the budget staff will prepare and implement the FY 2009 Adopted Operating Budget and FY 2009 – FY 2013 Capital Improvements Program. The adopted budget for FY 2009 will take effect on July 1, 2008.

FY 2009 Capital Improvements Program — In October 2007, the City Manager solicited requests from departments, neighborhoods, and homeowners associations for Capital Improvements Program (CIP) projects. Several requests were received and can be found on page 12 of the CIP Book (separate book).

For FY 2009, the City initiated a new process to prioritize CIP projects supported by the Capital Projects Fund. Projects were prioritized based on eighteen criteria that included the visions and priorities of the Mayor and Council and the impacts that the capital projects have on the City's: 1) facilities and infrastructure, 2) environment and safety, and 3) budget and legal provisions. The City Manager used the prioritization findings to assist in determining the recommended funding levels for the projects in the Proposed FY 2009 – FY 2013 CIP budget.

The proposed operating budget and CIP are available on the City's Website (www.rockvillemd.gov) and highlights are available on *The Rockville Channel* (Ch.11) and in *Rockville Reports*.

The chart below is a monthly time-line of the major components of the FY 2009 budget development process.



■ Presentation: March 24, 2008 ▲ Public Hearings: March 31, 2008 April 14, 2008 ◆ Worksessions: April 28, 2008 May 5, 2008 ★ Adoption: May 19, 2008

Mayor and Council Vision

Rockville, Maryland is the governmental, commercial, and cultural center of one of the most vibrant and progressive regions in the United States. Rockville is the seat of government for Montgomery County, which is among the most affluent and highly educated counties in the nation. The City's diverse population, its strong presence in the global economy, and its outstanding city services have earned it a reputation internationally as one of the very best cities in the world to live, visit, and conduct business. While the community is focused on the future and is home to leading edge businesses, educational institutions, and cultural and entertainment opportunities, the City also retains its strong sense of history, community, and hometown flavor.

During its biannual retreat of January 12-13, 2008, the Rockville Mayor and Council developed its ten-year vision for Rockville, and identified the short-term priorities to pursue over the next two years toward achieving that vision. The vision of a desired future state of the community focuses on the following seven major themes: Distinct Neighborhoods, One City; A Cultural Destination; Green City; Quality Built Environment, Exceptional City Services; Economic Development and Sustainability; and Community Engagement

Distinct Neighborhoods, One City

Neighborhoods are the heart and soul of our City. Our neighborhoods are safe, attractive, and a source of pride for the residents. They reinforce a strong sense of identity and community among the citizenry. Well-maintained homes, business establishments, and public parks contribute to the City's hometown character and encourage feelings of strong neighborhood identity and harmony.

Our diverse neighborhoods represent the full history of the community, embodying the rich legacies of historic 19th and early 20th century communities, post-war "single family" suburban communities, and contemporary mixed-use and "smart growth" communities. There is a wide variety of housing choices and neighborhoods suitable to individuals of all ages, lifestyles, and income levels.

While all of our neighborhoods, new and old, exhibit strong individual identities; they are also fully integrated into the community. Neighborhoods are pedestrian friendly and physically connected to each other, to parks and to schools.

High quality public services and facilities are provided equitably by the City government, which contributes to community solidarity. Our children attend schools within the City's corporate limits and in the communities in which they live. Many community-wide special events unite us, and also attract people throughout the region.

2008-2010 Vision Priorities:

- Ensure in our planning processes that pedestrian needs are met.
- Develop a Master Plan for bike and pedestrian ways that surveys all signs, crossings, and sidewalks, identifies needed enhancements, and prioritizes the needs.
- Educate and provide operational support to neighborhoods for programming holiday events.
- Undertake an aggressive campaign and lobby the Montgomery County Public Schools to ensure that all Rockville school children are assigned to schools within Rockville.

A Cultural Destination

Rockville is a major regional cultural center, and is recognized as such regionally, nationally, and internationally. Published travel guides feature Rockville as a significant destination for visitors to the region.

Entering the City, visitors are immediately aware that Rockville is the seat of Montgomery County government with a rich history, a unique destination for diverse cultural presentations and fine shopping. Our many public gathering places include the Town Square, F. Scott Fitzgerald Theater, Glenview Mansion, the Science Center, VisArts, Croydon Nature Center, and other cultural and sports facilities.

Free outdoor concerts can be enjoyed in Town Center and throughout the City. Many people throughout the region enjoy our theatres, concerts, sports events, public art and sculpture, and other important presentations. Rockville is particularly noted for its nighttime entertainment.

2008-2010 Vision Priorities:

- Prepare and implement a cultural plan with ambitious goals for cultural amenities, including programs for cultural and entertainment activities throughout Town Center.
- Support and encourage the development of the new soccer team that will use the RMHS field.
- Continue to spearhead bringing a Science Center to the City.

Green City

Residents, businesses, governments, and institutions employ sustainable practices that are sensitive to the environment. Conditions, technologies, and behaviors that significantly reduce water pollution, air pollution, and noise pollution are widespread and commonplace. The community is dedicated to fulfilling its responsibility for strong stewardship of, and living in harmony with, the natural environment.

Mayor and Council Vision

Rockville is a leader in environmentally sustainable development that protects and enhances our community's quality of life. Public and private buildings in Rockville are constructed to achieve the highest contemporary national environmental standards. Rockville has dramatically reduced its carbon footprint and greenhouse gas emissions by utilizing alternative sources of energy, stabilizing energy use and maximizing efficiency, and employing sustainable building practices.

Rockville residents, governments, and businesses foster and apply sound environmental practices. High technology, energy efficiency and conservation, and recycling are employed to the community's advantage at every opportunity. Business and residential recycling rates are among the highest in the nation.

The erosion of the City's streams has been mitigated, and water quality standards set out in the Chesapeake Bay Agreement have been achieved. Our streets, parks, and public and private areas are "clean and green."

2008-2010 Vision Priorities:

- Continue conducting an environmental education campaign, to include recycling, eradicating invasive species, and other activities fostering environmental quality.
- Create an incentive program for homeowners and citizens to adopt practices that reduce the negative environmental impacts of their homes and behaviors.
- Identify and tap into Federal and State funding programs for improving energy conservation and efficiency.

Quality Built Environment

The quality of a city's built environment is fundamental to the community's overall quality of life. Rockville is a beautiful city, and a model of quality development. Our buildings conform to the highest environmental and design standards. Great attention is given to ensuring high quality materials and technologies are incorporated in construction. Most utilities have been placed underground.

Town Center has developed fully, and in accordance with the high quality design standards of the Town Center Master Plan. A distinctive city government campus reflects Rockville's status as the seat of Maryland's preeminent county, Montgomery County, and as a regional cultural and entertainment center.

The community's streets are well lit, beautifully landscaped with many street trees, and resplendent with public art. Rockville has achieved an open street grid and excellent pedestrian connectivity. Pedestrian and bike use is encouraged and promoted, and dependence on automobiles is correspondingly reduced. Rockville Pike has been transformed into an attractive boulevard and remains an economic engine for the region.

2008-2010 Vision Priorities:

- Successfully complete the new Zoning Ordinance approval process.
- Conduct a street lighting survey to determine its adequacy.
- Improve Pepco's responsiveness and quality of service.

Exceptional City Services

Exceptional cities have exceptional local governments that are fiscally strong, and successfully anticipate and provide for community needs. The City of Rockville provides a full complement of services that are of high quality and well funded. The community's needs have been anticipated, and services adapt to and keep pace with changing needs. State of the art technology and other best practices are employed in providing municipal services.

Public safety and physical infrastructure are the top city service priorities. Public safety is ensured by means of a strong community-based policing model. Streets, sidewalks, water and sewer systems, stormwater facilities, and parks are well maintained and up to date. New development pays for the infrastructure capacity necessary to support it. Financial and budgetary management policies and practices ensure that available revenues support the City's priorities efficiently and effectively.

The City staff has a strong customer service focus, and is sensitive to the residents' needs and expectations. Services are equitably provided without regard to geography, socio-economic status, ethnicity, or age. Enhanced services are provided to vulnerable segments of the population.

2008-2010 Vision Priorities:

- Reexamine the Charter with regard to the City Council's size, term length and concurrence, and at-large representation.
- Better define the authority of and coordination among boards and commissions, the process for filling vacancies, and the qualifications of members.
- Analyze and adopt, if feasible, a property tax deferral program for seniors.

Economic Development and Sustainability

A strong economy that provides abundant jobs is a fundamental component of a successful city. Rockville is a regional employment center for both the public and private sector, with a strong emphasis on clean, high-tech industry. As the County seat, State and county government are major employers. The City's

reputation as a cultural and entertainment center is also a major factor in its economic development.

Rockville's strong, diversified economy is growing sufficiently to meet the demands for high quality public services, programs and facilities, and to support high quality retail, service and trade sectors. The City's commitment to economic development is realized through an economic development strategy that grasps fully the close interrelationships among the local economy, land use, private investment, quality planning, city regulations, public infrastructure and services, environmental quality, and the fiscal strength of the city government.

Rockville has the reputation as a highly desirable place to do business. A well-managed city government that enforces regulations fairly and consistently, high quality city services and public infrastructure, and an excellent educational system contribute to Rockville's success in attracting and retaining businesses.

The business community engages in civic and community activities and processes, and the city government encourages it to do so. The City's participation in strong partnerships among the private, public, and non-profit sectors effectively addresses community needs and aspirations.

2008-2010 Vision Priorities:

- Develop and implement a city branding campaign with a goal of attracting the public to Rockville.
- Encourage the business community to become more involved in civic and community activities, including the City joining the Rockville Chamber of Commerce, Montgomery County Chamber of Commerce, and Committee for Montgomery County.
- Develop partnerships with local venues to increase local entertainment.

Community Engagement

The most successful communities provide multiple opportunities and avenues for citizens to engage their government effectively, and work actively for the betterment of the community. In Rockville, the public's access to government is fully open. The City vigorously employs a multiplicity of communication techniques to keep the citizenry fully informed in a manner that facilitates broad and effective citizen participation in city decision-making.

The City learns from other successful communities, and stays current with the most effective means of communication. The full spectrum of media is employed, including electronic technologies, the printed word, and direct face-to-face communication. The City also works in concert with the press and other organizations to achieve optimal public information and education.

Residents and businesses use multiple methods to obtain information from the City, and to provide input to the City. Residents and businesses have access to all the information required to understand city actions and issues as well as external issues that affect the community. Residents are satisfied with the customized options to participate, and feel their viewpoint is considered.

Public education and outreach programs are strategically designed to achieve the involvement of all interested individuals and groups at early stages of policy development and decision-making. The City measures and monitors the success of its efforts.

2008-2010 Vision Priorities:

- Improve the effectiveness and inclusiveness of citizen input systems, with the objective of achieving broad and unifying consensus.
- Increase resources for web-based and other technology-based methods for information dissemination.

**Note: The Mayor and Council Vision as presented in the FY09 Proposed Operating Budget represents the draft Vision presented to Mayor and Council on March 3, 2008 and is subject to Mayor and Council revision, approval and adoption.*

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, and 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 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 the staff 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. 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 Officer to administer the budget. The legal control, which the budget ordinance establishes, using 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

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 Officer 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 Director of Finance 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 Facility 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.
   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 proprietary (or enterprise) funds are adopted on a basis consistent with Generally Accepted Accounting Principles. Accordingly, all governmental fund budgets are presented on the modified accrual basis of accounting. 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 planning, engineering study, or 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.
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.

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.
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.

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 goal 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:

Services include operation and maintenance, open space and recreation facilities, neighborhood and City-wide 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 improvements 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 these functions. These services are provided to the community with funds derived from tax revenues.

These activities include by are not limited to:

- Parks
- Hiking
- Playgrounds
- Walking
- Picnic areas
- Fishing
- Trails
- Picnicking
- Bike paths
- Biking
- Right-of-way landscaping
- Play
- 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:

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 25percent of direct costs, from fees, sponsorships and grants. Supplemental funding is provided via tax dollars.

These activities include by 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
- City-wide 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 Center facility and program use (memberships, daily admissions, classes, swim team, etc.)
- City-wide 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
- Skate Park
- 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.

Individual Benefit programs and facility uses are expected to recover 100 percent of direct costs, up to 100 percent of indirect costs and in some cases a portion of allocated costs. Tax supported funding is minimal.

These activities include but are not limited to:

- Fitness facilities within recreation centers, RMSC, 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 undesignated 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 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.

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 balance equal to the maximum annual debt service for any year on the City's debt service schedule.

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 will require City Manager approval. All spending from the contingency account shall be reported to the Mayor and Council quarterly.

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.
12. The City will 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 1.2 percent needs to 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 Director of Finance.
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 Director of Finance shall present reports of the City's investments and cash position monthly 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 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 Director of Finance.
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 FY 09 the City will begin prefunding 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.

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.

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

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

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

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.

Major Neighborhood Plans include:

- Twinbrook, adopted February 1982
- 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
- 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 February 1996
- Rock Creek Watershed Management Plan, adopted April 2000
- Watts Branch Watershed Management Plan, adopted August 2001

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

Water and Wastewater System Studies

Rockville's water and wastewater infrastructure is periodically analyzed to look at the ability to provide sufficient capacity for the Master Plan level of development. In 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. Rehabilitation projects will be implemented in 2008 and 2009. 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 in 2008 and 2009. 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 Website under City Projects, www.rockvillemd.gov.

Environmental Guidelines

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

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 City 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 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) specific 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

Directory of Boards and Commissions Officials

Mayor and Council

Susan R. Hoffmann	Mayor	(240) 314-8291
John B. Britton	Councilmember	(240) 314-8292
Piotr Gajewski	Councilmember	(240) 314-8294
Phyllis Marcuccio	Councilmember	(240) 314-8293
Anne M. Robbins	Councilmember	(240) 314-8295

Boards and Commissions

Board or Commission	Chairperson	Staff Liaison	Phone Number
Animal Matters Board	Lucille Roberts	Victor Sajauskas	(240) 314-8332
Board of Appeals	Alan Sternstein	Castor Chasten	(240) 314-8223
Board of Supervisors of Elections	David Celeste	Claire Funkhouser	(240) 314-8280
Compensation Commission	Virginia Onley	Claire Funkhouser	(240) 314-8280
Cultural Arts Commission	John Moser	Betty Wisda	(240) 314-8681
Environment Commission	Faith Klareich	Nate Wall	(240) 314-8872
Historic District Commission	Vacant	Jeff Winstel	(240) 314-8232
Human Rights Commission	Theodric Anderson	Janet Kelly	(240) 314-8316
Human Services Advisory Commission	Sarah Duffy	Mary Lou Jacobs	(240) 314-8303
Landlord-Tenant Affairs Commission	Edward Gonzague	Raymond Logan	(240) 314-8320
Personnel Appeals Board	Irving Shapiro	Colette Anthony	(240) 314-8470
Planning Commission	Robin Wiener	Jim Wasilak	(240) 314-8211
Recreation and Park Advisory Board	Katherine Savage	Burt Hall	(240) 314-8600
Retirement Board	Vacant	Gavin Cohen	(240) 314-8400
Rockville Economic Development, Inc.	Albert Lampert	Sally Sternbach	(301) 315-8096
Rockville Housing Enterprises	Steven Marr	Edward Duffy	(301) 424-8206
Rockville Seniors, Inc.	George Galasso	Jill Hall	(240) 314-8802
Rockville Sister City Corporation	David L'Heureux	Betsy Thompson	(240) 314-8627
Senior Citizens Commission	Ciriaco Gonzales	Lorraine Schack	(240) 314-8812
Sign Review Board	Robert Turner	Tamara Dietrich	(240) 314-8254
Traffic and Transportation Commission	Elizabeth Crane	Carrie Sanders	(240) 314-8529

Boards and Commissions Descriptions

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

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

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

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

Cultural Arts Commission - An 11-member body whose members are appointed by the Mayor and Council to serve two-year terms. The Commission is responsible for the encouragement of arts and culture in the City for the benefit of Rockville citizens. In addition, the Commission recommends to the Mayor and Council appropriate programs, activities, and utilization policies of the City facilities to add to the further development of Rockville as a cultural center. (Chapter 4, Rockville City Code)

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

Historic District Commission - A five-member body whose members are appointed by the Mayor and Council to serve three-year terms. The members represent a demonstrated special interest, experience, or knowledge in the fields of architecture, history, preservation, or urban design. The Commission is charged with recommending the boundaries of the districts that are deemed to be of historic or architectural value in the City of Rockville and in reviewing applications for construction or changes 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 four-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 four-year terms. The Board is charged with hearing appeals filed by employees of the City of Rockville in cases of suspension, demotion, or dismissal action taken by the City Manager for disciplinary reasons. (Chapter 15, Rockville City Code)

Planning Commission - A seven-member body whose members are appointed by the Mayor and Council to serve five-year terms. The Commission is charged with formulating and revising a Master Plan for the City of Rockville. The Commission also reviews and makes recommendations to the Mayor and Council on applications for Map and Text Amendments; reviews and makes recommendations to the Board of Appeals on all Special Exception Applications; reviews and decides on applications for use permits; reviews and approves all subdivision plans; and initiates and conducts 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 two-year terms. The Board is charged with encouraging the development of desirable recreation and park facilities in the City and recommending those programs for young people and adults that suitably reflect the needs of the citizens. One board member position is filled by a youth. (Chapter 14, Rockville City Code)

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

Rockville 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.

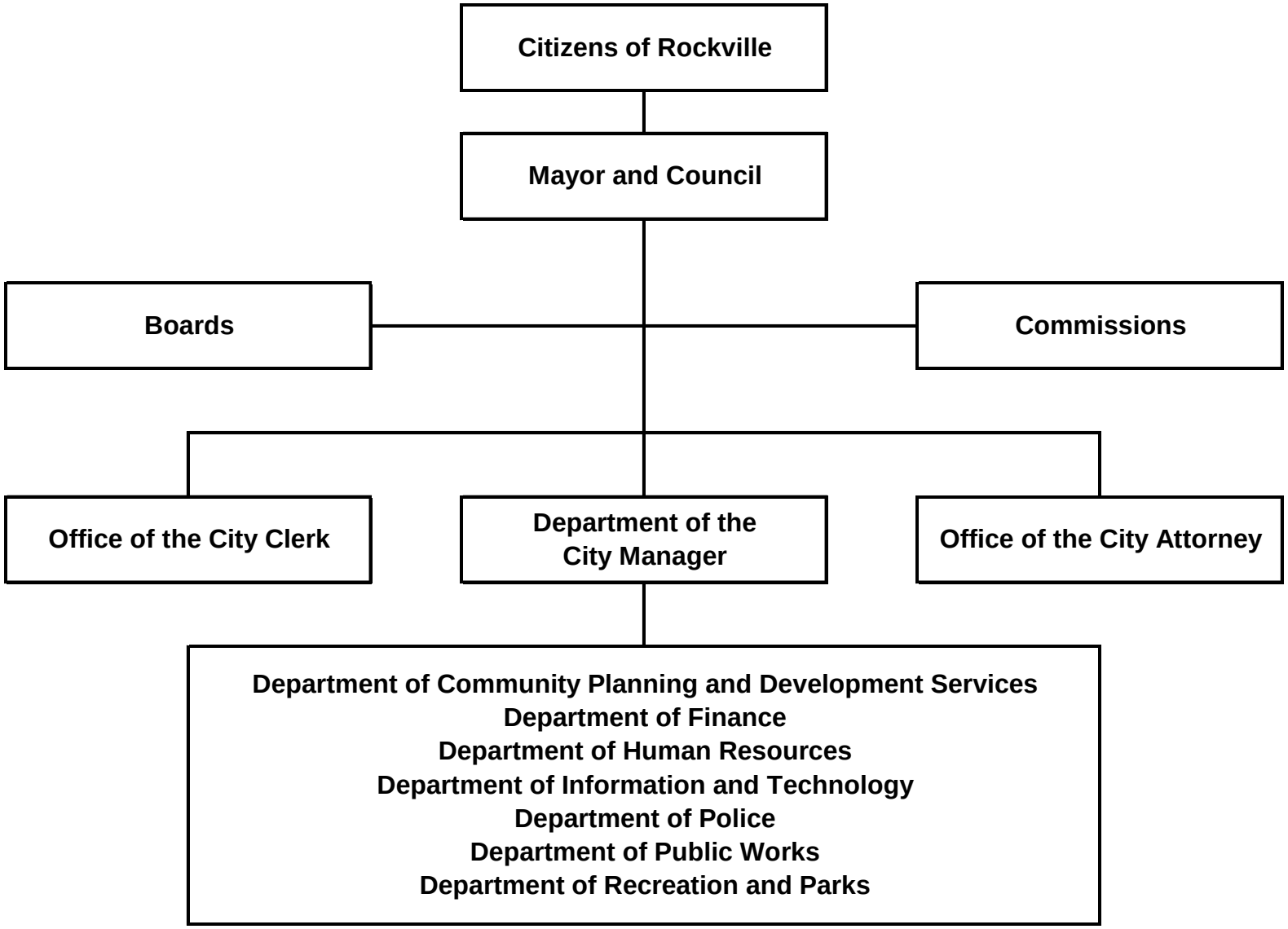
Rockville Sister City Corporation - This 13-member non-profit corporation was organized to support educational and charitable programs and to provide a continuing relationship between the citizens of Rockville and of Pinneberg, Germany.

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 two-year terms. The purpose of the Commission is to advise the Mayor and Council and the Planning Commission on all traffic matters in the City and to make appropriate recommendations. (Resolution Nos. 28-72 and 3-76).

City of Rockville Organizational Chart



All Funds Summary - Operating

FY 2009 Resources

	General (110)	Water (210)	Sewer (220)	Refuse (230)	Parking (320)	SWM (330)	RedGate (340)	Spec. Act. (350)	CDBG (360)	TCMF (370)	Speed Camera (380)	Debt Serv. (550)	Total for All Funds
Revenue													
Taxes	34,416,320	-	-	-	115,000	-	-	-	-	820,090	-	-	**35,351,410**
Licenses & Permits	1,764,500	-	-	-	-	300,000	-	-	-	-	-	-	**2,064,500**
From Other Gov't.	16,872,259	20,000	-	-	363,000	-	-	-	608,000	-	-	-	**17,863,259**
Charges for Serv.	5,919,395	6,790,000	6,500,000	5,627,000	1,350,416	400,000	1,219,173	20,000	-	-	-	-	**27,825,984**
Fines & Forfeitures	824,000	-	-	-	460,000	-	-	-	-	-	4,800,000	-	**6,084,000**
Use of Money & Prop.	870,676	85,000	155,000	100,000	300,000	300,000	-	323,100	-	-	-	531,000	**2,664,776**
Other Revenue	1,729,123	5,000	-	-	-	-	-	-	-	-	-	-	**1,734,123**
Total Revenue	62,396,273	6,900,000	6,655,000	5,727,000	2,588,416	1,000,000	1,219,173	343,100	608,000	820,090	4,800,000	531,000	**93,588,052**
Transfers In	-	461,000	-	30,000	950,000	-	93,000	-	-	-	-	4,483,929	**6,017,929**
Total Resources	62,396,273	7,361,000	6,655,000	5,757,000	3,538,416	1,000,000	1,312,173	343,100	608,000	820,090	4,800,000	5,014,929	**99,605,981**
Appr. Fund Bal/Net Assets	-	-	287,241	-	519,095	1,510,288	279,564	1,438,365	-	-	-	215,071	**4,249,624**
TOTAL	62,396,273	7,361,000	6,942,241	5,757,000	4,057,511	2,510,288	1,591,737	1,781,465	608,000	820,090	4,800,000	5,230,000	**103,855,605**

FY 2009 Use of Funds

	General (110)	Water (210)	Sewer (220)	Refuse (230)	Parking (320)	SWM (330)	RedGate (340)	Spec. Act. (350)	CDBG (360)	TCMF (370)	Speed Camera (380)	Debt Serv. (550)	Total for All Funds
Operating Exp.													
Personnel	37,734,051	2,957,609	1,270,230	2,734,844	411,375	1,630,000	783,900	24,300	136,000	-	338,601	-	**48,020,910**
Operating	12,752,315	1,873,509	3,429,811	1,942,270	1,008,636	576,288	489,001	162,190	472,000	820,090	2,068,034	55,000	**25,649,144**
Capital Outlay	747,308	205,500	13,200	-	-	-	91,236	170,000	-	-	-	-	**1,227,244**
Administrative	-	431,000	241,000	456,000	85,000	154,000	95,000	-	-	-	-	-	**1,462,000**
Other	1,105,670	1,203,000	905,000	302,000	1,106,500	150,000	120,100	1,424,975	-	-	3,000	10,000	**6,330,245**
Total Operating Exp.	52,339,344	6,670,618	5,859,241	5,435,114	2,611,511	2,510,288	1,579,237	1,781,465	608,000	820,090	2,409,635	65,000	**82,689,543**
Other Uses of Funds													
Principal	-	-	-	-	-	-	-	-	-	-	-	3,468,000	**3,468,000**
Interest	-	381,000	743,000	133,000	1,446,000	-	12,500	-	-	-	-	1,697,000	**4,412,500**
Capital Improvements	4,500,000	-	-	-	-	-	-	-	-	-	-	-	**4,500,000**
Transfers Out	5,556,929	-	340,000	121,000	-	-	-	-	-	-	-	-	**6,017,929**
Total Other Uses	10,056,929	381,000	1,083,000	254,000	1,446,000	-	12,500	-	-	-	-	5,165,000	**18,398,429**
Total Use of Funds	62,396,273	7,051,618	6,942,241	5,689,114	4,057,511	2,510,288	1,591,737	1,781,465	608,000	820,090	2,409,635	5,230,000	**101,087,972**
Add. Fund Bal/Net Assets	-	309,382	-	67,886	-	-	-	-	-	-	2,390,365	-	**2,767,633**
TOTAL	62,396,273	7,361,000	6,942,241	5,757,000	4,057,511	2,510,288	1,591,737	1,781,465	608,000	820,090	4,800,000	5,230,000	**103,855,605**

All Funds Summary - Capital Improvements Program (CIP)

The Capital Improvements Program (CIP) is the City's capital investment plan for the next five-years. The CIP is both a fiscal and planning device that allows the City to inventory and monitor capital project costs, funding sources, departmental responsibilities, and timing schedules. Each year the CIP is reviewed in the context of ongoing City, County, State, and Federal planning programs and policies as well as the City's Master Plan. Items included within the CIP are usually defined within one of the following six categories:

1. The acquisition of land for a public purpose.
2. The construction of a significant facility, i.e., a building or a road, or the addition to or extension of an existing facility.
3. Nonrecurring rehabilitation or major repair to all or part of a facility provided the total cost per fiscal year is more than $100,000.
4. Any specific planning, engineering study, or design work related to an individual project falling within the above three categories.
5. Any long-term project funded through a grant where the establishment of a CIP project is a condition of the grant.
6. A significant one-time investment in tangible goods of any nature, the benefit of which will accrue over a multi-year period over $100,000.

The CIP is divided into five program areas for FY 2009 as shown below. These program areas focus on supporting the Mayor and Council's goals as outlined in Section 2 Policies and Goals.

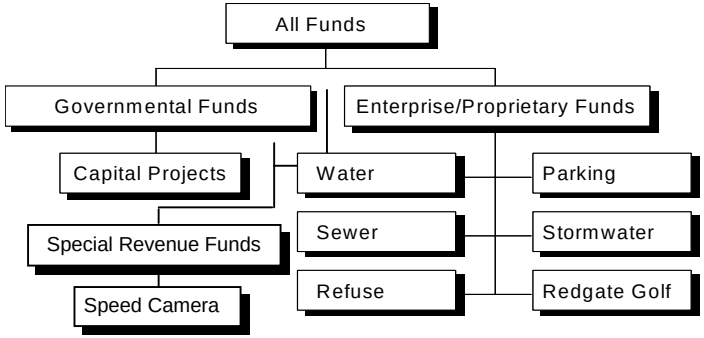
Program Area	New Approps.
Recreation and Parks	3,353,529
Transportation	4,781,425
Stormwater Management	375,000
Utilities	8,122,350
General Government	7,512,234
Total	**24,144,538**

FY 2009 - FY 2013 Operating Cost Impacts by Fund

Most capital projects affect future operating budgets due to an increase or decrease in maintenance costs or by providing capacity for new programs to be offered. Such impacts vary widely by project and are evaluated individually while assessing the project's feasibility. Figures are listed on the project sheets in the CIP budget (separate book), to demonstrate the operating cost impact of a project. The following chart lists the total operating cost impacts, by fund and fiscal year, that will be added to the City's operating budget.

Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
General	530,569	369,516	251,155	259,637	27,915
Water	7,500	-	10,400	25,000	-
Sewer	7,700	7,900	5,000	-	-
Refuse	46,825	15,897	9,893	10,190	-
Park	7,497	-	-	-	-
SWM	3,000	3,500	-	3,500	2,000
Speed	6,075	-	-	-	-
Total	**609,166**	**396,813**	**276,448**	**298,327**	**29,915**

FY 2009 - FY 2013 CIP Fund Accounts



FY 2009 New Appropriations

Revenue Types	Cap. Proj. (420)	Water (210)	Sewer (220)	Refuse (230)	Parking (320)	SWM (330)	RedGate (340)	Spd. Cam. (380)	Total for All Funds
Pay-as-you-go	11,887,780	7,013,350	1,272,680	480,700	12,000	360,000	200,120	1,452,440	22,679,070
Bond Proceeds	-	-	-	755,503	-	-	-	-	755,503
Developer Contributions	218,688	-	-	-	-	-	-	-	218,688
State and Federal Grants	402,000	-	-	-	-	-	-	-	402,000
Other	89,277	-	-	-	-	-	-	-	89,277
TOTAL New CIP Funds	**12,597,745**	**7,013,350**	**1,272,680**	**1,236,203**	**12,000**	**360,000**	**200,120**	**1,452,440**	**24,144,538**

All Funds Summary - Operating

The tables below offer a history of revenues and expenditures for all of the City's operating funds.

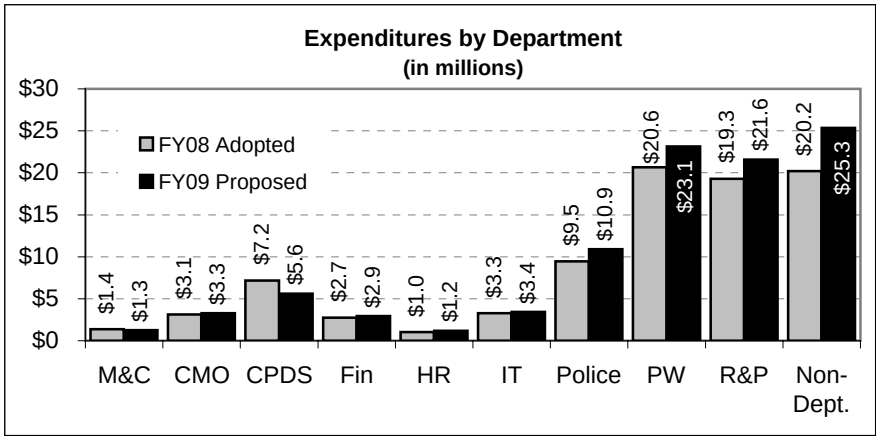
All Funds Revenues	Actual FY07	Adopted FY08	Proposed FY09	% Change
Taxes	31,282,975	32,835,178	35,351,410	7.7%
Licenses & Permits	2,372,174	2,014,500	2,064,500	2.5%
Other Governments	18,212,489	18,715,699	17,863,259	-4.6%
Charges for Services	22,688,660	23,000,115	27,825,984	21.0%
Fines and Forfeitures	1,439,682	2,844,200	6,084,000	113.9%
Use of Money & Prop.	4,122,113	2,760,662	2,664,776	-3.5%
Other / Transfers In	28,606,012	9,267,264	7,752,052	-16.4%
Appropriated Fund Balance / Net Assets	-	2,371,207	4,249,624	79.2%
Total	**108,724,105**	**93,808,825**	**103,855,605**	**10.7%**

All Funds Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Personnel	39,524,143	44,537,744	48,020,910	7.8%
Operating	16,745,138	23,062,109	25,584,144	10.9%
Capital Outlay	844,776	1,971,287	1,227,244	-37.7%
Administrative	1,376,500	1,417,500	1,462,000	3.1%
Other / Transfers Out	13,875,112	6,705,119	7,183,174	7.1%
Transfer to CIP	10,312,824	2,365,002	4,500,000	90.3%
Addition to Fund Balance / Net Assets	-	957,080	2,767,633	189.2%
Debt Service	8,105,927	7,282,092	7,880,500	8.2%
Subtotal	90,784,420	88,297,933	98,625,605	11.7%
Debt Service Fund	5,657,692	5,510,892	5,230,000	-5.1%
Total	**96,442,112**	**93,808,825**	**103,855,605**	**10.7%**

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

Expenditures by Department	Actual FY07	Adopted FY08	Proposed FY09	% Change
Mayor and Council	1,316,457	1,389,543	1,272,943	-8.4%
City Manager	2,665,281	3,116,926	3,283,370	5.3%
CPDS	4,200,519	7,184,377	5,590,611	-22.2%
Finance	2,513,565	2,726,005	2,939,955	7.8%
Human Resources	936,032	1,017,534	1,166,537	14.6%
Information and Tech.	2,910,287	3,266,938	3,412,008	4.4%
Police	7,234,977	9,455,841	10,908,617	15.4%
Public Works	16,906,221	20,644,809	23,133,178	12.1%
Recreation & Parks	16,496,640	19,283,496	21,576,124	11.9%
Non-departmental	35,604,442	20,212,464	25,342,262	25.4%
Subtotal	90,784,420	88,297,933	98,625,605	11.7%
Debt Service Fund *	5,657,692	5,510,892	5,230,000	-5.1%
Total	**96,442,112**	**93,808,825**	**103,855,605**	**10.7%**

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

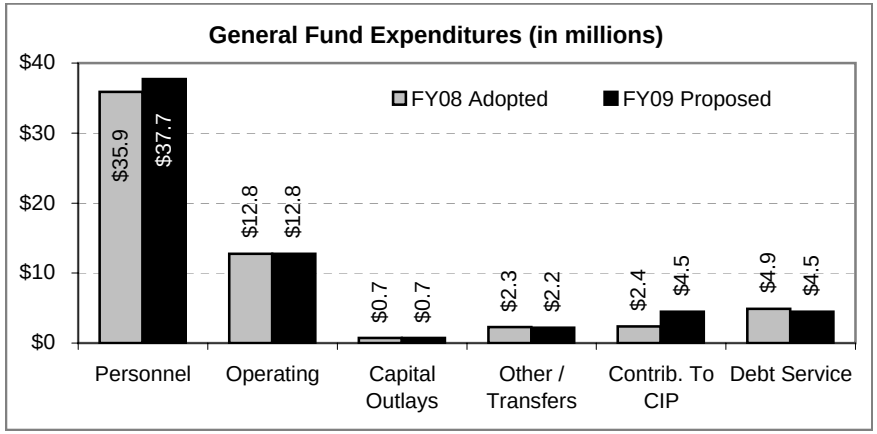


General Fund Summary

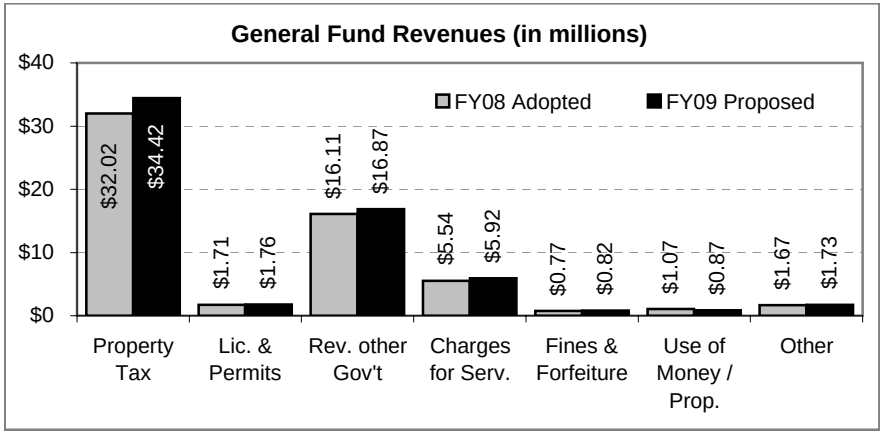
The General Fund is the primary operating fund of the City and is used to account for the City's normal activities. Many of the City administrative functions are supported through this fund. The major revenue sources for the General Fund are property taxes, income taxes, gasoline and motor vehicle taxes, tax duplication payments from Montgomery County, and charges or user fees for services.

Expenditures by Department	Actual FY07	Adopted FY08	Proposed FY09	% Change
Mayor and Council	1,311,133	1,359,543	1,262,943	-7.1%
City Manager	2,665,281	3,116,926	3,283,370	5.3%
CPDS	3,729,444	4,685,027	4,162,521	-11.2%
Finance	1,740,305	1,914,805	2,114,605	10.4%
Human Resources	936,032	1,017,534	1,166,537	14.6%
Information and Tech.	2,910,287	3,266,938	3,412,008	4.4%
Police	6,952,314	8,266,077	8,259,286	-0.1%
Public Works	5,913,393	6,635,945	6,278,085	-5.4%
Recreation & Parks	15,296,877	17,620,726	18,895,888	7.2%
Non-departmental	20,045,980	11,023,384	13,561,030	23.0%
Total	**61,501,046**	**58,906,905**	**62,396,273**	**5.9%**

Expenditures by Type	Actual FY07	Adopted FY08	Proposed FY09	% Change
Salaries	24,872,690	27,379,925	28,710,931	4.9%
Benefits	6,603,131	7,730,006	8,258,359	6.8%
Overtime	750,210	787,276	764,761	-2.9%
Personnel Subtotal	32,226,031	35,897,207	37,734,051	5.1%
Contractual Services	6,308,899	7,948,259	7,621,986	-4.1%
Commodities	4,153,091	4,802,757	5,130,329	6.8%
Operating Subtotal	10,461,990	12,751,016	12,752,315	0.0%
Capital Outlay	540,260	709,378	747,308	5.3%
Other / Transfer	2,309,142	2,278,410	2,178,670	-4.4%
Contribution to CIP	10,312,824	2,365,002	4,500,000	90.3%
Debt Service Transfer	5,650,800	4,905,892	4,483,929	-8.6%
Total	**61,501,046**	**58,906,905**	**62,396,273**	**5.9%**



General Fund Revenues	Actual FY07	Adopted FY08	Proposed FY09	% Change
Property Taxes	31,192,975	32,024,080	34,416,320	7.5%
Licenses and Permits	2,114,909	1,714,500	1,764,500	2.9%
Rev. from Other Gov't.	17,678,571	16,107,699	16,872,259	4.7%
Charges for Services	5,296,741	5,539,942	5,919,395	6.8%
Fines and Forfeitures	877,137	774,000	824,000	6.5%
Use of Money / Property	1,271,860	1,073,812	870,676	-18.9%
Other Revenue	1,755,881	1,672,872	1,729,123	3.4%
Total	**60,188,073**	**58,906,905**	**62,396,273**	**5.9%**



General Fund Revenues, Detail of Major Revenue Sources

Property Taxes - General

This category of revenue consists of taxes on the assessed value of real estate (including land and structures on the land) and taxes on the assessed value of personal property (inventory, furniture, and fixtures of business establishments). The tax rate is the amount levied per $100 of assessed value, as determined by the State of Maryland Department of Assessments and Taxation. The Mayor and Council establish the tax rate each year in order to finance General Fund activities. In FY 2009, property taxes are budgeted to constitute approximately 55.2 percent of the City's General Fund budget.

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

Real Property Tax

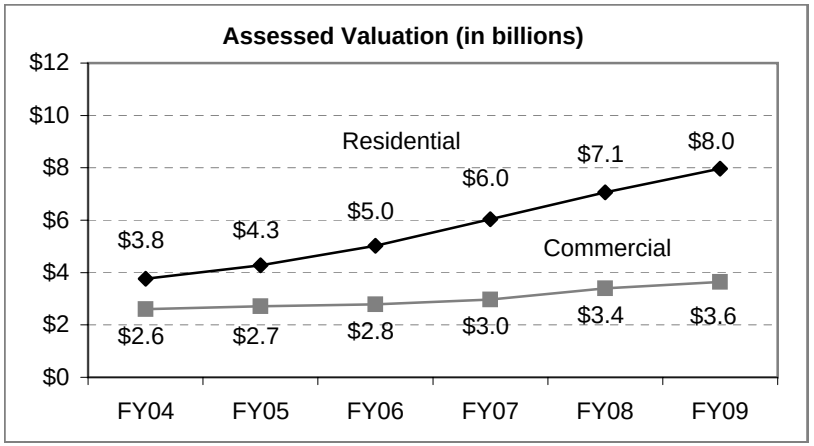
The City of Rockville's proposed real property tax rate for FY 2009 remains at $0.302 for every $100 of assessed value. The State Department of Assessments and Taxation (SDAT) reassesses real property every three years, and tax bills are based on those assessments. For homeowners, any increase to assessed value is phased in equally over a three-year period, and the resulting increase in the property tax bill is capped at ten percent.

History of Assessed Value of Real Property

Fiscal Year	Assessed Value	% Change
FY04 Actual	6,312,353,479	6.6%
FY05 Actual	7,193,741,551	14.0%
FY06 Actual	7,539,816,746	4.8%
FY07 Actual	9,008,163,075	19.5%
FY08 Estimate *	10,454,990,000	16.1%
FY09 Estimate *	11,602,200,000	11.0%

* Estimates are based on assessed value as billed, which is limited by exemptions and the three-year phase-in.

In Maryland law, the constant yield tax rate is defined as the property tax rate that would yield the same tax revenue as the previous year, not including new construction. When assessments increase and the tax rate remains unchanged, property tax revenue increases. The constant yield rate is the rate that would offset the increase in tax revenue that results from the increase in assessed value. For FY 2009, the constant yield rate is calculated to be $0.274 per $100 of assessed value, or $0.028 below the proposed property tax rate. The difference equates to $3.2 million in property tax revenue resulting from increased home values. In accordance with Maryland law, the constant yield rate was advertised and hearings will be held prior to budget adoption.



Assumptions:

The proposed FY 2009 budget for taxes on real property is based on the following information sources and assumptions:

- The calculation of the assessed value begins with an estimate prepared by SDAT of the assessed value of all real property that will be on the tax rolls as of the beginning of FY 2009, based on assessments conducted as of January 1, 2008.
- The City adds its estimate of the value of residential and commercial development that would be completed and assessed during the remainder of FY 2008 and throughout FY 2009.
- The revenue estimate is based on multiplying the assessed value by the tax rate, taking into consideration when new property is levied, the impact of appeals and late payments, and the possibility of less than anticipated growth.

General Fund Revenues, Detail of Major Revenue Sources

Personal Property Tax

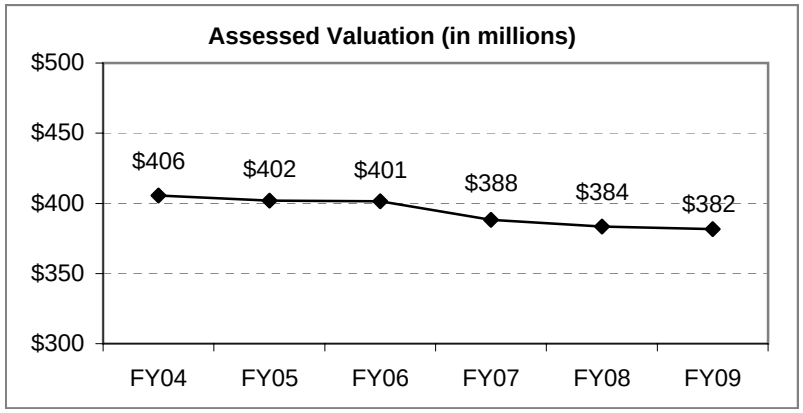
The City of Rockville's proposed FY 2009 Personal Property tax rate remains unchanged at $0.805 cents per $100 of assessed value. In accordance with Maryland law, the personal property tax only applies to businesses. The City has enacted the following exemptions from personal property tax: (1) 82% of the value of commercial inventory; (2) 82% of the value of manufacturing or research and development inventory; and (3) 100% of the value of manufacturing or research and development machinery.

There is limited growth in the assessed value of personal property in the City of Rockville due to the number of businesses that focus on technology. Computers and other types of high tech equipment depreciate more rapidly leading to slower growth in the overall assessed value for commercial property.

History of Assessed Value of Personal Property

Fiscal Year	Assessed Value	% Change
FY04 Actual	405,552,350	-14.0%
FY05 Actual	401,877,050	-0.9%
FY06 Actual	401,458,510	-0.1%
FY07 Actual	388,343,729	-3.3%
FY08 Estimate *	383,500,000	-1.2%
FY09 Estimate *	381,700,000	-0.5%

* The FY08 and FY09 estimates are based on assessments from SDAT. The impact of appeals, late payments, and the collection rate is taken into consideration in the estimates.



Real Property Tax Credit

The combined property tax receipts for FY 2009 are expected to amount to $34.4 million, which is a 7.5% percent increase from the FY 2008 adopted budget. The real property tax revenue of $31.3 million includes a $100 one-time credit for each owner-occupied residential property. Under Maryland law, the City of Rockville may grant a real property tax credit that offsets increased income tax revenue. Increased income tax revenue is defined as revenue above what would be collected if the income tax rate were 2.6 percent. The income tax rate for Montgomery County is 3.2 percent allowing for a maximum credit of $113 per owner-occupied residential property in the City of Rockville. With the proposed $100 credit, the City is providing approximately $1.6 million in this type of tax relief for FY 2009. A one-time credit provides flexibility to the Mayor and Council by enabling them to review the program annually and make decisions based on the overall financial picture and resource availability of the City.

Property Tax Revenue Summary

	Actual FY07	Adopted FY08	Proposed FY09	% Change
Real Property Tax - Revenues from taxes on assessed value of real estate including land, structures, and improvements	27,598,003	28,754,080	31,346,320	9.0%
Personal Property Corporations - Revenue from taxes on assessed valuation of inventory, furnishings, and fixtures of incorporated businesses	3,017,820	3,150,000	2,950,000	-6.3%
Personal Property Unincorporated Businesses - Revenue from taxes on assessed valuation of inventory, furnishings, and fixtures of unincorporated businesses	31,262	35,000	35,000	0.0%
Interest on Taxes - Interest on delinquent taxes	545,890	85,000	85,000	0.0%
	31,192,975	**32,024,080**	**34,416,320**	**7.5%**

General Fund Revenues, Detail of Major Revenue Sources

Revenue From Other Governments

Income Tax

Income tax revenue consists of the City's share of income taxes received by the State of Maryland for returns filed from Rockville. Maryland counties are able to impose an income tax that is separate from the State income tax. According to Maryland law, municipalities receive 17 percent of county income tax collected within the municipality. Montgomery County's income tax rate is currently 3.2 percent.

There has been reasonable growth in income tax receipts in the past few years due to the City's population growth. The estimated actual FY 2008 income tax revenue is approximately $9.0 million. The City anticipates that this moderate growth trend will continue into FY 2009. The income tax is the second largest source of revenue to the General Fund, constituting 14.9 percent of the overall budget.

History of Income Tax Revenue

Fiscal Year	Income Tax Revenue *	% Change
FY04 Actual	7,019,049	11.7%
FY05 Actual	7,874,409	12.2%
FY06 Actual	9,035,343	14.7%
FY07 Actual	9,816,933	8.7%
FY08 Amended	9,000,000	-8.3%
FY09 Proposed	9,300,000	3.3%

* Capital gains and losses reported on income tax returns can cause major variations from one year to the next.

Highway User

Highway user revenue is the City's share of gasoline tax and vehicle registrations collected by the state. The highway user revenue was reduced from adopted FY 2008 to proposed FY 2009 based on a Maryland State Highway Administration (SHA) estimate. SHA estimates FY 2009 revenues at approximately $3.0 million based on registration and mileage figures.

Tax Duplication

This is revenue received from Montgomery County as a partial reimbursement for tax duplication. Several factors, such as number of street lights and number of street miles maintained by the City, determines what the City receives each year. As indicated by Montgomery County, the City should assume the same amount of revenue for FY 2009 as received in FY 2008. The County continues to work on a new plan to determine the amount of tax duplication that municipalities will receive.

Revenue from Other Governments Summary

	Actual FY07	Adopted FY08	Proposed FY09	% Change
Income Tax	9,816,933	8,300,000	9,300,000	12.0%
Highway User	3,264,162	3,200,000	3,000,000	-6.3%
Tax Duplication	2,228,449	2,228,449	2,228,449	0.0%
Police Protection Grant - State and Federal funds for police protection	651,181	620,000	620,000	0.0%
State Grant - State funds for Homeland Security efforts	21,349	9,400	-	-100.0%
County Grant - Linkages to Learning	178,229	181,575	181,575	0.0%
Youth and Family Services Grant - County and State payments for youth services	100,815	100,815	100,815	0.0%
Recreation Grants	32,820	31,000	31,000	0.0%
Admissions and Amusements Receipts -Taxes on admissions are returned to municipalities by the State	911,521	800,000	850,000	6.3%
Traffic Signal Maintenance Reimbursement - from the State for maintenance	4,876	5,000	5,000	0.0%
Cable Franchise Fees - City's share of Montgomery County's cable franchise fee and cable operating grant	452,712	517,960	532,420	2.8%
Payment in Lieu of Taxes - Revenue from Montgomery County in lieu of financial corporation taxes	13,265	13,000	13,000	0.0%
Miscellaneous Grants*	2,259	100,500	10,000	-90.0%
	17,678,571	**16,107,699**	**16,872,259**	**4.7%**

** In the adopted FY 2008 budget, $90,500 of Miscellaneous Grants is from a one-time Federal Safe Routes To School Grant.*

General Fund Revenues, Detail of Major Revenue Sources

Licenses and Permits

Building permit receipts, the largest revenue source in this category, are not increasing due to the stabilization of development activity. The FY 2009 budget is based on estimated development during the fiscal year.

	Actual FY07	Adopted FY08	Proposed FY09	% Change
Traders Licenses - Fees collected from local businesses by the State and returned to the City	106,108	100,000	100,000	0.0%
Building Permits - Revenue from permits issued for building construction, electrical work, plumbing, sewer, water, and gas	1,429,511	1,100,000	1,100,000	0.0%
Rental Licenses - Licensing fee for the annual unit inspection of single-family dwellings	432,420	410,000	430,000	4.9%
Animal Licenses - Revenue from the sale of dog / cat licenses to owners within the City	24,283	22,500	22,500	0.0%
Other Non-Business Licenses - Revenue from the issuance of other local licenses / permits	122,588	82,000	112,000	36.6%
	2,114,909	**1,714,500**	**1,764,500**	**2.9%**

Charges for Services

Revenues in this category come from charges to users who individually benefit from a particular service offered by the City. Recreation program fees, revenues from various recreation programs and classes, are 5.3 percent higher than the FY 2008 adopted figure and the largest revenue source in this category.

	Actual FY07	Adopted FY08	Proposed FY09	% Change
Recreation Program Fees	2,480,476	2,708,467	2,851,445	5.3%
Zoning Fees	128,863	108,000	78,000	-27.8%
Community Support Police - charges for community requests for police at community events	75,213	72,000	72,000	0.0%
Sale of Materials - revenues from City publications	24,851	15,000	20,000	33.3%
Fire Safety Fees - Revenue from fire inspection / permits	129,351	120,000	170,000	41.7%
Fire Review Fees - Revenue from fire codes plans review	87,811	36,000	66,000	83.3%
Public Works Permits - Fees paid by contractors for design review / inspection services for work within rights-of-way	213,808	150,000	200,000	33.3%
Swim Team Dues - Fees paid for the RMSC swim team	250,915	275,000	295,000	7.3%
Rec. Membership Fees - Fees paid for memberships to recreation and swim centers	517,187	533,850	610,425	14.3%
Recreation and Parks Concessions - Revenue received from concessions at City facilities	11,897	14,500	16,000	10.3%
Facility Rental Fees - Revenue received from the rental of City facilities	613,377	715,185	738,085	3.2%
Social Services Fees - Social services fees at the Senior Center	23,863	25,300	18,800	-25.7%
Special Events Fees - Corporate sponsorship of City events	28,110	20,000	20,000	0.0%
Rec. Theme Park Tickets - Revenue from sale of tickets to area theme parks through MD Rec. and Parks Assoc.	114,694	140,000	140,000	0.0%
F. Scott Fitzgerald Theatre Tickets - Revenue received from theater ticket sales	310,331	308,200	308,200	0.0%
Internal City Use of Facilities - Revenue received from the use of City facilities by City programs and events	20,130	25,740	22,740	-11.7%
Pool Merchandise Sales - Revenue received from merchandise sold at Swim Ctr	3,101	2,700	2,700	0.0%
Pool Admission Charges - Revenue received from admissions to the Swim Ctr	262,761	270,000	290,000	7.4%
	5,296,741	**5,539,942**	**5,919,395**	**6.8%**

General Fund Revenues, Detail of Major Revenue Sources

Fines and Forfeitures

Revenues received from red light camera infractions make up most of this category. The revenues from the red light camera citations cover the total cost to operate the program. Revenues from red light cameras are estimated to increase by 6.7 percent from adopted FY 2008 to FY 2009.

	Actual FY07	Adopted FY08	Proposed FY09	% Change
Municipal Infractions - Revenues received from fines for municipal infractions	13,120	15,000	15,000	0.0%
Red Light Camera Revenue - Revenue received from fines for red light infractions	843,547	750,000	800,000	6.7%
Confiscated Funds - Items seized by City Police during commission of a crime	20,470	9,000	9,000	0.0%
	877,137	**774,000**	**824,000**	**6.5%**

Use of Money and Property

Interest earnings, the largest revenue source in this category, are projected to decrease by approximately 25.2 percent in FY 2009 due to the recent decline in short-term interest rates.

	Actual FY07	Adopted FY08	Proposed FY09	% Change
Interest Earnings - Interest received from the investment of City funds	1,093,366	900,000	673,421	-25.2%
Returned Check Fee	530	200	200	0.0%
Land Rental - Revenue from telecommunications companies for monopoles on City-owned property	120,536	127,962	136,055	6.3%
Building Rental - Revenue from the rental of City-owned buildings located on the King Farm	57,428	45,650	61,000	33.6%
	1,271,860	**1,073,812**	**870,676**	**-18.9%**

Other Revenue / Administrative Charges

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

	Actual FY07	Adopted FY08	Proposed FY09	% Change
Sale of Vehicles - Proceeds from the vehicle auction	34,330	60,000	42,000	-30.0%
Misc. Revenues - Revenues not categorized elsewhere	260,264	97,000	132,000	36.1%
Community Contribution - Contributions from individuals and groups to sponsor specific programs	84,082	77,372	72,122	-6.8%
Other Grant Revenue - Mid-year anticipated grant revenue (undesignated)	-	20,000	20,000	0.0%
Recreation Fees (Swim)	705	1,000	1,000	0.0%
Water Facility Fund Administrative Charge	406,000	418,000	431,000	3.1%
Sewer Fund Administrative Charge	227,000	233,800	241,000	3.1%
Refuse Fund Administrative Charge	429,000	441,800	456,000	3.2%
RedGate Golf Course Fund Administrative Charge *	89,500	92,200	95,000	3.0%
Stormwater Management Fund Administrative Charge	145,000	149,300	154,000	3.1%
Parking Fund Administrative Charge	80,000	82,400	85,000	3.2%
	1,755,881	**1,672,872**	**1,729,122**	**3.4%**

* A study that analyzed the financial situation of the golf course was presented to the Mayor and Council in March 2006. To address the deficit in the Fund, the administrative charge was reduced by 50 percent starting in FY07, marketing efforts were intensified, and there are capital improvements currently being made to the course.

Enterprise Funds - Water Facility Fund

Enterprise funds are used to account for operations financed and operated in a manner similar to private business enterprises where the cost of expenses, including both operations and capital, are financed or recovered primarily through user charges. The City of Rockville has designated the following operations as enterprise funds: Water Facility, Sewer, Refuse, Parking, Stormwater Management (SWM), and RedGate Golf Course. These funds pay an administration charge to the General Fund to cover indirect costs. All enterprise funds are summarized below and on the pages that follow.

Water Facility Fund

The Water Facility Fund is used to account for all financial activity associated with the treatment and distribution of potable water. The City provides water service to approximately 12,500 customers within the City limits.

Recently, the Department of Public Works finalized two comprehensive studies that evaluated the City's overall water program related to the Water Treatment Plant and the Water Distribution System. As a result of these two studies, there are significant operating and capital expenses related to addressing the concerns identified in each of the studies in the FY 2009 budget.

The FY 2009 budget will continue with the three-tiered water rate structure based on usage. The FY 2009 proposed usage rates are $2.80 per 1,000 gallons for the first 12,000 gallons used in the quarter, $4.02 per 1,000 gallons for the next 12,000 gallons used in the quarter, and $4.32 per 1,000 gallons for usage beyond 24,000 gallons. In addition, the FY 2009 budget will continue with a ready-to-serve charge that is split between the Water and Sewer Funds. The amount of the charge is based on the size of the water meter and ranges from $6.18 to $741.60 per quarter, an increase of 3.0% over the FY 2008 adopted budget.

During FY 2009, the Department of Public Works will begin a water line replacement program that eventually will replace 33 miles of water lines over a 20 year period. The cost of this project is estimated at approximately $67 million and can be found in the CIP budget on page 134.

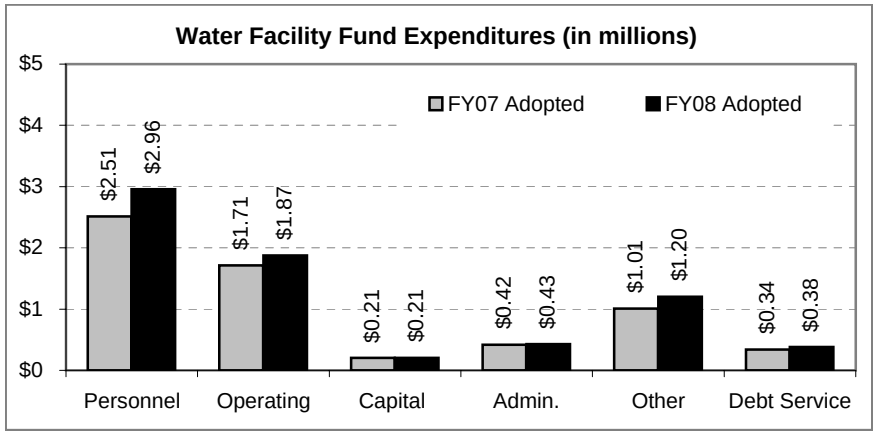
Water Fund Revenues	Actual FY07	Adopted FY08	Proposed FY09	% Change
Sales of Materials	85,809	50,000	50,000	0.0%
Utility Charges	3,848,321	4,078,000	6,550,000	60.6%
Penalties	34,334	25,000	40,000	60.0%
Transfer From Sewer	320,000	329,600	340,000	3.2%
Transfer From Refuse	114,000	117,400	121,000	3.1%
Bay Admin. Fee*	12,353	20,000	20,000	0.0%
Premium on Bonds Sold	3,528	-	-	N/A
Misc. Revenue	102,332	-	5,000	N/A
Connection Charges	624,626	150,000	150,000	0.0%
Interest Income	210,334	155,000	85,000	-45.2%
Approp. Net Assets	-	1,272,244	-	-100.0%
Total	**5,355,636**	**6,197,244**	**7,361,000**	**18.8%**

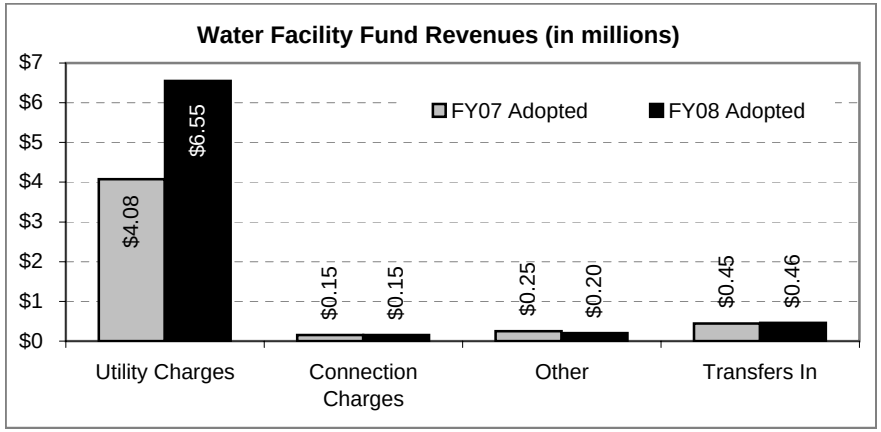
* Pass through to the State.

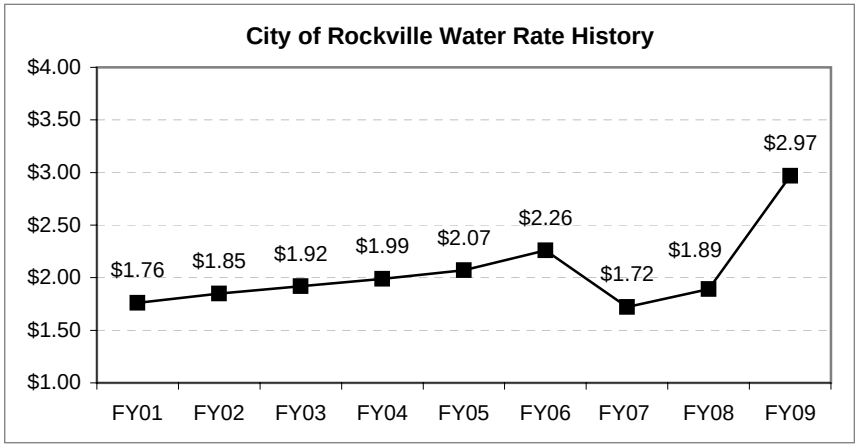
Water Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Salaries	1,596,600	1,796,400	2,174,309	21.0%
Benefits	532,338	584,100	633,014	8.4%
Overtime	175,236	130,071	150,286	15.5%
Personnel Subtotal	2,304,174	2,510,571	2,957,609	17.8%
Contractual Services	305,246	356,901	431,067	20.8%
Commodities	1,013,630	1,354,772	1,442,442	6.5%
Operating Subtotal	1,318,876	1,711,673	1,873,509	9.5%
Capital Outlay	226,892	205,500	205,500	0.0%
Administrative Charge	406,000	418,000	431,000	3.1%
Other Charges	1,138,353	1,009,500	1,203,000	19.2%
Addition to Net Assets	-	-	309,382	N/A
Debt Service	353,805	342,000	381,000	11.4%
Total	**5,748,101**	**6,197,244**	**7,361,000**	**18.8%**

Enterprise Funds - Water Facility Fund

Water Fund by Department	Actual FY07	Adopted FY08	Proposed FY09	% Change
Finance	773,260	811,200	825,350	1.7%
Public Works	3,007,231	3,481,344	4,026,868	15.7%
Non-Departmental	1,967,610	1,904,700	2,508,782	31.7%
Total	**5,748,101**	**6,197,244**	**7,361,000**	**18.8%**







* The rates shown above represent the usage charge per 1,000 gallons, assuming an average usage of 14,000 gallons per quarter. For FY09, Rockville will also charge a flat fee of $9.27 per quarter for most households (see table below).

The table below reflects the fixed monthly charge that is based on meter size. The charge is split evenly between water and sewer.

Meter Size	Monthly	Quarterly
5/8"	$2.06	$6.18
3/4"	$3.09	$9.27
1"	$5.15	$15.45
1 1/2"	$10.30	$30.90
2"	$16.48	$49.44
3"	$32.96	$98.88
4"	$51.50	$154.50
6"	$103.00	$309.00
8"	$164.80	$494.40
10"	$247.20	$741.60

Enterprise Funds - Sewer Fund

Sewer Fund

The Sewer Fund accounts for the financial activity associated with the collection and treatment of sewage. Charges are based on water consumption unless the customer uses a sub-meter. Nearly all of the capital costs in the Sewer Fund and a substantial portion of the operating costs are payments for the operation of and capital improvements to the Blue Plains Wastewater Treatment Plant. The 1998 Master Plan for the District of Columbia Water and Sewer Authority (DCWASA) included a significant increase in planned capital costs. The City's share of Blue Plains' capital improvements is proportionate to the City's allocation of treatment capacity. The Blue Plains Waste Water Treatment CIP project contains additional information regarding the City's capital costs for sewer treatment.

The Sewer Fund budget for FY 2009 is based on the March 2006 Water and Sewer Rate Study recommendations approved by the Mayor and Council on June 5, 2006. The FY 2009 proposed sewer charge equals $3.97 per 1,000 gallons. This is an increase of $0.15 or 3.93% over the FY08 adopted rate of $3.82 per 1,000 gallons. This rate is slightly lower than what was included in the March 2006 Water and Sewer Rate Study. In addition, the study recommended a ready-to-serve charge that is split equally between the Water and Sewer Funds. The amount of the charge is based on the size of the water meter and ranges from $6.18 to $741.60 per quarter, an increase of 3.0% over the FY 2008 adopted budget.

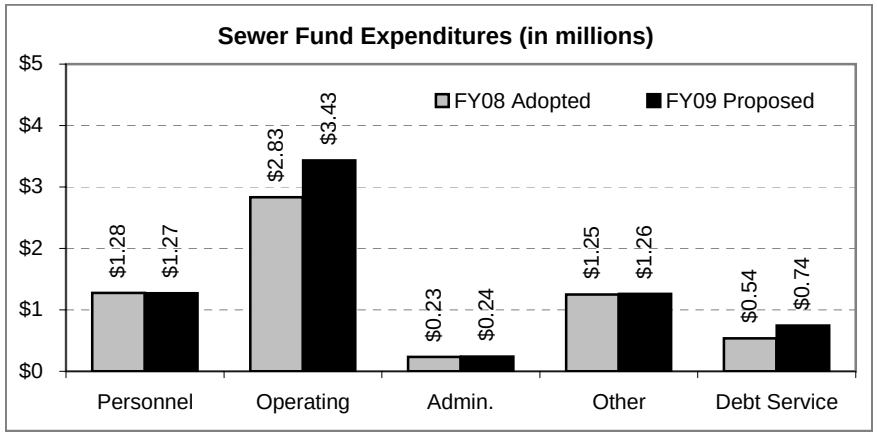
Revenue projections for the fund are based upon the City's growth forecast regarding development planned for future years. The number of planned and current sewer accounts is then multiplied by the estimated rates for the fund. Sewer Fund revenue is projected to be $6.35 million for FY 2009, net of connections charges and interest income.

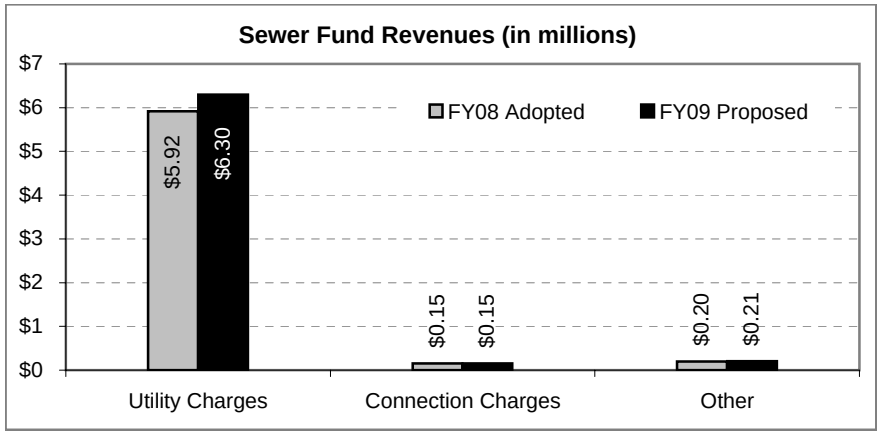
Sewer Fund Revenues	Actual FY07	Adopted FY08	Proposed FY09	% Change
Utility Charges	5,530,884	5,917,000	6,300,000	6.5%
Penalties	50,186	45,000	50,000	11.1%
Connection Charges	617,731	150,000	150,000	0.0%
Interest Income	201,814	155,000	155,000	0.0%
Premium on Bonds Sold	4,162	-	-	N/A
Other	1,952	-	-	N/A
Appr. Net Assets	-	-	287,241	N/A
Total	**6,406,730**	**6,267,000**	**6,942,241**	**10.8%**

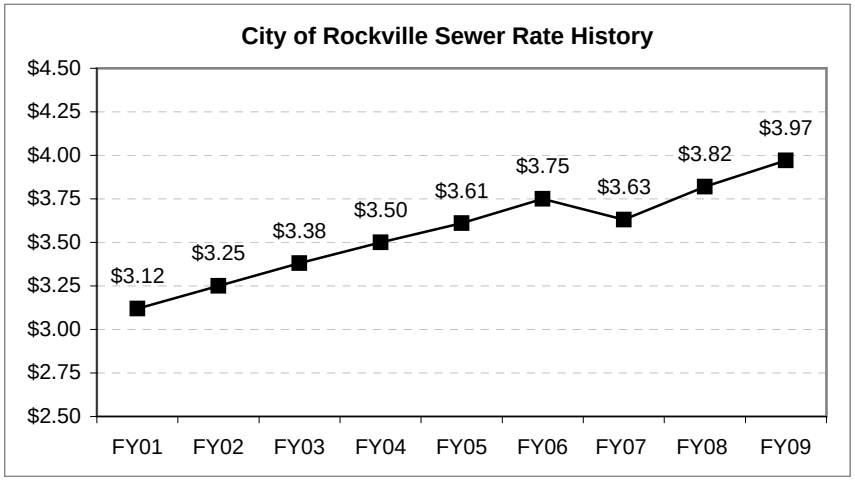
Sewer Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Salaries	838,734	907,276	915,825	0.9%
Benefits	223,427	287,100	271,313	-5.5%
Overtime	91,428	81,236	83,092	2.3%
Personnel Subtotal	1,153,589	1,275,612	1,270,230	-0.4%
Contractual Services	2,326,920	2,631,429	3,242,947	23.2%
Commodities	111,645	199,727	186,864	-6.4%
Operating Subtotal	2,438,565	2,831,156	3,429,811	21.1%
Capital Outlays	-	-	13,200	N/A
Administrative Charge	227,000	233,800	241,000	3.1%
Other / Transfers	1,054,042	1,247,600	1,245,000	-0.2%
Addition to Net Assets	-	139,832	-	N/A
Debt Service	571,416	539,000	743,000	37.8%
Total	**5,444,611**	**6,267,000**	**6,942,241**	**10.8%**

Enterprise Funds - Sewer Fund

Sewer Fund by Department	Actual FY07	Adopted FY08	Proposed FY09	% Change
Mayor and Council	-	5,000	-	-100.0%
Public Works	3,554,976	4,011,368	4,604,441	14.8%
Non-Departmental	1,889,635	2,250,632	2,337,800	3.9%
Total	**5,444,611**	**6,267,000**	**6,942,241**	**10.8%**







* The rates shown above represent the usage charge per 1,000 gallons. Rockville also charges a flat fee that is $9.27 per quarter for most households (see table below).

The table below reflects the fixed monthly charge that is based on meter size. The charge is split evenly between water and sewer.

Meter Size	Monthly	Quarterly
5/8"	$2.06	$6.18
3/4"	$3.09	$9.27
1"	$5.15	$15.45
1 1/2"	$10.30	$30.90
2"	$16.48	$49.44
3"	$32.96	$98.88
4"	$51.50	$154.50
6"	$103.00	$309.00
8"	$164.80	$494.40
10"	$247.20	$741.60

Enterprise Funds - Refuse Fund

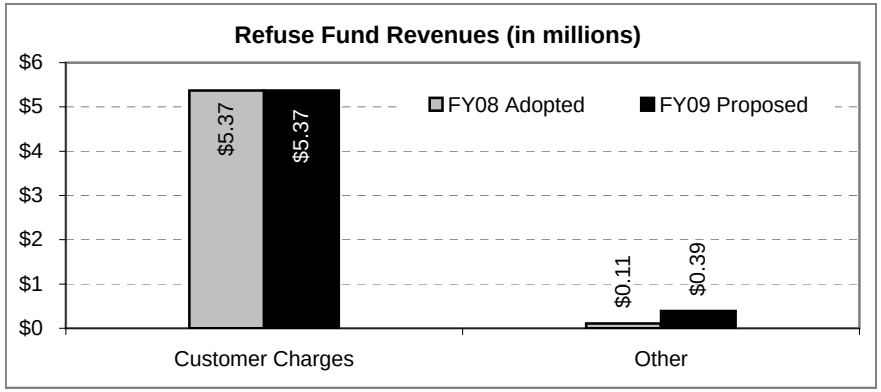
Refuse Fund

The Refuse Fund is used to account for the financial activity associated with the collection and disposal of refuse, recycling, and yardwaste. As approved by the Mayor and Council on December 17, 2007 the FY 2009 proposed budget is based on a semi-automated once per week refuse and recycling program. The refuse rate for the FY 2009 proposed budget remains the same as the adopted FY 2008 rate of $32.70 per month. The semi-automated once per week system provides reduced operating expenses because less personnel, contractual services, commodities, and vehicles and equipment are needed.

Revenue projections for the fund are based upon the City's growth forecast regarding development planned for future years. The number of planned and current refuse accounts is multiplied by the estimated rates for the fund. Refuse Fund revenue is projected to be $5.6 million for FY 2009, net of interest income and transfer from the General Fund.

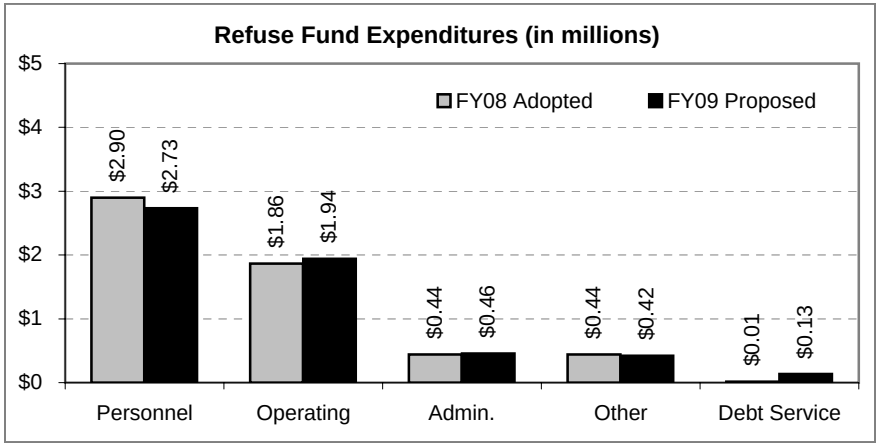
Refuse Fund Revenues	Actual FY07	Adopted FY08	Proposed FY09	% Change
Customer Charges	5,067,895	5,369,000	5,369,000	0.0%
Penalties	58,890	41,000	50,000	22.0%
Interest Income	24,773	5,000	100,000	1900.0%
Transfer General Fund *	30,000	60,000	30,000	-50.0%
Premium on Bonds Sold	53	-	-	N/A
Sale of Materials	1,331	-	208,000	N/A
Approp. Net Assets	-	186,061	-	-100.0%
Total	**5,182,941**	**5,661,061**	**5,757,000**	**1.7%**

* Supports refuse pickup for Rockville Housing Enterprises (RHE) housing units.



Refuse Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Salaries	1,758,364	2,064,600	1,984,000	-3.9%
Benefits	572,555	722,900	622,700	-13.9%
Overtime	108,546	112,238	128,144	14.2%
Personnel Subtotal	2,439,465	2,899,738	2,734,844	-5.7%
Contractual Services	1,194,302	1,527,389	1,532,714	0.3%
Commodities	271,488	336,834	409,556	21.6%
Operating Subtotal	1,465,790	1,864,223	1,942,270	4.2%
Capital Outlays	4,725	-	-	N/A
Administrative Charge	429,000	441,800	456,000	3.2%
Other / Transfers	323,706	441,500	423,000	-4.2%
Debt Service	18,034	13,800	133,000	863.8%
Addition to Net Assets	-	-	67,886	N/A
Total	**4,680,720**	**5,661,061**	**5,757,000**	**1.7%**

Refuse Fund by Department	Actual FY07	Adopted FY08	Proposed FY09	% Change
Mayor and Council	-	10,000	-	-100.0%
Public Works	3,814,457	4,621,661	4,513,014	-2.4%
Non-Departmental	866,262	1,029,400	1,243,986	20.8%
Total	**4,680,720**	**5,661,061**	**5,757,000**	**1.7%**

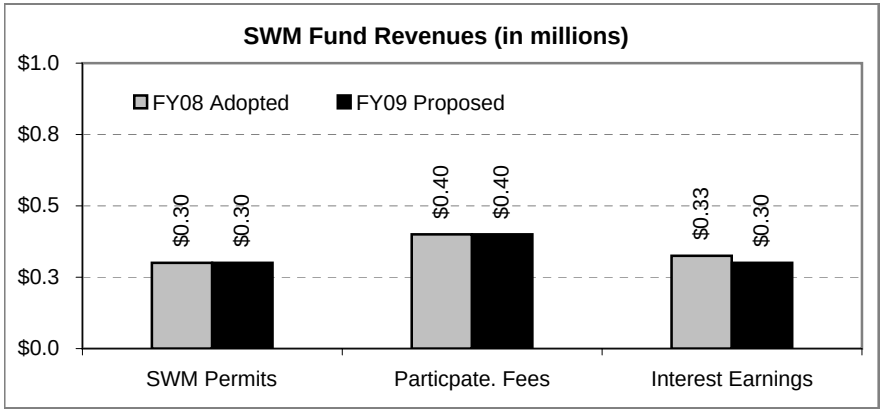


Enterprise Funds - Stormwater Management Fund

Stormwater Management Fund

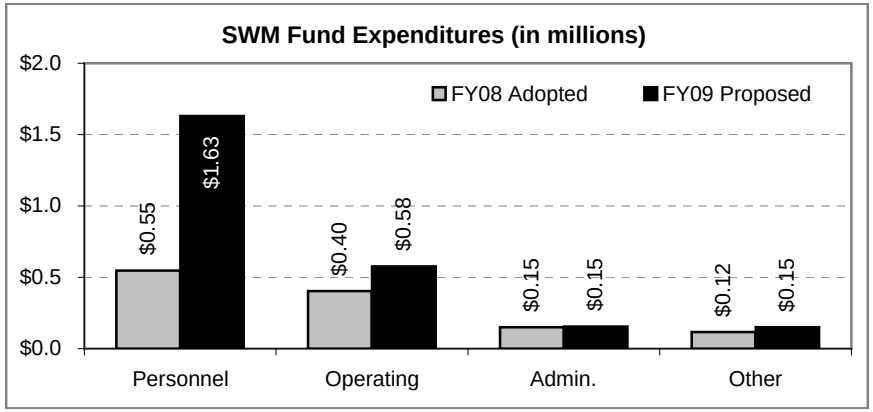
The Stormwater Management (SWM) Fund accounts for the financial activity associated with maintaining existing SWM facilities and constructing new facilities. Historically, rapid development has funded much of Rockville's stormwater management with fees imposed on developers. With new development nearly complete and redevelopment presenting different challenges, staff identified the need to seek other funding sources to cover the maintenance of the public stormwater infrastructure and new programs. On December 17, 2007 staff introduced a new ordinance to amend the City Code to include a new Stormwater Management Utility Fee. This annual fee, based on Equivalent Residential Units ("ERUs"), was designed to provide a dedicated funding source for the SWM Fund. This fee is not recommended as part of the FY 2009 proposed budget, but will begin in FY 2010.

SWM Fund Revenues	Actual FY07	Adopted FY08	Proposed FY09	% Change
SWM Permits	257,266	300,000	300,000	0.0%
Regional SWM Participation Fees	317,592	400,000	400,000	0.0%
Interest Earnings	433,661	325,000	300,000	-7.7%
Approp. Net Assets	-	190,433	1,510,288	693.1%
Total	**1,008,519**	**1,215,433**	**2,510,288**	**106.5%**



SWM Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Salaries	296,234	424,300	1,289,000	203.8%
Benefits	82,420	122,500	336,100	174.4%
Overtime	-	-	4,900	N/A
Personnel Subtotal	378,654	546,800	1,630,000	198.1%
Contractual Services	235,097	396,293	504,965	27.4%
Commodities	3,486	6,540	71,323	990.6%
Operating Subtotal	238,584	402,833	576,288	43.1%
Capital Outlays	-	1,500	-	N/A
Administrative Charge	145,000	149,300	154,000	3.1%
Other / Transfers	136,421	115,000	150,000	30.4%
Addition to Net Assets	-	-	-	N/A
Total	**898,658**	**1,215,433**	**2,510,288**	**106.5%**

SWM Fund by Department	Actual FY07	Adopted FY08	Proposed FY09	% Change
Mayor and Council	5,324	15,000	10,000	-33.3%
Public Works	603,932	924,533	2,161,688	133.8%
Non-Departmental	289,403	275,900	338,600	22.7%
Total	**898,658**	**1,215,433**	**2,510,288**	**106.5%**



Enterprise Funds - Parking Fund

Parking Fund

The Parking Fund was created to account for the revenue and expenses from parking related activities, including the issuance of parking tickets, the parking meter program, and costs associated with the operation of the three public parking garages in the City's Town Center.

In order to manage the operational costs, including debt service, of the three public garages within Town Square, the Town Center Parking District was formed. The District plays an important role in the entire City parking operation and it is unlikely that it will be self-supporting in its early years of operation. The $950,000 transfer from the General Fund for FY 2009 will enable the Parking Fund to cover the debt service on $36 million of bonds issued to support the construction of the Town Center parking garages. The Parking Fund will likely need ongoing support from the General Fund in order to service the parking debt over the thirty-year life of the bonds.

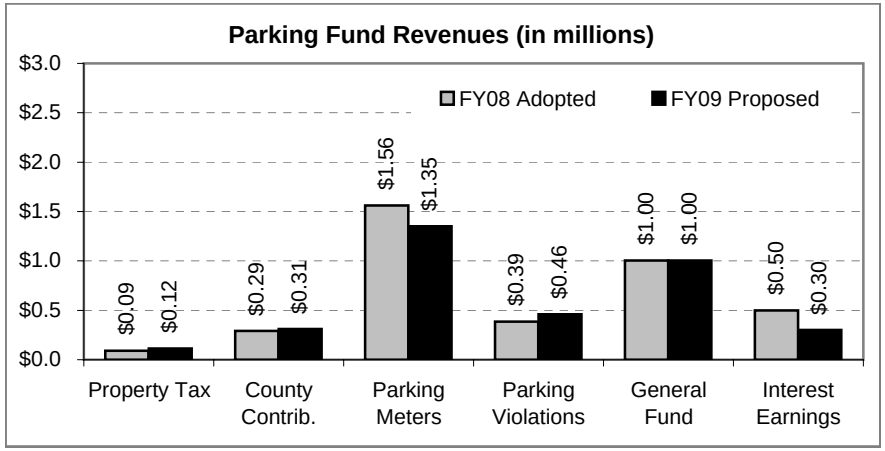
The Parking District Tax rate for FY 2009 will remain unchanged at $0.30 per $100 of assessed value in addition to the $0.302 rate on all real property within the City. This tax will provide a contribution of $115,000 towards funding the District. Federal Reality is the only property owner within the District. Additional revenue includes $130,000 PILOT payment and $180,000 in capital contributions from Montgomery County, and $53,000 PILOT payment from the City of Rockville. Revenue from meters and violations are based on an estimated number of parking violations, parking meter rates, and parking meter usage. The Mayor and Council gave approval for the garages to start accepting payment starting on March 10, 2008. The rate will be $1.00 per hour from 7:00 am until 7:00 pm with no charge on the weekends.

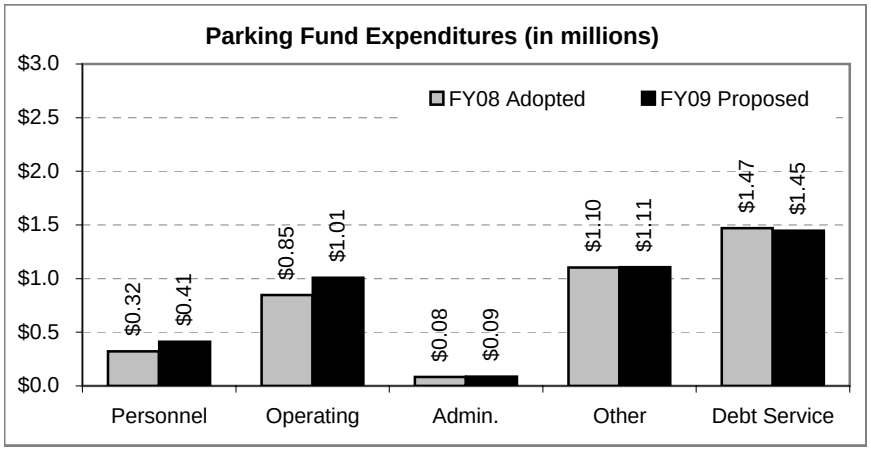
Parking Fund Revenues	Actual FY07	Adopted FY08	Proposed FY09	% Change
Real Property Tax	90,000	90,000	115,000	27.8%
County Contribution	310,000	290,000	310,000	6.9%
Parking Meters	211,566	1,561,000	1,350,416	-13.5%
Parking Violations	480,555	386,000	460,000	19.2%
Transfer from General Fund (City PILOT)	-	53,000	53,000	0.0%
From General Fund	1,172,224	950,000	950,000	0.0%
Premium on Bonds Sold	2,553	-	-	N/A
Interest Earnings	866,945	500,000	300,000	-40.0%
Appr. Net Assets	-	-	519,095	N/A
Total	**3,133,843**	**3,830,000**	**4,057,511**	**5.9%**

Parking Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Salaries	145,737	248,800	323,100	29.9%
Benefits	40,168	71,900	81,775	13.7%
Overtime	874	-	6,500	N/A
Personnel Subtotal	186,780	320,700	411,375	28.3%
Contractual Services	133,969	686,061	705,481	2.8%
Commodities	27,550	159,379	303,155	90.2%
Operating Subtotal	161,519	845,440	1,008,636	19.3%
Capital Outlays	-	-	-	N/A
Administrative Charge	80,000	82,400	85,000	3.2%
Other / Transfers	8,680,984	1,104,100	1,106,500	0.2%
Addition to Net Assets	-	8,460	-	-100.0%
Debt Service	1,499,601	1,468,900	1,446,000	-1.6%
Total	**10,608,884**	**3,830,000**	**4,057,511**	**5.9%**

Parking Fund by Department	Actual FY07	Adopted FY08	Proposed FY09	% Change
CPDS	165,658	798,780	-	-100.0%
Police	175,904	316,352	337,452	6.7%
Public Works	3,287	3,508	3,784	7.9%
Recreation and Parks	-	21,100	1,046,575	4860.1%
Non-Departmental	10,264,035	2,690,260	2,669,700	-0.8%
Total	**10,608,884**	**3,830,000**	**4,057,511**	**5.9%**

Enterprise Funds - Parking Fund



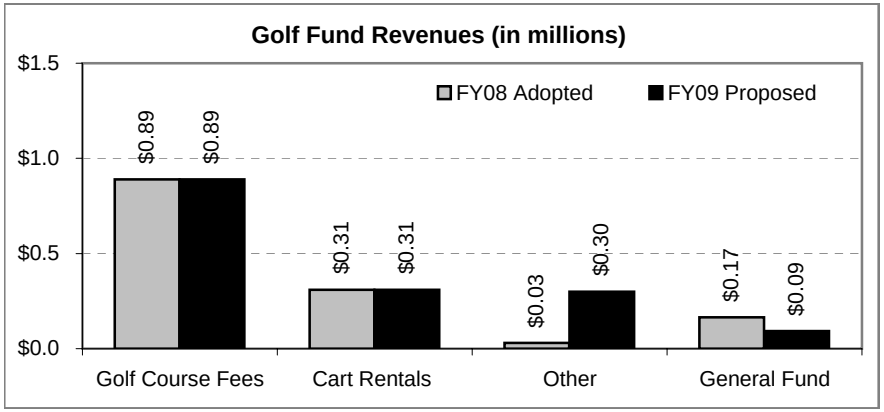


Enterprise Funds - RedGate Golf Course Fund

RedGate Golf Course

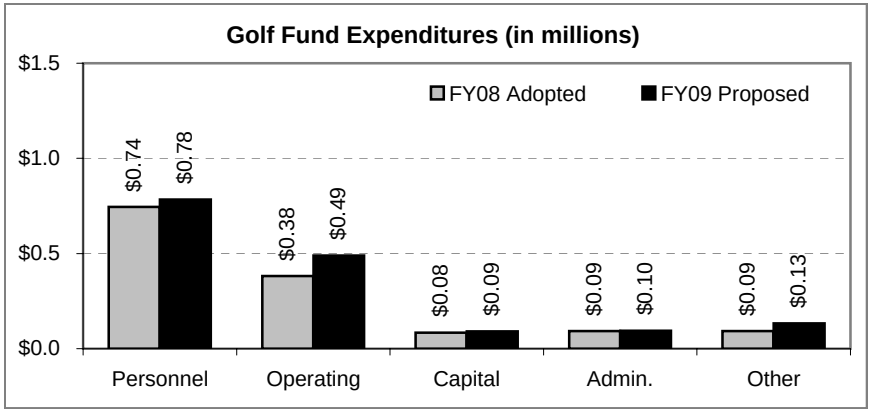
The RedGate Golf Course Fund is used to account for the financial activity associated with the City's public golf course. Revenue projections are based on the average fee per round of play multiplied by the total estimated rounds per fiscal year, and added to the estimated revenue from golf cart rentals. RedGate Golf Course Fund revenues are estimated at $1,219,173 net of the General Fund transfer for FY 2009. A study that analyzed the financial situation of the golf course was presented to the Mayor and Council in March 2006. To address the deficit in the Fund, the administrative charge was reduced by 50 percent starting in FY 2007, marketing efforts were intensified, and there are capital improvements currently being made to the course that are being funded by a transfer from the General Fund to the Golf Fund.

Golf Fund Revenues	Actual FY07	Adopted FY08	Proposed FY09	% Change
Golf Course Fees	869,521	889,576	889,576	0.0%
Cart Rentals	252,324	309,832	309,832	0.0%
Pro Shop Rental	4,250	4,250	4,250	0.0%
Driving Range Fee	1,480	1,605	1,605	0.0%
Concessions / Other	20,073	13,910	13,910	0.0%
Trans. from General Fund	114,500	165,000	93,000	-43.6%
Approp. Net Assets	-	10,509	279,564	2560.2%
Total	**1,262,149**	**1,394,682**	**1,591,737**	**14.1%**



Golf Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Salaries	525,106	574,726	602,100	4.8%
Benefits	121,745	143,200	155,000	8.2%
Overtime	17,247	26,782	26,800	0.1%
Personnel Subtotal	664,097	744,708	783,900	5.3%
Contractual Services	127,751	153,267	164,435	7.3%
Commodities	226,227	228,171	324,566	42.2%
Operating Subtotal	353,978	381,438	489,001	28.2%
Capital Outlays	33,210	83,736	91,236	9.0%
Administrative Charge	89,500	92,200	95,000	3.0%
Other / Transfers	129,387	80,100	120,100	49.9%
Debt Service	12,330	12,500	12,500	0.0%
Total	**1,282,502**	**1,394,682**	**1,591,737**	**14.1%**

Golf Fund by Department	Actual FY07	Adopted FY08	Proposed FY09	% Change
Public Works	8,945	13,450	16,486	22.6%
Recreation and Parks	993,862	1,151,832	1,288,251	11.8%
Non-Departmental	279,695	229,400	287,000	25.1%
Total	**1,282,502**	**1,394,682**	**1,591,737**	**14.1%**



Special Revenue Funds - Special Activities Fund

Special revenue funds are used to account for the proceeds of specific revenue sources that are restricted by legal and regulatory provisions to finance specific activities. Included in the special revenue funds are the Special Activities, Community Development Block Grant, Town Center Management District, and Speed Camera funds.

Special Activities Fund

The Special Activities Fund receives revenues from fundraising activities by such groups as the Rockville Seniors Inc, the Mansion Gift Shop Docents, and a variety of corporations and community service organizations. Other examples are funds raised for the annual Bike Ride for Rockville, donations from event sponsors, and the Holiday Drive.

Special Activities Fund Revenues	Actual FY07	Adopted FY08	Proposed FY09	% Change
Mansion Rentals	15,000	16,000	20,000	25.0%
Community Contributions	117,340	115,500	165,500	43.3%
Developer Contribution	295,472	950,000	150,000	-84.2%
Other / Money & Prop.	23,569	7,850	7,600	-3.2%
Approp. Net Assets	-	646,960	1,438,365	122.3%
Total	**451,382**	**1,736,310**	**1,781,465**	**2.6%**

Special Activities Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Salaries	13,957	18,700	19,600	4.8%
Benefits	2,518	4,608	4,700	2.0%
Overtime	-	-	-	N/A
Personnel Subtotal	16,475	23,308	24,300	4.3%
Contractual Services	-	7,000	-	N/A
Commodities	66,273	305,920	162,190	-47.0%
Operating Subtotal	66,273	312,920	162,190	-48.2%
Capital Outlays	20,834	971,173	170,000	-82.5%
Other / Transfers	103,018	428,909	1,424,975	232.2%
Total	**206,600**	**1,736,310**	**1,781,465**	**2.6%**

Special Activities Fund by Department	Actual FY07	Adopted FY08	Proposed FY09	% Change
CPDS	-	295,742	-	N/A
Police	700	1,000	1,545	54.5%
Public Works	-	950,000	1,434,511	N/A
Recreation and Parks	205,900	489,838	345,409	-29.5%
Total	**206,600**	**1,736,580**	**1,781,465**	**2.6%**

Special Activities Fund by Program	Actual FY07	Adopted FY08	Proposed FY09	% Change
Bikeway Program	20,060	54,465	37,896	-30.4%
Croydon Creek Nature Center	2,302	16,936	14,339	-15.3%
"Every 15 Minutes" Prog.	700	1,000	1,545	54.5%
Facilities and Equip.	6,171	20,163	20,163	0.0%
Forest and Tree Preservation	46,314	68,156	65,743	-3.5%
Friends of the Arts	3,940	189,508	10,400	-94.5%
Glenview Mansion	20,834	21,173	20,000	-5.5%
Holiday Drive	17,314	34,934	41,156	17.8%
Housing Opportunities *	-	295,472	-	N/A
Park Maintenance **	N/A	N/A	50,000	N/A
Recreation	80,230	52,585	48,500	-7.8%
Rockville Individual Self Empowerment	3,262	-	-	N/A
Rockville Emergency Assistance Program	-	24,068	30,092	25.0%
Senior Assistance	5,474	7,850	7,120	-9.3%
Transportation Demand Management *	-	950,000	1,434,511	51.0%
Total	**206,600**	**1,736,310**	**1,781,465**	**2.6%**

* These programs transferred from the Capital Improvements Program to the Special Activities Fund from adopted FY 2007 to adopted FY 2008.

** This program was added as a Special Activity Fund account mid-FY 2008.

Special Revenue Funds - CDBG and Town Center Management

Community Development Block Grant Fund

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

CDBG Fund Revenues *	Actual FY07	Adopted FY08	Proposed FY09	% Change
CDBG Block Grant	274,773	304,000	304,000	0.0%
Prior Years' Approp.	N/A	380,000	304,000	-20.0%
Total	**274,773**	**684,000**	**608,000**	**-11.1%**

CDBG Fund Expenditures *	Actual FY07	Adopted FY08	Proposed FY09	% Change
Salaries	66,019	66,000	70,000	6.1%
Benefits	9,455	-	-	N/A
Overtime	-	-	-	N/A
Personnel Subtotal	75,474	66,000	70,000	6.1%
Contractual Services	199,299	238,000	234,000	-1.7%
Commodities	-	-	-	N/A
Operating Subtotal	199,299	238,000	234,000	-1.7%
Prior Year Expenditures	N/A	380,000	304,000	-20.0%
Total	**274,773**	**684,000**	**608,000**	**-11.1%**

CDBG Fund by Department *	Actual FY07	Adopted FY08	Proposed FY09	% Change
CPDS	274,773	684,000	608,000	-11.1%
Total	**274,773**	**684,000**	**608,000**	**-11.1%**

* Actual FY07 represents one fiscal year, while Adopted FY08 and Proposed FY09 represent the current fiscal year plus the prior years' appropriations or expenditures.

Town Center Management District Fund

FY 2009 is the second year that two special taxing districts, the Town Square Street and Area Lighting District and the Town Square Commercial District, will support the operations and maintenance costs of the Town Center Management District which is managed by Federal Reality.

The Town Square Street and Area Lighting Tax District will levy a real property tax of $0.105 per $100 of assessed value on residential and commercial properties within the Town Square boundaries. The GDA limits the annual tax revenue that comes from the residential properties within this District to $140,490 for the first two years, and this is the second and final year for this limitation. Staff anticipates that the tax rate will yield approximately $140,000 from residential and $55,000 from commercial properties for a total of $195,000. The Town Square Commercial Tax District will levy a property tax of $1.20 per $100 of assessed value on commercial property within the Town Square boundaries. Staff anticipates that this tax rate will yield approximately $625,000. Both tax rates increased from the adopted FY 2008 budget by 54% for Street and Area Lighting and by 56% for Commercial due to the actual assessed values coming in lower than originally estimated.

TCMD Fund Revenues	Actual FY07	Adopted FY08	Proposed FY09	% Change
Real Property Tax	-	721,098	820,090	13.7%
Total	**-**	**721,098**	**820,090**	**13.7%**

TCMD Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Salaries	25,437	-	-	N/A
Benefits	5,206	-	-	N/A
Overtime	-	-	-	N/A
Personnel Subtotal	30,643	-	-	N/A
Contractual Services	-	721,098	820,090	13.7%
Commodities	-	-	-	N/A
Operating Subtotal	-	721,098	820,090	13.7%
Total	**30,643**	**721,098**	**820,090**	**13.7%**

TCMD Fund by Department	Actual FY07	Adopted FY08	Proposed FY09	% Change
CPDS	30,643	721,098	820,090	13.7%
Total	**30,643**	**721,098**	**820,090**	**13.7%**

Special Revenue Funds - Speed Camera Fund

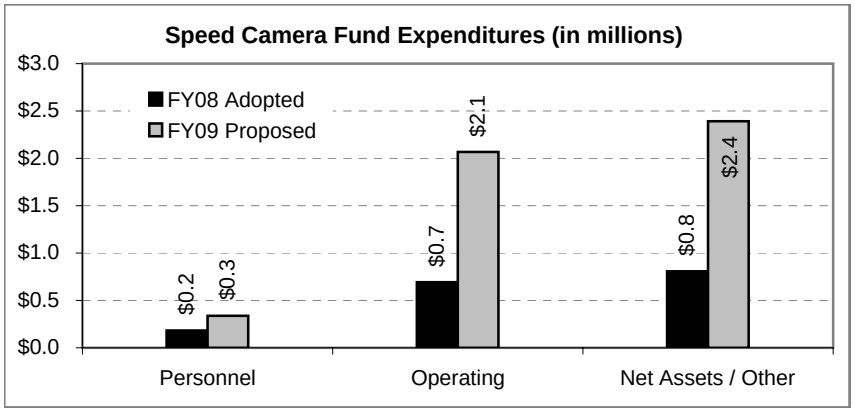
Speed Camera Fund

The Speed Camera Fund, a special revenue fund created in late FY 2007, is used to track revenues and expenses associated with the City's speed camera program. This program, which is designed to save lives by getting drivers to slow down on residential streets, will have a significant financial impact on City finances. Though program revenue is not available for general City operations, it is available to enhance traffic and pedestrian safety programs and projects in the operating budget and in the capital improvements program budget. For FY 2009, the Speed Camera operating budget includes 2.0 new Police Officers that will serve in the City's Traffic Unit and 0.5 Civil Engineer that will assist with the design of sidewalks and pedestrian walkways. In addition, the FY 2009 CIP includes Speed Camera Funding for the Pedestrian Safety project, the Street Lighting Improvements project, and Pedestrian Bikeway Systems Improvements project.

Speed Camera Fund Revenues	Actual FY07	Adopted FY08	Proposed FY09	% Change
Speed Camera Citations	81,991	1,684,200	4,800,000	185.0%
Total	**81,991**	**1,684,200**	**4,800,000**	**185.0%**

Speed Camera Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Salaries	42,377	141,600	265,540	87.5%
Benefits	6,383	41,500	69,061	66.4%
Overtime	-	-	4,000	N/A
Personnel Subtotal	48,760	183,100	338,601	84.9%
Contractual Services	38,149	689,012	2,009,737	191.7%
Commodities	2,115	3,300	58,297	1666.6%
Operating Subtotal	40,264	692,312	2,068,034	198.7%
Capital Outlays	18,855	-	-	N/A
Other / Transfers	-	-	3,000	N/A
Addition to Net Assets	-	808,788	2,390,365	195.5%
Debt Service	-	-	-	N/A
Total	**107,879**	**1,684,200**	**4,800,000**	**185.0%**

Speed Camera Fund by Department	Actual FY07	Adopted FY08	Proposed FY09	% Change
Police	106,058	872,412	2,310,334	164.8%
Public Works	-	3,000	94,301	3043.4%
Non-Departmental	1,821	808,788	2,395,365	196.2%
Total	**107,879**	**1,684,200**	**4,800,000**	**185.0%**



Debt Service Fund

Debt Service Fund

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

Debt Service Fund Revenues	Actual FY07	Adopted FY08	Proposed FY09	% Change
Interest Earnings	268,936	330,000	321,000	-2.7%
Assessments	283,025	210,000	210,000	0.0%
Trans. from General Fund	5,650,800	4,905,892	4,483,929	-8.6%
Approp. Fund Balance	-	65,000	215,071	230.9%
Total	**6,202,761**	**5,510,892**	**5,230,000**	**-5.1%**

Debt Service Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Principal	4,105,428	4,033,922	3,468,000	-14.0%
Interest	1,545,312	1,411,970	1,697,000	20.2%
Other Charges	6,952	65,000	65,000	0.0%
Total	**5,657,692**	**5,510,892**	**5,230,000**	**-5.1%**

Debt Service Fund by Department	Actual FY07	Adopted FY08	Proposed FY09	% Change
Non-Departmental	5,657,692	5,510,892	5,230,000	-5.1%
Total	**5,657,692**	**5,510,892**	**5,230,000**	**-5.1%**

Long-Term Debt Summary

The following is a list of the notes / bonds included in the City's long-term debt:

General Long-Term Debt	Year	Outstanding Principal	Interest Rate Range	Final Maturity
General Improvements	1998	750,000	3.50-4.30%	2013
General Improvements	2002	1,746,905	4.00-4.65%	2021
General Improvements	2003	7,581,395	2.00-3.85%	2023
General Improvements Refunding	2003	2,005,468	2.00-3.00%	2013
General Improvements	2004	9,120,000	4.00-5.00%	2029
Loan Payable	2005	348,346	2.00%	2012
General Improvements	2005	12,220,000	3.50-6.00%	2025
General Improvements	2007	9,890,000	4.00-4.25%	2027
Total		**43,662,114**		

Enterprise Funds Long-Term Debt	Year	Outstanding Principal	Interest Rate Range	Final Maturity
General Improvements	1999	1,750,915	3.21%	2019
General Improvements	2000	1,364,323	3.64%	2020
General Improvements	2002	2,744,385	1.90%	2023
General Improvements	2002	2,218,255	4.00-4.65%	2021
General Improvements	2003	2,463,605	2.00-3.88%	2023
General Improvements	2003	819,532	2.00-3.00%	2013
General Improvements	2004	6,730,000	4.00-5.00%	2029
General Improvements	2005	1,235,273	0.00%	2025
General Improvements	2005	38,990,000	3.50-6.00%	2036
General Improvements	2007	10,520,000	4.00-4.25%	2027
Total		**68,836,288**		

The City anticipates that all amounts required for payment of interest and principal on business-type activities debt will be provided from the respective fund's revenues, which are secured by the full faith and credit and taxing power of the City.

Debt Service Fund

General Fund Long-Term Debt Detail

	Principal	Interest	Total
2009	3,467,981	1,696,948	5,164,929
2010	3,464,031	1,568,977	5,033,008
2011	3,007,298	1,451,286	4,458,584
2012	2,982,120	1,345,920	4,328,040
2013	2,742,536	1,239,826	3,982,362
2014	2,425,061	1,136,055	3,561,116
2015	2,425,061	1,043,706	3,468,767
2016	2,425,061	953,354	3,378,415
2017	2,425,061	856,311	3,281,372
2018	2,425,061	758,222	3,183,283
2019	2,425,061	660,729	3,085,790
2020	2,425,061	562,662	2,987,723
2021	2,425,140	463,455	2,888,595
2022	2,285,678	363,280	2,648,958
2023	2,281,903	268,875	2,550,778
2024	1,780,000	172,525	1,952,525
2025	1,210,000	94,113	1,304,113
2026	520,000	44,200	564,200
2027	520,000	22,100	542,100
Total	43,662,114	14,702,544	58,364,658

Water Fund Long-Term Debt Detail

	Principal	Interest	Total
2009	915,668	380,326	1,295,994
2010	919,339	350,076	1,269,415
2011	836,866	321,887	1,158,753
2012	842,027	294,766	1,136,793
2013	817,561	267,457	1,085,018
2014	799,834	240,110	1,039,944
2015	812,289	213,456	1,025,745
2016	825,117	187,327	1,012,444
2017	838,332	153,664	991,996
2018	602,863	115,356	718,219
2019	685,964	96,853	782,817
2020	508,966	68,307	577,273
2021	375,350	48,487	423,837
2022	379,157	40,535	419,692
2023	383,058	32,566	415,624
2024	244,080	14,438	258,518
2025	175,000	7,219	182,219
Total	10,961,471	2,832,830	13,794,301

Sewer Fund Long-Term Debt Detail

	Principal	Interest	Total
2009	1,238,825	742,033	1,980,858
2010	1,236,554	693,760	1,930,314
2011	1,183,565	649,780	1,833,345
2012	1,176,752	606,761	1,783,513
2013	1,142,687	563,496	1,706,183
2014	1,110,135	519,209	1,629,344
2015	1,105,136	475,688	1,580,824
2016	1,105,136	433,594	1,538,730
2017	1,105,136	388,356	1,493,492
2018	1,100,135	342,841	1,442,976
2019	1,100,136	298,055	1,398,191
2020	1,100,135	253,044	1,353,179
2021	1,100,370	207,673	1,308,043
2022	924,518	162,063	1,086,581
2023	923,478	124,417	1,047,895
2024	785,000	86,301	871,301
2025	650,000	52,737	702,737
2026	305,000	25,924	330,924
2027	305,000	12,962	317,962
Total	18,697,698	6,638,694	25,336,392

Refuse Fund Long-Term Debt Detail

	Principal	Interest	Total
2009	375,000	132,320	507,320
2010	375,000	116,600	491,600
2011	375,000	101,700	476,700
2012	375,000	86,800	461,800
2013	375,000	71,900	446,900
2014	375,000	56,900	431,900
2015	365,000	41,900	406,900
2016	345,000	27,400	372,400
2017	340,000	13,600	353,600
Total	3,300,000	649,120	3,949,120

Debt Service Fund

Parking Fund Long-Term Debt Detail

	Principal	Interest	Total
2009	675,000	1,445,461	2,120,461
2010	710,000	1,413,061	2,123,061
2011	735,000	1,387,511	2,122,511
2012	760,000	1,361,061	2,121,061
2013	785,000	1,333,711	2,118,711
2014	820,000	1,302,312	2,122,312
2015	850,000	1,269,512	2,119,512
2016	885,000	1,238,699	2,123,699
2017	920,000	1,201,086	2,121,086
2018	960,000	1,161,894	2,121,894
2019	1,000,000	1,122,714	2,122,714
2020	1,040,000	1,081,894	2,121,894
2021	1,080,000	1,039,244	2,119,244
2022	1,125,000	994,669	2,119,669
2023	1,175,000	948,059	2,123,059
2024	1,220,000	898,609	2,118,609
2025	1,275,000	846,053	2,121,053
2026	1,330,000	791,140	2,121,140
2027	1,390,000	733,040	2,123,040
2028	1,450,000	672,300	2,122,300
2029	1,515,000	608,350	2,123,350
2030	1,580,000	541,525	2,121,525
2031	1,645,000	474,375	2,119,375
2032	1,715,000	404,463	2,119,463
2033	1,790,000	331,575	2,121,575
2034	1,865,000	255,500	2,120,500
2035	1,945,000	173,906	2,118,906
2036	2,030,000	88,813	2,118,813
Total	34,270,000	25,120,537	59,390,537

Golf Fund Long-Term Debt Detail

	Principal	Interest	Total
2009	24,804	12,116	36,920
2010	24,803	11,526	36,329
2011	24,803	10,869	35,672
2012	24,803	10,162	34,965
2013	24,804	9,418	34,222
2014	24,803	8,674	33,477
2015	24,803	7,930	32,733
2016	24,804	7,156	31,960
2017	24,804	6,349	31,153
2018	24,803	5,505	30,308
2019	24,803	4,637	29,440
2020	24,803	3,744	28,547
2021	24,804	2,827	27,631
2022	24,803	1,896	26,699
2023	24,618	954	25,572
Total	371,865	103,763	475,628

SWM Fund Long-Term Debt Detail

	Principal	Interest	Total
2009	72,663	-	72,663
2010	72,663	-	72,663
2011	72,663	-	72,663
2012	72,663	-	72,663
2013	72,663	-	72,663
2014	72,663	-	72,663
2015	72,663	-	72,663
2016	72,663	-	72,663
2017	72,663	-	72,663
2018	72,663	-	72,663
2019	72,663	-	72,663
2020	72,663	-	72,663
2021	72,663	-	72,663
2022	72,663	-	72,663
2023	72,664	-	72,664
2024	72,664	-	72,664
2025	72,664	-	72,664
Total	1,235,274	-	1,235,274

Statement of Projected Unreserved Equity in City Funds

This schedule depicts the anticipated beginning and ending unreserved fund balance (or, in the case of an enterprise fund, working capital as defined as current assets less current liabilities) for each of the City's funds. Unreserved fund balance is the accumulated total of all prior years' actual revenues in excess of expenditures, commonly referred to as "surplus." These amounts are not invested in capital assets nor have they been committed or "reserved" for encumbrances, self-insurance, or other purposes.

It is important to maintain a fund balance to ensure that City operations are not unduly affected by large, unexpected increases in expenditures or reductions in revenues. For example, a sustained economic slowdown could result in stagnant property and income tax receipts that would necessitate the use of fund balances. Furthermore, healthy fund balances allow the City to maintain high bond ratings, which reduces the cost of borrowing.

Fund	Proj. Fund Balance / Working Capital 6/30/08	Plus Proj. FY09 Revenue	Less Proj. FY09 Expenditure	Proj. Fund Balance / Working Capital 6/30/09
General	9,800,000	62,396,273	62,396,273	9,800,000
Water *	(1,645,103)	7,361,000	7,051,618	(1,335,721)
Sewer	2,898,082	6,655,000	6,942,241	2,610,841
Refuse	571,255	5,757,000	5,689,114	639,141
Parking	4,684,136	3,538,416	4,057,511	4,165,041
SWM	7,728,707	1,000,000	2,510,288	6,218,419
RedGate Golf **	(760,012)	1,312,173	1,591,737	(1,039,576)
Special Act. ***	1,906,837	343,100	1,781,465	468,472
CDBG ***	-	608,000	608,000	-
Town Center ***	-	820,090	820,090	-
Speed Camera ***	2,229,788	4,800,000	2,409,635	4,620,153
Debt Service	4,484,231	5,014,929	5,230,000	4,269,160
Total	**31,897,921**	**99,605,981**	**101,087,972**	**30,415,930**

Notes:

* Significant rate increases are being proposed in the FY 2009 budget to restore the Water Fund's balance.

** FY 2009 is the third year of a five-year business plan that addresses the condition of the course, number of rounds played, and the overall negative fund balance.

*** These funds are designated as special revenue funds. Special revenue funds are used to account for the proceeds of specific revenue sources that are restricted by legal and regulatory provisions to finance specific activities. The City does not have a policy about maintaining a balance in these funds.

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Five-Year Forecast

Overview

The purpose of the Five-Year Forecast is to facilitate the Mayor and Council and City Manager in establishing priorities and allocating resources appropriately. The Forecast is a tool that will assist the City in focusing its efforts on long-term initiatives, including necessary funding for infrastructure, maintenance, and capital needs. If surpluses or deficits are predicted in the Forecast, management actions should be taken early on in order to maintain the overall financial health of all funds. Although the Forecast model is in its infancy, future additions will allow staff to run various scenarios to determine the long-term implications of complex policy and budget decisions.

The Forecast is a tool that will assist the City in focusing its efforts on long-term initiatives, including necessary funding for infrastructure, maintenance, and capital needs.

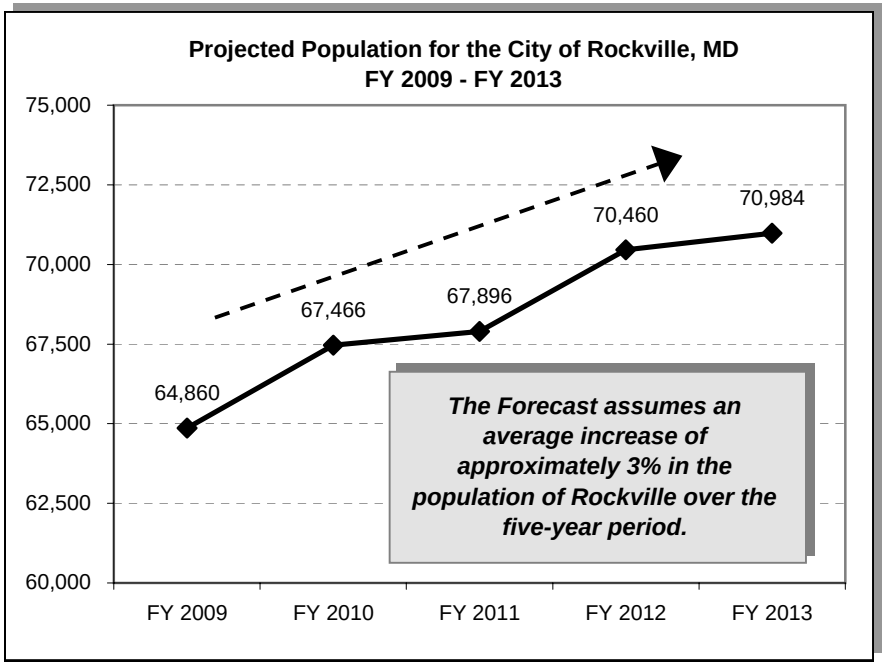
The Forecast presents a five-year projection of the revenues, expenditures, and changes in financial position for the City's General Fund, six enterprise funds, and Speed Camera Fund. For the City's General Fund, financial position is defined as fund balance, and for the enterprise funds and Speed Camera Fund it is defined as working capital, which is current assets less current liabilities. Though these funds use a different basis of accounting, they represent similar concepts i.e. resources available at the beginning of the year to fund operations, debt service, and capital improvements.

The revenue and expenditure figures presented throughout the Forecast are estimates that could change when new information becomes available. Large fluctuations in estimated revenues and expenditures can be caused by unanticipated changes in the economy, rate changes, demand changes, and/or policy or programmatic decisions. This section is not intended to be used as a proposed budget for future years because of the possibility of future adjustments.

The Five-Year Forecast is based on assumptions regarding what will happen in the economy over the next few years, and on known revenue and expenditure drivers. Even though the City's budget continues to experience steady growth, the Forecast reflects conservative projections of the City's major revenue sources. The City must remain fiscally prudent when projecting revenues in an economy that is likely to experience below-trend Gross Domestic Product (GDP) growth.

The City must remain fiscally prudent when projecting revenues in an economy that is likely to experience below-trend GDP growth.

The Forecast assumes an average increase of approximately 3% in the population of Rockville over the five-year period. This estimate is consistent with the latest projections from the Department of Community Planning and Development Services.



The Five-Year Forecast section contains the following information:

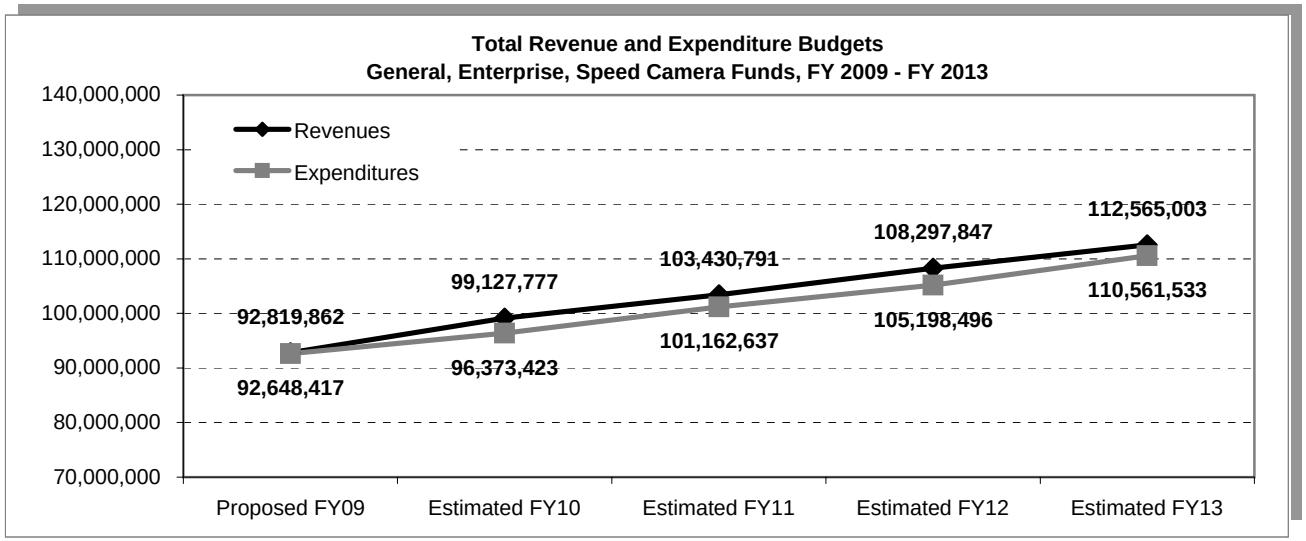
- ★ Total Revenue and Expenditure Summary by Fund
- ★ General Fund Revenue Assumptions
- ★ General Fund Expenditure Assumptions
- ★ General Fund Five-Year Forecast
- ★ Enterprise Fund Five-Year Forecasts
- ★ Speed Camera Fund Five-Year Forecast

Total Revenue and Expenditure Summary by Fund

Revenues / Sources by Fund	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
General Fund (110)	62,396,273	65,257,043	67,665,922	70,177,622	72,796,618
Water Facility Fund (210)	7,361,000	8,624,830	9,869,075	11,450,747	12,149,160
Sanitary Sewer Fund (220)	6,655,000	6,847,590	7,136,232	7,444,132	7,771,888
Refuse Fund (230)	5,757,000	5,700,800	5,827,060	6,086,862	6,375,823
Parking Fund (320)	3,538,416	3,485,744	3,504,816	3,524,223	3,542,886
Stormwater Management Fund (330)	1,000,000	3,131,638	3,283,549	3,402,915	3,646,716
RedGate Golf Course Fund (340)	1,312,173	1,280,132	1,344,138	1,411,345	1,481,912
Speed Camera Fund (380)	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000
Total Revenues / Sources *	**92,819,862**	**99,127,777**	**103,430,791**	**108,297,847**	**112,565,003**

Expenditures / Uses by Fund	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
General Fund (110)	62,396,273	64,414,706	67,569,484	70,114,426	73,820,984
Water Facility Fund (210)	7,051,618	8,151,661	9,051,133	9,806,089	10,689,073
Sanitary Sewer Fund (220)	6,942,241	7,070,385	7,209,753	7,356,568	7,510,164
Refuse Fund (230)	5,689,114	5,809,315	5,936,273	6,109,190	6,289,446
Parking Fund (320)	4,057,511	4,076,123	4,104,107	4,133,135	4,163,181
Stormwater Management Fund (330)	2,510,288	2,718,487	2,946,330	3,110,225	3,285,478
RedGate Golf Course Fund (340)	1,591,737	1,572,680	1,627,254	1,684,117	1,743,372
Speed Camera Fund (380)	2,409,635	2,560,066	2,718,304	2,884,746	3,059,835
Total Expenditures / Uses *	**92,648,417**	**96,373,423**	**101,162,637**	**105,198,496**	**110,561,533**

* Does not include revenues or expenditures from the Special Activities, CDBG, Town Center Management District, or Debt Service funds.



General Fund Revenue Assumptions

Several forecasting techniques or methods were used to project General Fund revenues. The rationale for using one method over another depends on the type of revenue. For revenue sources with a large amount of uncertainty, like grants and miscellaneous revenues, staff assumed conservative estimates that most closely matched current trends. For revenue sources that are linked to more specific events or quantities, such as property tax and income tax, staff used trend analysis and econometric forecasting to determine future collections. Regardless of the technique, staff's projections are conservative throughout the Forecast, ensuring prudent management of the City's General Fund.

Property Tax - Starting in FY 2011, the City anticipates that the assessed value of real property above the ten percent cap on annual increases will be fully taxed. As a result, beginning in FY 2011, property tax income is estimated to increase by only 4% through increases in assessed value. This model assumes that the real property tax will remain at $0.302 throughout the projection period.

Income Tax - There has been reasonable growth in income tax receipts in the past few years due to the City's population growth. The City anticipates that this moderate growth trend will continue into FY 2009 and future years. Income tax revenue is projected to increase by 5% each year over the projection period.

Tax Duplication - For FY 2009 the City will assume the same amount of tax duplication revenue as received in FY 2008. Although the same amount will be budgeted in FY 2009, this revenue source is projected to decrease because the County is developing a new formula that is likely to be less favorable to the municipalities moving forward. For this analysis, tax duplication decreases by 5% in FY 2010 and then remains flat.

Highway User - There will be a decrease in highway user revenues starting in FY 2009 compared to previous years. This revenue source, which is the City's share of gasoline tax and vehicle registrations collected by the State, is based on a Maryland State Highway Administration (SHA) estimate and is the third largest revenue that supports the General Fund. Starting in FY 2009, the State will use a portion of titling tax revenues, which went to municipalities in the past, to backfill voids in the State's General Fund budget. As a result, the City will experience an initial 3% reduction starting in FY 2009.

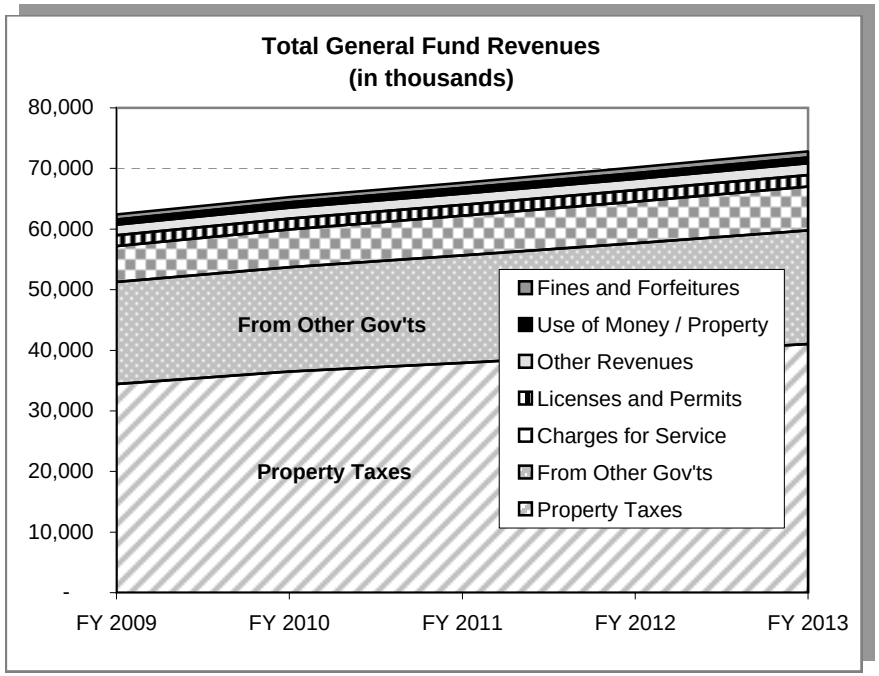
Licenses and Permits - The majority of revenue sources in this category will not increase due to the stabilization of development activity. The overall category is estimated to increase by 2% each year for the projection period.

Charges for Services - This revenue is from charges to users who individually benefit from a particular service offered by the City. This revenue source is estimated to grow by approximately 5% each year as a result of increases in population, available programs, and program fees to improve the City's overall cost recovery.

Use of Money and Property - Interest earnings, the largest revenue source in this category, were projected to decrease by approximately 25% in FY 2009 due to the recent decline in short-term interest rates. Since rates are likely to remain low, this revenue source has been estimated conservatively to increase by an average of only 3% each year over the projection period.

Fines and Forfeitures - This revenue source is estimated to increase by an average of 4% each year over the projection period. Revenues received from red light camera infractions make up most of this category and increased by 7% from the adopted FY 2008 budget to the proposed FY 2009 budget.

Other Revenue / Administrative Charges - This category is estimated to increase by 3% each year. A majority of the revenues in this category are from charges to enterprise funds for centrally budgeted administrative or “overhead” costs. Each fund pays for its share of the costs through a transfer into the General Fund.



General Fund Expenditure Assumptions

Similar to the General Fund revenues, several forecasting techniques or methods were used to project General Fund expenditures. The rationale for using one method over another depends on the type of expenditure. For expenditures that fluctuate from year to year, like capital outlay, staff assumed conservative estimates that most closely matched current trends. For expenditures that are linked to more specific activities or quantities, such as personnel and debt service, staff used trend analysis or known schedules to determine future expenditures.

Salary and Wages, Benefits, and Overtime - Total personnel expenditures are estimated to increase approximately 4.5% from FY 2009 through the end of the projection period. These increases are due to the addition of new employees, cost of living adjustments, pay-for-performance, and the increase in the cost of benefits. Staff analyzed historic personnel trends to determine these projections.

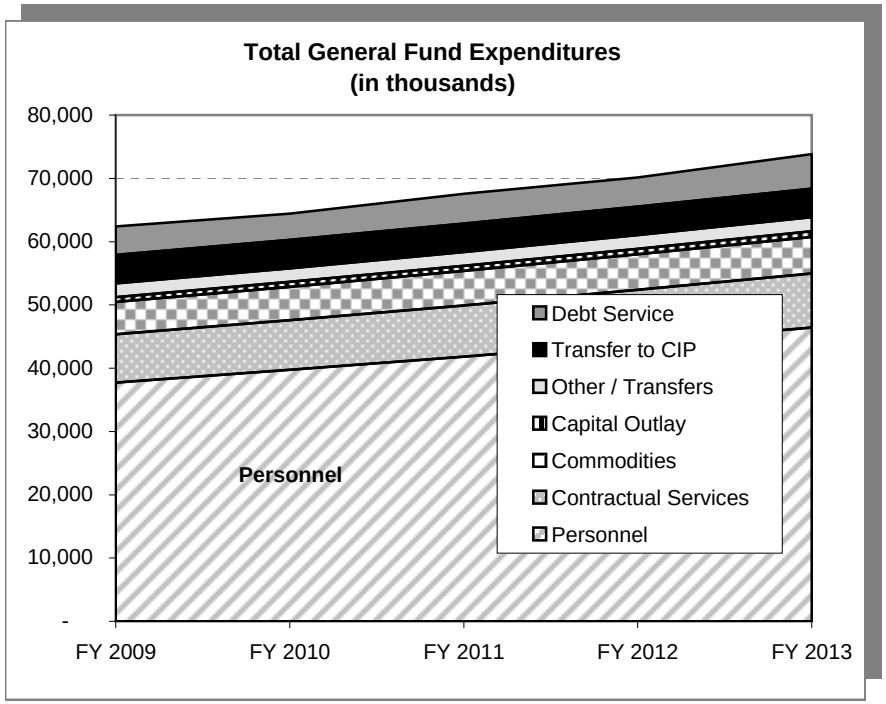
Contractual Services and Commodities - There is an estimated increase of 3% for contractual services and 5% for commodities from FY 2009 to FY 2010. After FY 2010, both contractual services and commodities increase by 3% through the end of the projection period. These increases are consistent with historic trends, and take into account the transfer of some expenditures from the CIP budget to the operating budget in FY 2010.

Capital Outlay - This expenditure category usually fluctuates from year to year since it is comprised of many one-time expenditures. Staff could not use historic trends to determine future increases or decreases because of the fluctuation. To be conservative, capital outlay was estimated to increase by 5% from FY 2009 to FY 2010 and by 3% from FY 2010 to the end of the projection period (this is consistent with the assumptions that were used for Commodities).

Other / Transfers - This category is primarily comprised of the transfer to the Parking Fund, transfer to the Golf Fund, and Outside Agency and Caregiver grants. The transfer to the Parking Fund is estimated to remain at $950,000 each year over the projection period. The transfer to the Golf Fund is budgeted at $93,000 for FY 2009, which is the last year of this transfer. Outside Agency and Caregiver grants are expected to increase by 2.5% each year consistent with the City's annual cost of living adjustment.

Transfer to the CIP - This represents the annual transfer to the CIP budget known as pay-go. The transfer amount remains flat at $4.5 million over the five year projection period and is consistent with the CIP cash flow, which can be found on page 10 of the FY 2009 - FY 2013 Proposed CIP Budget.

Transfer to Debt Service - This represents the annual transfer to the Debt Service Fund to support the City's annual debt payments. The transfer amount follows the Debt Service Fund cash flow, which can be found on page 10 of the FY 2009 - FY 2013 Proposed CIP Budget. The projected debt payments include old and new General Fund debt.



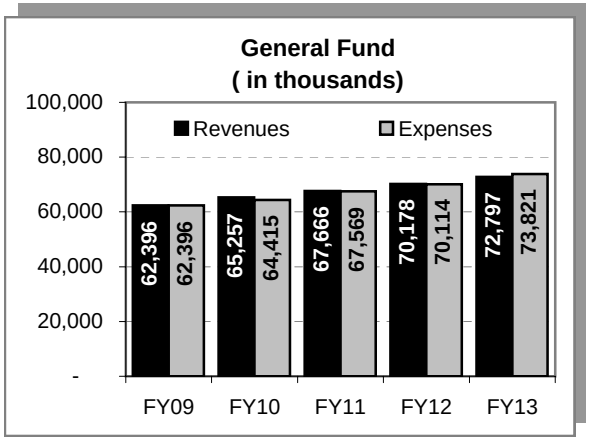
General Fund Five-Year Forecast

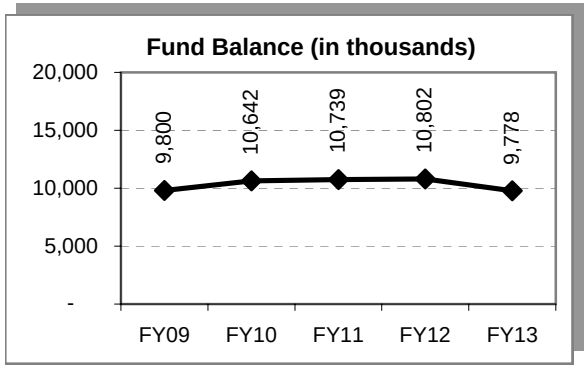
Revenues / Sources	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Property Taxes	34,416,320	36,481,299	37,940,551	39,458,173	41,036,500
Licenses and Permits	1,764,500	1,799,790	1,835,786	1,872,502	1,909,952
From Other Gov'ts	16,872,259	17,225,837	17,714,087	18,226,749	18,765,045
Charges for Service	5,919,395	6,215,365	6,526,133	6,852,440	7,195,062
Fines and Forfeitures	824,000	856,960	891,238	926,888	963,963
Use of Money / Property	870,676	896,796	923,700	951,411	979,954
Other Revenues	1,729,123	1,780,997	1,834,427	1,889,459	1,946,143
Total Revenues / Sources	**62,396,273**	**65,257,043**	**67,665,922**	**70,177,622**	**72,796,618**
Percent Increase	**5.9%**	**4.6%**	**3.7%**	**3.7%**	**3.7%**

Expenditures by Type	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Salary and Wages	28,710,931	30,433,587	32,259,602	34,195,178	36,246,889
Benefits	8,258,359	8,506,110	8,761,293	9,024,132	9,294,856
Overtime	764,761	787,704	811,335	835,675	860,745
Contractual Services	7,621,986	7,850,646	8,086,165	8,328,750	8,578,612
Commodities	5,130,329	5,284,239	5,442,766	5,606,049	5,774,230
Capital Outlay	747,308	784,673	823,907	848,624	874,083
Other / Transfers	2,178,670	2,119,740	2,154,832	2,190,977	2,228,207
Total Expenditures	**53,412,344**	**55,766,698**	**58,339,900**	**61,029,386**	**63,857,622**
Transfer to CIP	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Debt Service	4,483,929	4,148,008	4,729,584	4,585,040	5,463,362
Total Expenditures / Uses	**62,396,273**	**64,414,706**	**67,569,484**	**70,114,426**	**73,820,984**
Percent Increase	**5.9%**	**3.2%**	**4.9%**	**3.8%**	**5.3%**

Fund Balance	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Est. Fund Balance, Beginning	9,800,000	9,800,000	10,642,337	10,738,774	10,801,971
Net Change	-	842,337	96,437	63,196	(1,024,366)
Est. Fund Balance, Ending	9,800,000	10,642,337	10,738,774	10,801,971	9,777,604
15% Reserve Requirement	9,359,441	9,788,557	10,149,888	10,526,643	10,919,493
Est. Balance less Requirement	440,559	853,781	588,886	275,327	(1,141,888)

By City Charter, the General Fund budget must be in balance, which assures that there will be sufficient current resources to pay current obligations. In addition to the General Fund being in balance each year, one of the City's fiscal policies is to maintain an undesignated fund balance in the General Fund at or above 15% of annual revenue. The undesignated fund balance is projected to be at least 15% of the estimated revenue budget for FY 2009 through FY 2012. On average, General Fund revenues are projected to increase by 4.3% per year, and General Fund expenditures are estimated to increase by 4.6% per year over the estimated period. The revenue and expenditure budgets are based on conservative estimates as described on pages 4-3 and 4-4.





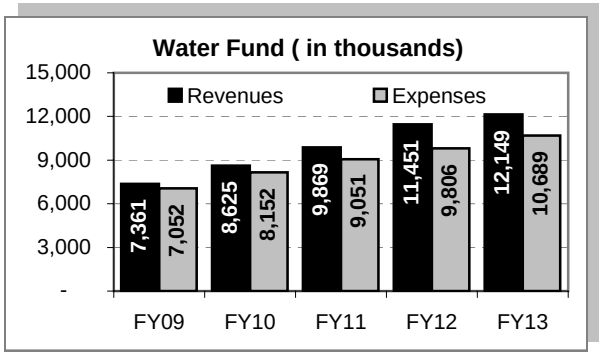
Water Facility Fund Five-Year Forecast

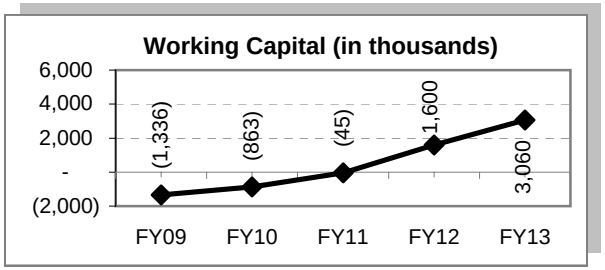
Revenues / Sources	Note	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Utility Charges	A	6,550,000	7,800,000	9,030,000	10,650,000	11,270,000
Penalties		40,000	40,000	40,000	40,000	40,000
Connection Charges		150,000	150,000	150,000	150,000	150,000
Interest Income	B	85,000	85,000	85,000	32,000	95,300
Other		75,000	75,000	75,000	75,000	75,000
Transfers In	C	461,000	474,830	489,075	503,747	518,860
Total Revenues / Sources		**7,361,000**	**8,624,830**	**9,869,075**	**11,450,747**	**12,149,160**
Percent Increase		**49.5%**	**17.2%**	**14.4%**	**16.0%**	**6.1%**

Expenses by Type	Note	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Salary and Wages	D	2,174,309	2,500,455	2,875,524	3,019,300	3,170,265
Benefits		633,014	664,665	697,898	718,835	740,400
Overtime		150,286	157,800	165,690	170,661	175,781
Contractual Services	E	431,067	517,280	620,736	744,884	893,861
Commodities		1,442,442	1,730,930	2,077,116	2,492,540	2,991,048
Capital Outlay		205,500	246,600	295,920	355,104	426,125
Administrative Charge	F	431,000	443,930	457,248	470,965	485,094
Debt Service	G	381,000	687,000	658,000	630,800	603,500
Other	H	1,203,000	1,203,000	1,203,000	1,203,000	1,203,000
Total Operating Expenses		**7,051,618**	**8,151,661**	**9,051,133**	**9,806,089**	**10,689,073**
Percent Increase		**13.8%**	**15.6%**	**11.0%**	**8.3%**	**9.0%**

Working Capital	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Est. Working Capital, Beginning	(1,645,103)	(1,335,721)	(862,552)	(44,610)	1,600,049
Net Change	309,382	473,169	817,942	1,644,659	1,460,087
Est. Working Capital, Ending	**(1,335,721)**	**(862,552)**	**(44,610)**	**1,600,049**	**3,060,135**

During FY 2008, the Department of Public Works finalized two reports that analyzed the City's overall water program related to the Water Treatment Plant and the Water Distribution System. As a result of the studies, there are significant operating and capital expenses budgeted in the FY 2009 through FY 2013 budgets. In order to support the increased expenses, water usage rates will increase over the five-year period. It is the City's policy to maintain as reserves working capital balances of 90 days of operating expenses plus 1% of the book value of assets. Water rates are established over a 10-year period.





Notes:

A. Water usage rates will increase by approximately 15% each year until FY 2013 when the rate will increase by approximately 5%. Usage revenues are consistent with the Water and Sewer Rate Study presented to Mayor and Council on March 10, 2008.

B. Estimated at $85,000 per year until FY 2012 when interest income assumes 4% on the average working capital balance for the fiscal year.

C. Refers to the transfers from the Sewer Fund and the Refuse Fund. This revenue is estimated to increase by 3% each year.

D. Personnel expenses increase by approximately 12.5% in FY 2010 and FY 2011 to address the concerns identified in the two water studies. For FY 2012 and FY 2013, personnel expenses will increase at 4.5% which is consistent with the General Fund estimates.

E. Operating expenses increase by approximately 20% each year to address the concerns identified in the two water studies.

F. This transfer to the General Fund increases by 3% each year over the projection period.

G. Debt service amounts represent interest payments based on current debt schedules, plus new interest payments starting in FY 2010 for a $16 million debt issue which will take place in FY 2009.

H. Other includes depreciation and amortization. For this analysis, depreciation remains constant.

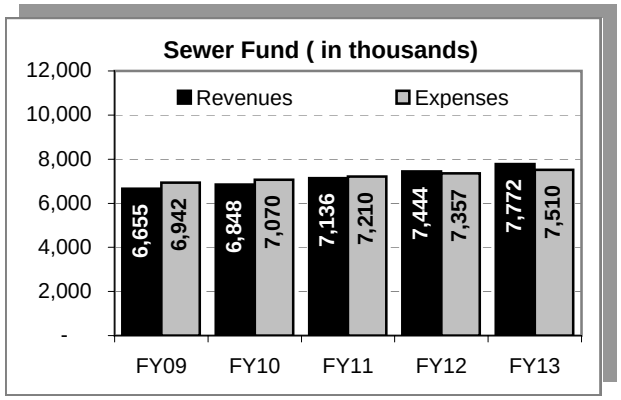
Sanitary Sewer Fund Five-Year Forecast

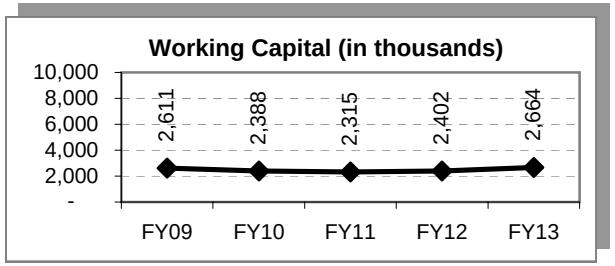
Revenues / Sources	Note	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Utility Charges	A	6,300,000	6,547,590	6,842,232	7,150,132	7,471,888
Penalties		50,000	50,000	50,000	50,000	50,000
Connection Charges		150,000	150,000	150,000	150,000	150,000
Interest Income	B	155,000	100,000	94,000	94,000	100,000
Transfers In		-	-	-	-	-
Total Revenues / Sources		**6,655,000**	**6,847,590**	**7,136,232**	**7,444,132**	**7,771,888**
Percent Increase		**6.2%**	**2.9%**	**4.2%**	**4.3%**	**4.4%**

Expenses by Type	Note	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Salary and Wages	C	915,825	961,616	1,009,697	1,060,182	1,113,191
Benefits		271,313	279,452	287,836	296,471	305,365
Overtime		83,092	85,585	88,152	90,797	93,521
Contractual Services	D	3,242,947	3,340,235	3,440,442	3,543,656	3,649,965
Commodities		186,864	192,470	198,244	204,191	210,317
Capital Outlay		13,200	13,596	14,004	14,424	14,857
Administrative Charge	E	241,000	248,230	255,677	263,347	271,248
Debt Service	F	743,000	694,000	650,000	607,000	564,000
Other	G	1,245,000	1,255,200	1,265,700	1,276,500	1,287,700
Total Operating Expenses		**6,942,241**	**7,070,385**	**7,209,753**	**7,356,568**	**7,510,164**
Percent Increase		**13.3%**	**1.8%**	**2.0%**	**2.0%**	**2.1%**

Working Capital	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Est. Working Capital, Beginning	2,898,082	2,610,841	2,388,046	2,314,525	2,402,089
Net Change	(287,241)	(222,795)	(73,521)	87,564	261,724
Est. Working Capital, Ending	**2,610,841**	**2,388,046**	**2,314,525**	**2,402,089**	**2,663,813**

The increase in Sewer Fund revenues is consistent with the increase in Sewer Fund expenses over the projection period. The working capital balance only fluctuates by $500,000 from FY 2009 to FY 2013 because the revenues and expenses are relatively consistent. On average over the five-year period, the working capital balance is 35% of the annual revenue budget. It is the City's policy to maintain as reserves working capital balances of 90 days of operating expenses plus 1% of the book value of assets. Sewer rates are established over a five-year period.





Notes:

A. Sewer revenues will increase by approximately 4% each year over the five year period.

B. Interest income is based on the average working capital balance for the fiscal year at a 4% interest rate starting in FY 2010.

C. Personnel expenses increase by approximately 4.5% throughout the projection period which is consistent with the General Fund estimates.

D. Operating expenses increase by approximately 3% each year which is consistent with past trends and the General Fund estimates.

E. This transfer to the General Fund increases by 3% each year over the projection period.

F. Debt service amounts represent interest payments that are based on current debt schedules. No additional debt is anticipated.

G. Other includes depreciation, amortization, and a transfer to the Water Fund. For this analysis, depreciation and amortization remain constant and the Water Fund transfer increases by 3% each year.

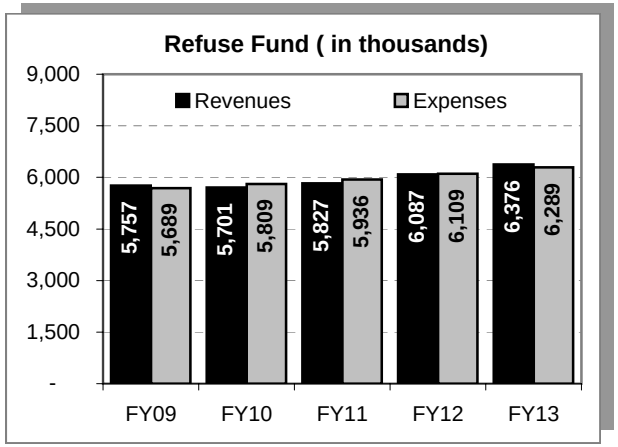
Refuse Fund Five-Year Forecast

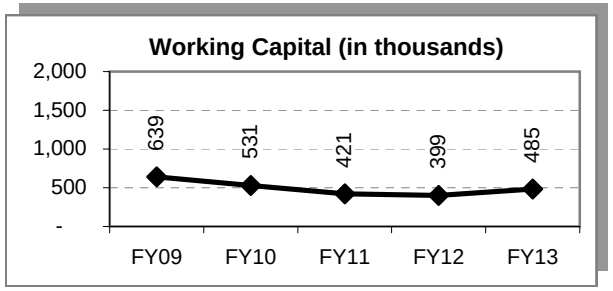
Revenues / Sources	Note	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Customer Charges	A	5,369,000	5,369,000	5,476,380	5,711,864	5,968,898
Penalties		50,000	50,000	50,000	52,150	54,392
Interest Income	B	100,000	23,000	19,000	16,000	18,000
Sales of Recyclables	C	208,000	228,800	251,680	276,848	304,533
Transfers In	D	30,000	30,000	30,000	30,000	30,000
Total Revenues / Sources		**5,757,000**	**5,700,800**	**5,827,060**	**6,086,862**	**6,375,823**
Percent Increase		**5.2%**	**-1.0%**	**2.2%**	**4.5%**	**4.7%**

Expenses by Type	Note	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Salary and Wages	E	1,984,000	2,043,520	2,104,826	2,210,067	2,320,570
Benefits		622,700	641,381	660,622	680,441	700,854
Overtime		128,144	131,988	135,948	140,026	144,227
Contractual Services	F	1,532,714	1,563,368	1,594,636	1,626,528	1,659,059
Commodities		409,556	417,747	426,102	434,624	443,317
Capital Outlay		-	-	-	-	-
Administrative Charge	G	456,000	469,680	483,770	498,284	513,232
Debt Service	H	133,000	117,000	102,000	87,000	72,000
Other	I	423,000	424,630	428,369	432,220	436,187
Total Operating Expenses		**5,689,114**	**5,809,315**	**5,936,273**	**6,109,190**	**6,289,446**
Percent Increase		**0.5%**	**2.1%**	**2.2%**	**2.9%**	**3.0%**

Working Capital	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Est. Working Capital, Beginning	571,255	639,141	530,626	421,413	399,085
Net Change	67,886	(108,515)	(109,213)	(22,328)	86,378
Est. Working Capital, Ending	**639,141**	**530,626**	**421,413**	**399,085**	**485,463**

The FY 2009 through FY 2013 budgets are based on a semi-automated once per week refuse and recycling program. The semi-automated once per week system provides reduced operating expenses because less personnel, contractual services, commodities, and vehicles are needed.





Notes:

A. The refuse rate per household per month is estimated to remain at $32.70 for full implementation from FY 2009 through FY 2011. After FY 2011, modest rate increases are anticipated.

B. Interest income is based on the average working capital balance for the fiscal year at a 4% interest rate starting in FY 2010.

C. Estimated to increase by approximately 10% starting in FY 2010 due to the increased recycling from the single stream.

D. Refers to the transfer from the General Fund to the Refuse Fund to support Rockville Housing Enterprises (RHE) refuse pick-ups.

E. Personnel expenses increase by approximately 3% per year throughout the FY 2009 to FY 2011 implementation period, and then by 4.5% per year for FY 2012 and FY 2013.

F. Operating expenses increase by approximately 2% each year as a result of the efficiencies of the new program.

G. This transfer to the General Fund increases by 3% each year over the projection period.

H. Debt service amounts represent interest payments that are based on current debt schedules. No additional debt is anticipated.

I. Other includes depreciation, amortization, and a transfer to the Water Fund. For this analysis, depreciation and amortization remain constant and the Water Fund transfer increases by 3% each year.

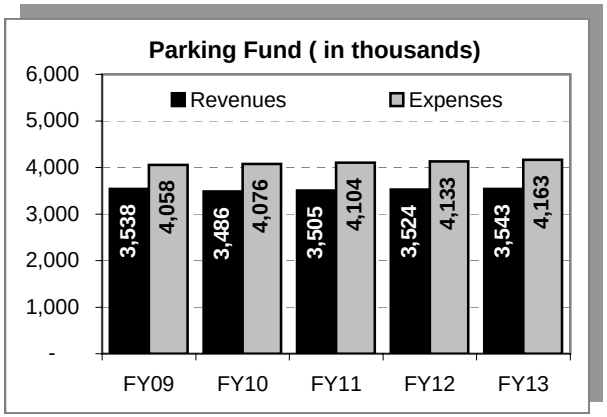
Parking Fund Five-Year Forecast

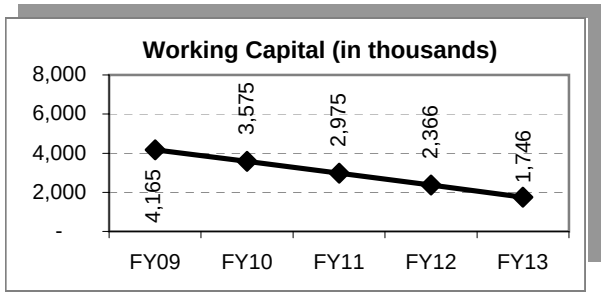
Revenues / Sources	Note	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Real Property Tax	A	115,000	119,600	124,384	129,359	134,534
From Other Government	B	363,000	363,000	363,000	363,000	363,000
Parking Meters	C	1,248,560	1,301,040	1,333,120	1,366,240	1,400,320
Parking Violations		561,856	567,104	570,312	573,624	577,032
Interest Income	D	300,000	185,000	164,000	142,000	118,000
Transfers In	E	950,000	950,000	950,000	950,000	950,000
Total Revenues / Sources		**3,538,416**	**3,485,744**	**3,504,816**	**3,524,223**	**3,542,886**
Percent Increase		**-7.6%**	**-1.5%**	**0.5%**	**0.6%**	**0.5%**

Expenses by Type	Note	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Salary and Wages	F	323,100	339,255	356,218	374,029	392,730
Benefits		81,775	84,228	86,755	89,358	92,038
Overtime		6,500	6,695	6,896	7,103	7,316
Contractual Services	G	705,481	726,645	748,445	770,898	794,025
Commodities		303,155	312,250	321,617	331,266	341,204
Capital Outlay		-	-	-	-	-
Administrative Charge	H	85,000	87,550	90,177	92,882	95,668
Debt Service	I	1,446,000	1,413,000	1,387,500	1,361,100	1,333,700
Other	J	1,106,500	1,106,500	1,106,500	1,106,500	1,106,500
Total Operating Expenses		**4,057,511**	**4,076,123**	**4,104,107**	**4,133,135**	**4,163,181**
Percent Increase		**6.2%**	**0.5%**	**0.7%**	**0.7%**	**0.7%**

Working Capital	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Est. Working Capital, Beginning	4,684,136	4,165,041	3,574,662	2,975,371	2,366,459
Net Change	(519,095)	(590,379)	(599,291)	(608,911)	(620,296)
Est. Working Capital, Ending	**4,165,041**	**3,574,662**	**2,975,371**	**2,366,459**	**1,746,164**

FY 2009 will be the first full year that the City charges for parking in the City's garages. The rate will be $1.00 per hour from 7:00am until 7:00pm with no charge on the weekends. As the estimates indicate, there will not be sufficient Parking Fund revenues generated from parking operations to service all estimated expenses. As a result, the annual $950,000 transfer from the City's General Fund is estimated to continue through FY 2013.





Notes:

A. The Parking District Tax rate for FY 2009 through FY 2013 is estimated at $0.30 per $100 of assessed valuation. The revenue from this tax should increase by approximately 4% each year due to increases in assessed value.

B. Includes $130,000 PILOT payment and $180,000 in capital contributions from Montgomery County, and $53,000 PILOT payment from the City's General Fund.

C. Parking Meter Revenue is based on the Town Center Parking Pro Forma, Option ii 7am-7pm, from the Mayor and Council meeting of January 7, 2008.

D. Interest income is based on the average working capital balance for the fiscal year at a 4% interest rate starting in FY 2010.

E. Refers to the $950,000 annual transfer from the General Fund to help with the Parking Fund revenue gap.

F. Personnel expenses increase by approximately 4.5% throughout the projection period which is consistent with the General Fund estimates.

G. Operating expenses increase by approximately 3% each year which is consistent with past trends and the General Fund estimates.

H. This transfer to the General Fund increases by 3% each year over the projection period.

I. Debt service amounts represent interest payments that are based on current debt schedules. No additional debt is anticipated.

J. Other includes depreciation and amortization. For this analysis, depreciation and amortization remain constant.

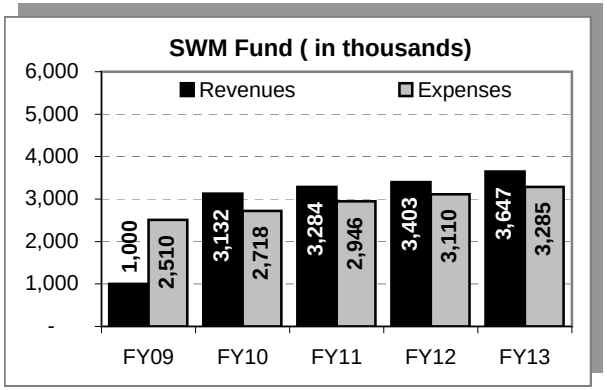
Stormwater Management Fund Five-Year Forecast

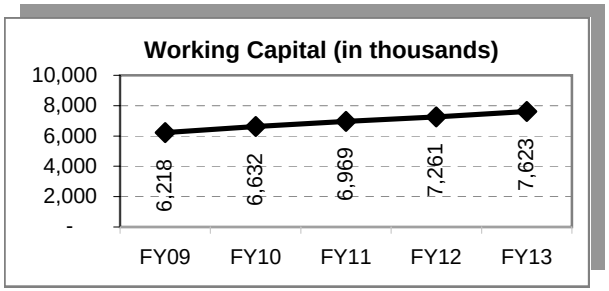
Revenues / Sources	Note	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Utility Fee	A	-	2,174,638	2,367,549	2,588,915	2,839,716
SWM Permits	B	300,000	300,000	250,000	200,000	200,000
SWM Participation Fees		400,000	400,000	400,000	350,000	350,000
Interest Income	C	300,000	257,000	266,000	264,000	257,000
Transfers In		-	-	-	-	-
Total Revenues / Sources		**1,000,000**	**3,131,638**	**3,283,549**	**3,402,915**	**3,646,716**
Percent Increase		**-2.4%**	**213.2%**	**4.9%**	**3.6%**	**7.2%**

Expenses by Type	Note	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Salary and Wages	D	1,289,000	1,417,900	1,559,690	1,637,675	1,719,558
Benefits		336,100	352,905	370,550	381,667	393,117
Overtime		4,900	5,145	5,402	5,564	5,731
Contractual Services	E	504,965	555,462	611,008	672,108	739,319
Commodities		71,323	78,455	86,301	94,931	104,424
Capital Outlay		-	-	-	-	-
Administrative Charge	F	154,000	158,620	163,379	168,280	173,328
Debt Service		-	-	-	-	-
Other	G	150,000	150,000	150,000	150,000	150,000
Total Operating Expenses		**2,510,288**	**2,718,487**	**2,946,330**	**3,110,225**	**3,285,478**
Percent Increase	H	**106.5%**	**8.3%**	**8.4%**	**5.6%**	**5.6%**

Working Capital	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Est. Working Capital, Beginning	7,728,707	6,218,419	6,631,570	6,968,790	7,261,480
Net Change	(1,510,288)	413,151	337,219	292,690	361,238
Est. Working Capital, Ending	**6,218,419**	**6,631,570**	**6,968,790**	**7,261,480**	**7,622,718**

In December 2007 staff introduced an ordinance to amend the City Code to include a new SWM Utility Fee. This annual fee, based on Equivalent Residential Units ("ERUs"), was designed to provide a dedicated funding source for the SWM Fund. This fee is estimated to begin in FY 2010. Although this fee is not part of the FY 2009 budget, staff will move forward with the new SWM program by utilizing the Fund's existing balance.





Notes:

A. This is an annual fee that will be charged to all residential and commercial units recommended to start in FY 2010. The amount of the fee will be based on Equivalent Residential Units or ERUs. FY 2010 rate is estimated at $55.80 per ERU. The rate will increase by approximately 8% per year for the projection period.

B. These revenue sources decrease by an average of 6% over the projection period because of the decreased rate of new development.

C. Interest income is based on the average working capital balance for the fiscal year at a 4% interest rate starting in FY 2010.

D. Personnel expenses increase by approximately 9% in FY 2010 and FY 2011 due to the implementation of the new program and the new utility rate. For FY 2012 and FY 2013, personnel expenses will increase at 4.5% which is consistent with the General Fund estimates.

E. Operating expenses increase by approximately 10% each year to address the requirements of the new SWM Program.

F. This transfer to the General Fund increases by 3% each year over the projection period.

G. Other includes depreciation and amortization. For this analysis, depreciation and amortization remain constant.

H. From FY 2010 to FY 2013, overall operating expenditures increase by an average of 7% due to the implementation of the new SWM Program. Future years will likely increase at a much lower rate.

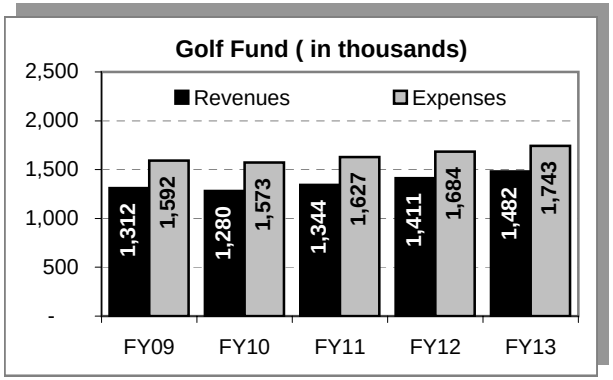
RedGate Golf Course Fund Five-Year Forecast

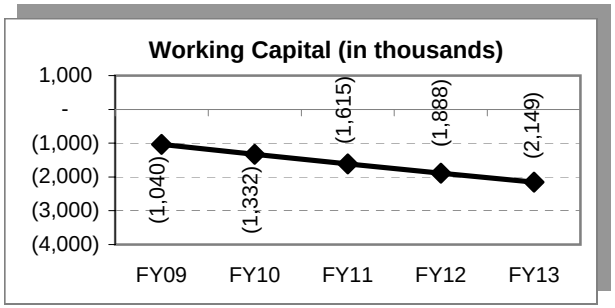
Revenues / Sources	Note	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Golf Course Fees	A	889,576	934,055	980,758	1,029,795	1,081,285
Cart Rentals		309,832	325,324	341,590	358,669	376,603
Pro Shop Rental		4,250	4,463	4,686	4,920	5,166
Driving Range Fee		1,605	1,685	1,770	1,858	1,951
Concessions / Other		13,910	14,606	15,336	16,103	16,908
Transfers In	B	93,000	-	-	-	-
Total Revenues / Sources		**1,312,173**	**1,280,132**	**1,344,138**	**1,411,345**	**1,481,912**
Percent Increase		**-5.2%**	**-2.4%**	**5.0%**	**5.0%**	**5.0%**

Expenses by Type	Note	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Salary and Wages	C	602,100	632,205	663,815	697,006	731,856
Benefits		155,000	159,650	164,440	169,373	174,454
Overtime		26,800	27,604	28,432	29,285	30,164
Contractual Services	D	164,435	169,368	174,449	179,683	185,073
Commodities		324,566	334,303	344,332	354,662	365,302
Capital Outlay	E	91,236	20,000	20,000	20,000	20,000
Administrative Charge	F	95,000	97,850	100,786	103,809	106,923
Debt Service	G	12,500	11,600	10,900	10,200	9,500
Other	H	120,100	120,100	120,100	120,100	120,100
Total Operating Expenditures		**1,591,737**	**1,572,680**	**1,627,254**	**1,684,117**	**1,743,372**
Percent Increase		**14.1%**	**-1.2%**	**3.5%**	**3.5%**	**3.5%**

Working Capital	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Est. Working Capital, Beginning	(760,012)	(1,039,576)	(1,332,124)	(1,615,240)	(1,888,012)
Net Change	(279,564)	(292,548)	(283,115)	(272,772)	(261,460)
Est. Working Capital, Ending	**(1,039,576)**	**(1,332,124)**	**(1,615,240)**	**(1,888,012)**	**(2,149,472)**

The Mayor and Council adopted a business plan to address the deficit in the Golf Fund in FY 2006. Positive results, rounds played and the condition of the course, have already been noted throughout FY 2007 and through the first half of FY 2008. Nevertheless, the deficit continues to grow, and it is unlikely that the Fund will overcome the deficit by the end of the five-year business plan. The Mayor and Council may wish to review its policy in regards to subsidizing the Golf Course from the General Fund.





Notes:

A. Revenues are projected to increase by 5% each year over the projection period per the estimates from the Department of Recreation and Parks.

B. Refers to the annual transfer from the General Fund to the Golf Fund to support capital improvements to the course. The General Fund has transferred a total of $372,500 over three years. FY 2009 is the last year for the scheduled transfers.

C. Personnel expenses increase by approximately 4.5% throughout the projection period which is consistent with the General Fund estimates.

D. Operating expenses increase by approximately 3% each year which is consistent with past trends and the General Fund estimates.

E. Capital Outlay is comprised of many one-time expenses. Capital outlay will decrease to $20,000 in FY 2010 and remain flat throughout the projection period per the estimates from the Department of Recreation and Parks.

F. This transfer to the General Fund increases by 3% each year over the projection period.

G. Debt service amounts represent interest payments that are based on current debt schedules. No additional debt is anticipated.

H. Other includes depreciation and amortization. For this analysis, depreciation and amortization remain constant.

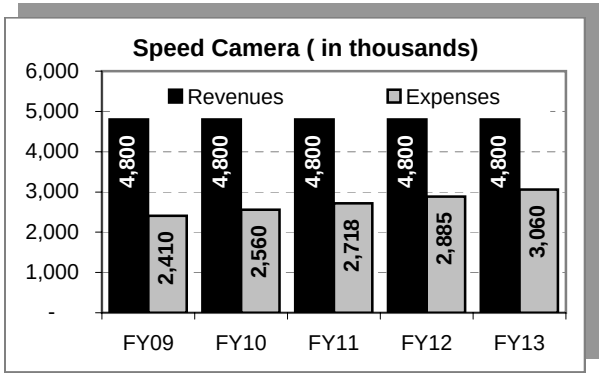
Speed Camera Fund Five-Year Forecast

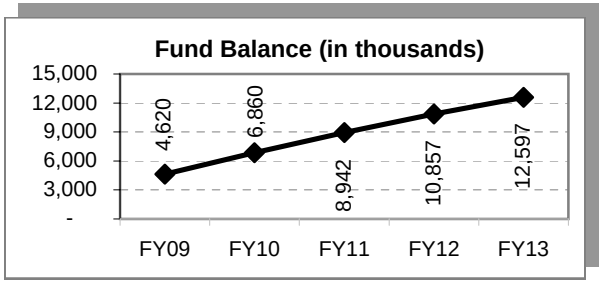
Revenues / Sources	Note	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Speed Camera Citations	A	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000
Total Revenues / Sources		**4,800,000**	**4,800,000**	**4,800,000**	**4,800,000**	**4,800,000**
Percent Increase		**185.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**

Expenditures by Type	Note	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Salary and Wages	B	265,540	378,817	497,758	622,646	753,778
Benefits		69,061	98,492	129,417	161,888	195,982
Overtime		4,000	4,000	4,000	4,000	4,000
Contractual Services	C	2,009,737	2,015,711	2,022,282	2,029,510	2,037,461
Commodities	D	58,297	60,046	61,847	63,703	65,614
Capital Outlay		-	-	-	-	-
Administrative Charge		-	-	-	-	-
Debt Service		-	-	-	-	-
Other		3,000	3,000	3,000	3,000	3,000
Total Operating Expenditures		**2,409,635**	**2,560,066**	**2,718,304**	**2,884,746**	**3,059,835**
Percent Increase		**175.3%**	**6.2%**	**6.2%**	**6.1%**	**6.1%**

Fund Balance *	Proposed FY09	Estimated FY10	Estimated FY11	Estimated FY12	Estimated FY13
Est. Fund Balance, Beginning	2,229,788	4,620,153	6,860,087	8,941,783	10,857,037
Net Change	2,390,365	2,239,934	2,081,696	1,915,254	1,740,165
Est. Fund Balance, Ending	**4,620,153**	**6,860,087**	**8,941,783**	**10,857,037**	**12,597,202**

The Speed Camera Fund is a special revenue fund that is restricted by State law. Program revenue is not available for general City operations and must be used for transportation and pedestrian safety programs.





Notes:

A. The Speed Camera Fund citation revenue assumes 10,000 citations paid per month. Future estimates will remain flat until the City has historical data to determine the increase or decrease in future speed camera revenues. Revenues are based on a $40 citation fee which reflects gross revenue to be received.

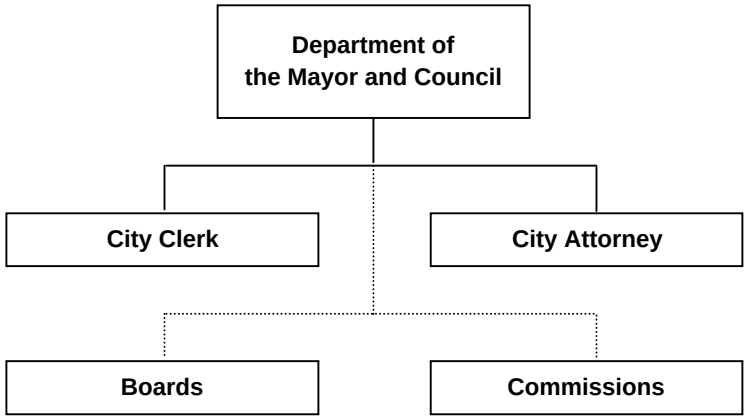
B. Future personnel estimates include funding for 1.0 additional FTE each year starting in FY 2010.

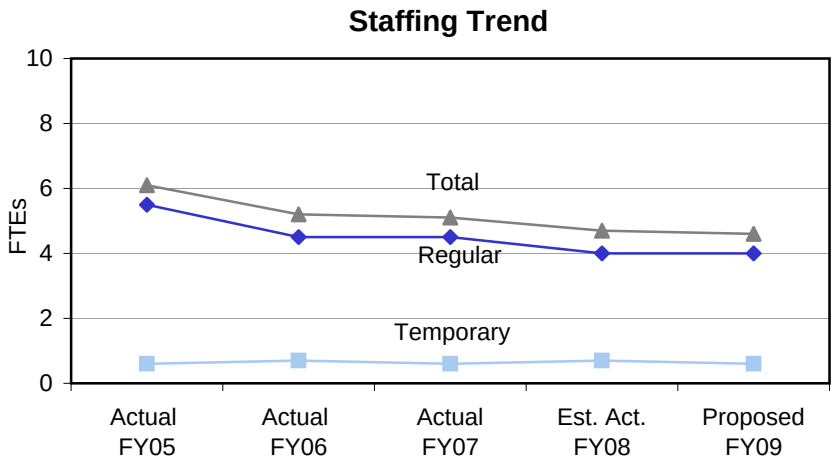
C. Contractual services includes payment to the speed camera vendor. The vendor receives $16.25 from each paid citation. The amount estimated for vendor payment is $1,950,000 per year. If citation revenues increase or decrease, the vendor payment will adjust accordingly.

D. Commodities are estimated to increase by 3% each year over the projection period.

*** Fund Balance Note:** Unlike many of the City's Enterprise Funds, the Speed Camera Fund does not use bond proceeds to pay for Capital Improvement Program (CIP) projects. For FY 2009, the Speed Camera Fund will contribute approximately $1.5 million to three CIP projects, providing funding for Pedestrian Safety, Street Lighting Improvements, and Pedestrian Bikeway System Improvements. The amount that is spent each year in the CIP budget is not reflected in the Fund Balance schedule as shown above.

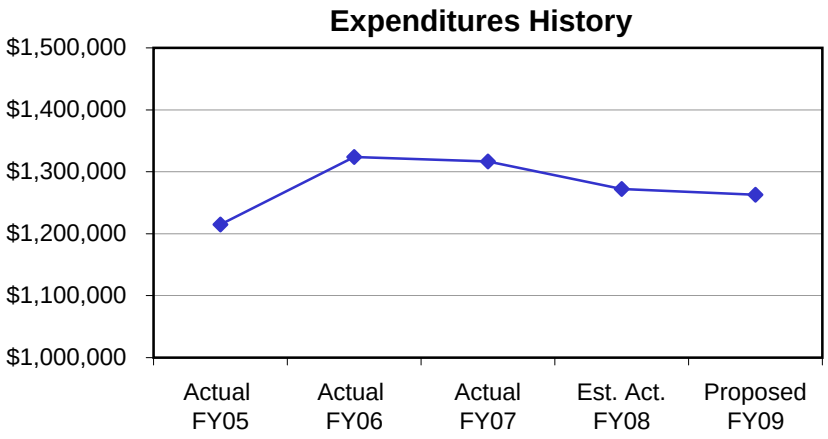
Department of the Mayor and Council

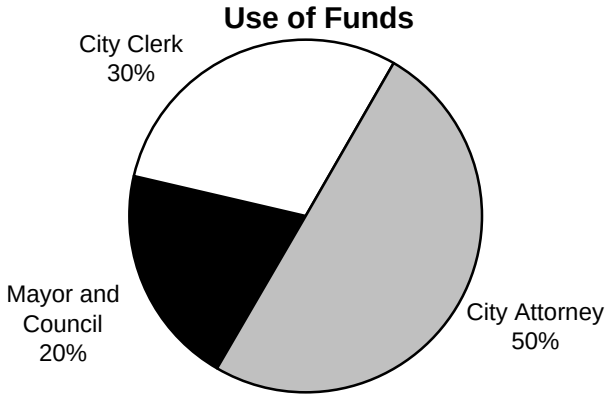




Department Mission Statement

The Department of the Mayor and Council preserves and enhances the City's identity and quality of life for those who live and work in Rockville by providing strategic and policy direction for City services, facilities, and initiatives.





Department of the Mayor and Council

Department Summary

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Division				
Office of Mayor and Council	247,894	255,847	255,847	256,547
Office of the City Clerk	301,356	385,205	385,545	375,405
Office of the City Attorney	767,207	748,491	631,056	630,991
Department Total	**$1,316,457**	**$1,389,543**	**$1,272,448**	**$1,262,943**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Type				
Salary and Wages	525,144	531,100	444,300	448,200
Benefits	97,173	104,000	92,200	94,100
Overtime	0	0	0	0
Personnel Subtotal	**$622,317**	**$635,100**	**$536,500**	**$542,300**
Contractual Services	678,158	685,113	666,618	659,113
Commodities	15,982	69,330	69,330	61,530
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$694,140**	**$754,443**	**$735,948**	**$720,643**
Department Total	**$1,316,457**	**$1,389,543**	**$1,272,448**	**$1,262,943**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Dept. Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	1,311,133	1,359,543	1,262,448	1,252,943
Sewer Fund (220)	0	5,000	0	0
Refuse Fund (230)	0	10,000	0	0
Stormwater Fund (330)	5,324	15,000	10,000	10,000
Subtotal	**$1,316,457**	**$1,389,543**	**$1,272,448**	**$1,262,943**
Department Total	**$1,316,457**	**$1,389,543**	**$1,272,448**	**$1,262,943**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Division (FTEs)				
Regular				
City Clerk	3.0	3.0	3.0	3.0
City Attorney	1.5	1.5	1.0	1.0
Regular Subtotal	**4.5**	**4.5**	**4.0**	**4.0**
Temporary				
City Clerk	0.1	0.2	0.2	0.1
City Attorney	0.5	0.5	0.5	0.5
Temporary Subtotal	**0.6**	**0.7**	**0.7**	**0.6**
Department Total	**5.1**	**5.2**	**4.7**	**4.6**

Department of the Mayor and Council

Department Summary

Department Overview:

The Mayor and Council legislate for the protection and promotion of the health, safety, comfort, and welfare of the residents of Rockville and for the preservation of the City's property, rights, and privileges. They conduct regularly scheduled meetings, which may include public hearings required by City law. The Mayor and Council use these meetings and hearings to receive citizen input, provide instruction to staff, introduce and adopt legislation, discuss issues of concern to the community and review and approve the annual operating budget and Capital Improvements Program.

The Mayor and Council also meet with members of the City's boards, commissions, committees, and neighborhood groups when circumstances dictate. Throughout the year, the Mayor and Council represent the City at many official functions and community activities, which range from meetings of neighborhood associations to events sponsored by businesses and organizations located in Rockville.

The Mayor and Council participate in a number of organizations and activities related to effective governance from a local, state, and national perspective. The Mayor and Council regularly attend the Maryland Municipal League (MML)'s chapter meetings and annual convention and the annual conference of the National League of Cities (NLC). The Mayor is a member of the U.S. Conference of Mayors and the Maryland Mayors Association. Individual members of the Mayor and Council or their designees also serve on the following Metropolitan Washington Council of Governments (COG) committees: Human Services, Public Safety, Transportation Planning Board and the Board of Directors. The Mayor and Council serve on the following NLC Policy Committees: Community and Economic Development, Public Safety and Crime Prevention, Human Development Policy and Advocacy, and Transportation Infrastructure and Services.

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

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

Significant Changes:

Adopted FY08 to Estimated Actual FY08

The in-house Assistant City Attorney retired during FY08 and the vacant position was eliminated.

Estimated Actual FY08 to Proposed FY09

Rockville holds municipal elections every two years. The next municipal election will be November 3, 2009. The FY09 proposed budget for the Department of the Mayor and Council contains funding for some initial expenses of the election, such as compiling a comprehensive candidate's packet and staff support for recruiting election judges and securing polling sites.

Department History:

	Actual FY06	Actual FY07	Est. Act. FY08	Estimate FY09
Number of citizen service requests (CSRs) received and responded to*	2	2	4	4
Percent of employee performance evaluations completed before their anniversary date*	100%	100%	100%	100%
Turnover rate*	0.0%	0.0%	0.0%	0.0%
Lost Time*	2.4%	1.8%	2.0%	2.0%

* Applies to the Office of the City Clerk and the Office of the City Attorney. The Office of the Mayor and Council is excluded.

Department of the Mayor and Council

Division: Office of the Mayor and Council

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Mayor and Council	247,894	255,847	255,847	256,547
Division Total	**$247,894**	**$255,847**	**$255,847**	**$256,547**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	108,236	108,200	108,200	108,200
Benefits	21,240	24,300	24,300	24,300
Overtime	0	0	0	0
Personnel Subtotal	**$129,476**	**$132,500**	**$132,500**	**$132,500**
Contractual Services	111,173	113,568	113,568	116,568
Commodities	7,245	9,779	9,779	7,479
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$118,418**	**$123,347**	**$123,347**	**$124,047**
Division Total	**$247,894**	**$255,847**	**$255,847**	**$256,547**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	247,894	255,847	255,847	256,547
Subtotal	**$247,894**	**$255,847**	**$255,847**	**$256,547**
Division Total	**$247,894**	**$255,847**	**$255,847**	**$256,547**

Division: Office of the Mayor and Council

Division Purpose:

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

Significant Changes:

Adopted FY08 to Estimated Actual FY08
None.

Estimated Actual FY08 to Proposed FY09
None.

Mayor and Council's 2008 – 2010 Vision Priorities:

Distinct Neighborhoods, One City

- Ensure in our planning processes that pedestrian needs are met.
- Develop a Master Plan for bike and pedestrian ways that surveys all signs, crossings, and sidewalks, identifies needed enhancements, and prioritizes the needs.
- Educate and provide operational support to neighborhoods for programming holiday events.
- Undertake an aggressive campaign and lobby the Montgomery County Public Schools to ensure that all Rockville school children are assigned to schools within Rockville.

A Cultural Destination

- Prepare and implement a cultural plan with ambitious goals for cultural amenities, including programs for cultural and entertainment activities throughout Town Center.
- Support and encourage the development of the new soccer team that will use the RMHS field.
- Continue to spearhead bringing a Science Center to the City.

Green City

- Continue conducting an environmental education campaign, to include recycling, eradicating invasive species, and other activities fostering environmental quality.
- Create an incentive program for homeowners and citizens to adopt practices that reduce the negative environmental impacts of their homes and behaviors.
- Identify and tap into Federal and State funding programs for improving energy conservation and efficiency.

Quality Built Environment

- Successfully complete the new Zoning Ordinance approval process.
- Conduct a street lighting survey to determine its adequacy.
- Improve Pepco's responsiveness and quality of service.

Exceptional City Services

- Re-examine the Charter with regard to the City Council's size, term length and concurrence, and at-large representation.
- Better define the authority of and coordination among boards and commissions, the process for filling vacancies, and the qualifications of members.
- Analyze and adopt, if feasible, a property tax deferral program for seniors.

Economic Development and Sustainability

- Develop and implement a City branding campaign with a goal of attracting the public to Rockville.
- Encourage the business community to become more involved in civic and community activities, including the City joining the Rockville Chamber of Commerce, Montgomery County Chamber of Commerce, and Committee for Montgomery County.
- Develop partnerships with local venues to increase local entertainment.

Community Engagement

- Improve the effectiveness and inclusiveness of citizen input systems, with the objective of achieving a broad and unifying consensus.
- Increase resources for web-based and other technology-based methods for information dissemination.

Division: Office of the City Clerk

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures By Cost Center				
Office of the City Clerk	301,356	385,205	385,545	375,405
Division Total	**$301,356**	**$385,205**	**$385,545**	**$375,405**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures By Type				
Salary and Wages	228,426	242,000	242,000	245,100
Benefits	50,339	55,300	55,300	56,900
Overtime	0	0	0	0
Personnel Subtotal	**$278,765**	**$297,300**	**$297,300**	**$302,000**
Contractual Services	14,664	28,955	29,295	19,955
Commodities	7,927	58,950	58,950	53,450
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$22,591**	**$87,905**	**$88,245**	**$73,405**
Division Total	**$301,356**	**$385,205**	**$385,545**	**$375,405**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	301,356	385,205	385,545	375,405
Subtotal	**$301,356**	**$385,205**	**$385,545**	**$375,405**
Division Total	**$301,356**	**$385,205**	**$385,545**	**$375,405**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Division (FTEs)				
Regular				
Office of the City Clerk	3.0	3.0	3.0	3.0
Regular Subtotal	**3.0**	**3.0**	**3.0**	**3.0**
Temporary				
Office of the City Clerk	0.1	0.2	0.2	0.1
Temporary Subtotal	**0.1**	**0.2**	**0.2**	**0.1**
Division Total	**3.1**	**3.2**	**3.2**	**3.1**

Division: Office of the City Clerk

Division Purpose:

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

Significant Changes:

Adopted FY08 to Estimated Actual FY08
None.

Estimated Actual FY08 to Proposed FY09
One-time funds of $40,000 were added to the FY09 budget for the codification, printing, copying, and electronic formatting of the new City Zoning Ordinance.

Objectives:

- Maintain a comprehensive calendar and log of neighborhood and civic group meetings and events requesting the Mayor and Council's participation, focusing on activities related to the Mayor and Council's goals for 2008 - 2009
- Provide administrative support, training, and pertinent materials to more than 150 citizens serving on 20 City boards and commissions, including facilitation of the Mayor and Council's appointment process
- Provide electronic information on agendas, minutes, and legal notices to encourage participation in City government and use of the Expression of Interest form and the City's Web site to encourage citizens to serve on City boards and commissions
- Explore new technologies to improve the updating, storing, and retrieving of City records, such as the use of scanning and, in collaboration with the City Manager's Office and the Department of Information Technology, perfect the development of an electronic agenda program
- Work in collaboration with other City departments to perfect the implementation of the new electronic agenda software application, eGenda, for processing, tracking, and approval of agenda items for Mayor and Council meetings
- With the assistance of the City's Department of Information and Technology, investigate the addition of "video on demand" technology, which will enable citizens to view the discussion regarding a specific agenda item at a Mayor and Council meeting as a complement to the electronic posting of meeting agenda and minutes on the City's Website
- With the help of the City's Board of Supervisors of Elections, investigate possible changes to the City's election laws and/or practices to reflect issues encountered during the 2007 municipal election.
- Develop a new database to replace the antiquated Critical Document Monitor (CDM) currently used to track City contracts approved by the Mayor and Council

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of absentee ballots processed within two business days of receiving a legitimate application	N/A	100%	100%	N/A
Percent of employee users rating the overall customer service provided by the Clerk's Office as "excellent" or "good" *	85%	85%	85%	85%

* The City conducts an internal employee survey every other year. The last survey was conducted in FY08 and the next survey will take place in FY10.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of Mayor and Council candidates processed during election years	N/A	10	14	N/A

Department of the Mayor and Council

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of documents prepared/processed:				
• Agenda meeting packets	39	45	38	40
• Boards and Commissions applications	48	50	45	45
• Zoning applications	18	20	20	25
• Public Hearing notices	40	50	45	50
• Certified mailings	N/A	N/A	N/A	N/A
Number of meetings supported:				
• Mayor & Council meetings	39	45	40	40
• Board of Supervisors of Elections, Compensation Commission, trainings	14	10	10	14
Number of pages of minutes prepared	475	500	450	450*
Number of records prepared for:				
• Microfiche	75	30	30	20
• Storage	75	30	30	30
Number of Board and Commission appointments processed	65	70	60	60

* If a "video on demand" system is installed for FY09, the format of minutes may change significantly, thus lowering this estimate.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
City Clerk/Treasurer	1.0	1.0	1.0
Deputy City Clerk	1.0	1.0	1.0
Assistant to the City Clerk	1.0	1.0	1.0
Total	**3.0**	**3.0**	**3.0**

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Division: Office of the City Attorney

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Office of the City Attorney	767,207	748,491	631,056	630,991
Division Total	**$767,207**	**$748,491**	**$631,056**	**$630,991**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	188,482	180,900	94,100	94,900
Benefits	25,594	24,400	12,600	12,900
Overtime	0	0	0	0
Personnel Subtotal	**$214,076**	**$205,300**	**$106,700**	**$107,800**
Contractual Services	552,321	542,590	523,755	522,590
Commodities	810	601	601	601
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$553,131**	**$543,191**	**$524,356**	**$523,191**
Division Total	**$767,207**	**$748,491**	**$631,056**	**$630,991**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	761,883	718,491	621,056	620,991
Sewer Fund (220)	0	5,000	0	0
Refuse Fund (230)	0	10,000	0	0
Stormwater (330)	5,324	15,000	10,000	10,000
Subtotal	**$767,207**	**$748,491**	**$631,056**	**$630,991**
Division Total	**$767,207**	**$748,491**	**$631,056**	**$630,991**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Office of the City Attorney	1.5	1.5	1.0	1.0
Regular Subtotal	**1.5**	**1.5**	**1.0**	**1.0**
Temporary				
Office of the City Attorney	0.5	0.5	0.5	0.5
Temporary Subtotal	**0.5**	**0.5**	**0.5**	**0.5**
Division Total	**2.0**	**2.0**	**1.5**	**1.5**

Division: Office of the City Attorney

Division Purpose:

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

Significant Changes:

Adopted FY08 to Estimated Actual FY08

During FY09 the in-house Assistant City Attorney retired and the vacant position was eliminated. Currently, the work performed by the Assistant City Attorney is being fulfilled by contracting for these services.

Estimated Actual FY08 to Proposed FY09

None.

Objectives:

- Implement the Town Center development agreement. Prepare easements, Town Center Commercial Management District documents, and condominium documents
- Support staff with the implementation of the Master Plan recommendations including preparation of appropriate legislation
- Assist staff with the development and implementation of neighborhood master plans
- Provide legal support to staff in conjunction with the development in King Farm, Fallsgrove, Tower Oaks, Town Center, Twinbrook Commons, Upper Rock, and Chestnut Lodge
- Assist staff to review and prepare development related agreements and easements, such as stormwater management easements, storm drain and storm sewer easements, transportation demand management agreements, forest conservation and maintenance agreements, public access easements, etc.
- Provide advice and document preparation for general obligation bonds and pension issues/amendments
- Prosecute municipal infraction citations
- Represent the City's interests in legal proceedings before federal and state courts and administrative agencies
- Defend challenges to decisions/actions of the Mayor and Council, Boards and Commissions, and staff
- Regularly attend meetings of Mayor and Council and Planning Commission
- Prepare legislation and development approval documents as directed by the Mayor and Council
- Work with staff to amend Chapter 19 (Sediment Control) to add new provisions regarding water quality
- Work with staff to draft the new City zoning ordinance
- Provide legal support to Boards and Commissions
- Provide legal support on a wide variety of topics to the Mayor and Council, City Manager and staff
- Assist staff in responding to Freedom of Information Act requests
- Represent the City in employment grievances and Equal Employment Opportunity complaints
- Assist staff in complying with the Health Insurance Portability and Accountability Act (HIPPA) and other Federal laws and regulations
- Advise staff on advertising, notification and procedural requirements

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Assistant City Attorney – Part Time (Appointed)	0.5	0.5	0.0
Assistant to the City Attorney	1.0	1.0	1.0
Total	**1.5**	**1.5**	**1.0**

Supplemental Information:

In order to meet the ever-increasing diverse and complex legal needs of the City, the City engages Venable, LLP to serve as counsel to the City. Venable's extensive resources permit the City to call upon their expertise to provide advice and representation in such varied areas as labor relations, employment law, bond financing, commercial real estate transactions, business transactions, environmental law, bankruptcy and creditors rights, employee benefits related to the City's pension plan and health insurance, commercial leasing, construction, copyright and land use.

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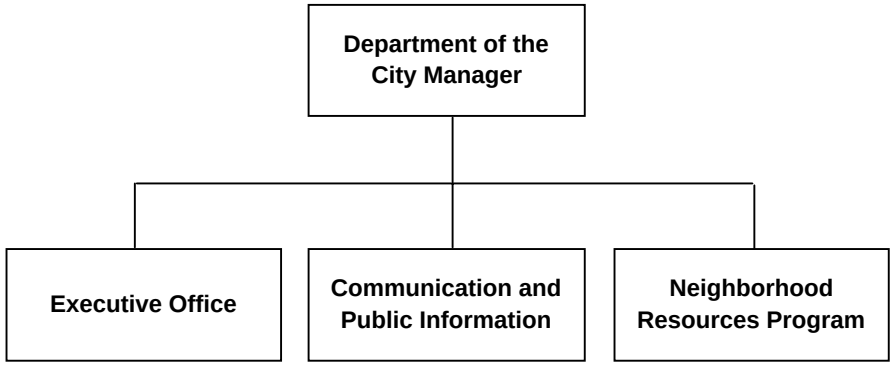
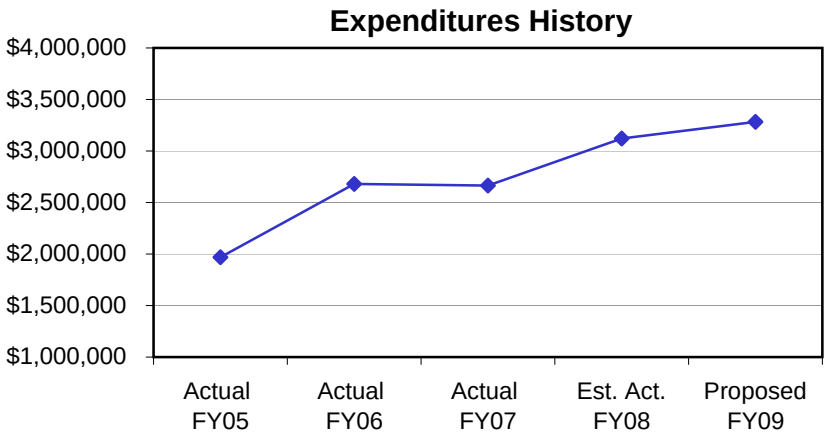
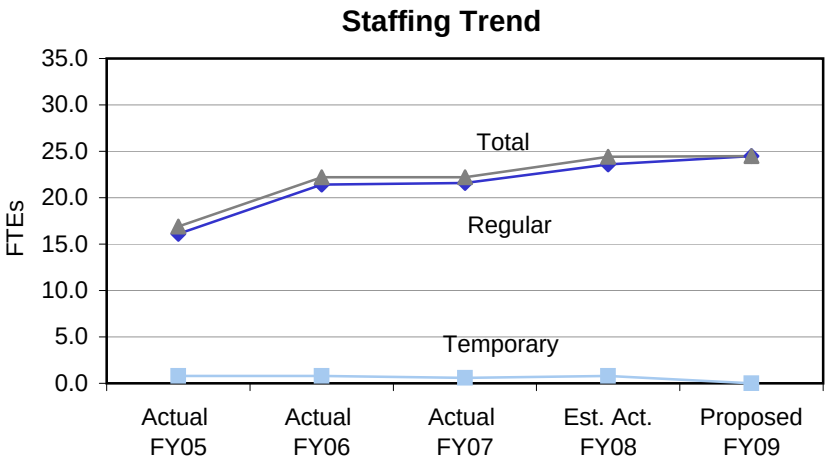
Department of the City Manager

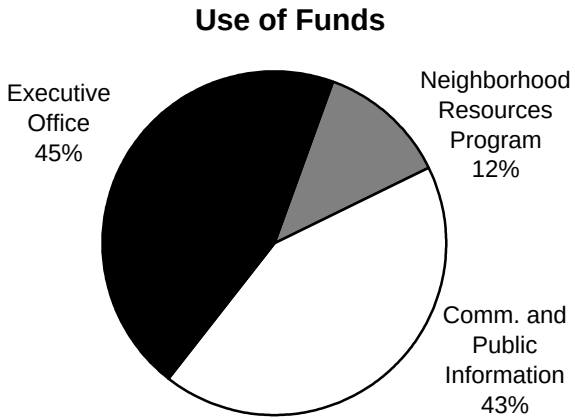


Department Mission Statement

The Department of the City Manager implements the policies and strategic plans of the Mayor and Council, provides professional recommendations to the Mayor and Council, and oversees the day-to-day management of City operations.







Department of the City Manager

Department Summary

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Division				
Executive Office	1,244,274	1,399,432	1,426,208	1,479,148
Communication & Public Information	1,080,379	1,334,556	1,313,161	1,406,982
Neighborhood Resources Program	340,628	382,938	380,821	397,240
Department Total	**$2,665,281**	**$3,116,926**	**$3,120,190**	**$3,283,370**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Type				
Salary and Wages	1,588,348	1,814,184	1,812,574	1,943,657
Benefits	321,642	402,700	404,310	438,873
Overtime	2,943	1,610	1,610	1,843
Personnel Subtotal	**$1,912,933**	**$2,218,494**	**$2,218,494**	**$2,384,373**
Contractual Services	591,630	730,541	735,311	738,194
Commodities	140,927	163,391	161,385	159,003
Capital Outlays	19,791	4,500	5,000	1,800
Other	0	0	0	0
Operating Subtotal	**$752,348**	**$898,432**	**$901,696**	**$898,997**
Department Total	**$2,665,281**	**$3,116,926**	**$3,120,190**	**$3,283,370**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Dept. Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	2,665,281	3,116,926	3,120,190	3,283,370
Subtotal	**$2,665,281**	**$3,116,926**	**$3,120,190**	**$3,283,370**
Department Total	**$2,665,281**	**$3,116,926**	**$3,120,190**	**$3,283,370**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Division (FTEs)				
Regular				
Executive Office	9.6	9.6	9.6	9.5
Communication & Public Information	8.0	10.0	10.0	11.0
Neighborhood Resources Program	4.0	4.0	4.0	4.0
Regular Subtotal	**21.6**	**23.6**	**23.6**	**24.5**
Temporary				
Executive Office	0.1	0.0	0.0	0.0
Communication & Public Information	0.5	0.8	0.8	0.0
Temporary Subtotal	**0.6**	**0.8**	**0.8**	**0.0**
Department Total	**22.2**	**24.4**	**24.4**	**24.5**

Department of the City Manager

Department Summary

Department Overview:

Three divisions and eight cost centers within the Department of the City Manager fulfill the department's purpose. The Executive Office Division is made up of three cost centers: Administration, Management Systems and Citizen Support, and Organizational Development. The Communication and Public Information Division is made up of three cost centers: Public Information Office, Website & Intranet, and Graphics & Printing. The third Division, Neighborhood Resources, includes Neighborhood Resources and the Human Rights/Community Mediation Program.

The Department's Executive Office Division leads the day-to-day management of the entire City government organization and implements the policies, priorities, initiatives and strategic goals of the Mayor and Council. This involves problem solving, conducting outreach and providing assistance to all City departments, and managing relationships with citizens, businesses and community groups. The Executive Office Division also serves as the primary liaison to other levels of government, and manages the project tracking system and Citizen Service Request (CSR) system. The Division promotes continuous improvement through the High Performance Organization initiatives and other activities designed to provide employees with the skills needed to improve City services.

The Communication and Public Information Division provides strategic, citywide communication and public information services, including managing media relations, maintaining the City Website and intranet, producing publications, meeting the City's graphics and printing needs, managing mail services, and providing general marketing services to City departments. The Communication and Public Information Division also coordinates with City departments to provide strategic public notification and engagement for various projects, including Capital and planning efforts.

Through the Neighborhood Resources Division, the Department acts as a liaison with neighborhood associations and individual citizens to ensure that the City responds to specific needs in the community. The Division coordinates with all City departments and shares pertinent information across all the neighborhoods. The Division also addresses the City's mediation and human rights needs, and staffs the City's Human Rights Commission.

Cross-Departmental Work Groups – Staff in the Department of the City Manager encourages use of cross-departmental work groups to address interdepartmental issues and organization-wide needs. The following table lists cross-departmental work groups, their purpose and membership.

Work Group	Purpose	Members
Senior Management Team	Coordinate decision-making, planning, and communication among departments and between the City Manager and departments. Manage follow up on Mayor and Council actions	City Manager, Dept. Directors, Deputy City Manager, Assistants to the City Manager, City Clerk, Communication Officer, Organizational Development Administrator
High Performance Organization Steering Committee	Coordinate implementation of High Performance Organization initiatives	Two representatives from each City department
Communications Team	Coordinate activities across departments to maintain effective public information and communications	Communication Officer, Graphics/Printing Supervisor, TV and Telecomm. Manager and the Web Administrator
Customer Service Action Team	Manage and promote activities to enhance customer service throughout the City	Representatives from multiple City departments
Training@Rockville Team	Plan and manage the City's internal training program	Representatives from multiple City departments
Town Center Marketing Team	Ongoing marketing to encourage visits to Town Square events	Communication Officer, Graphics/Printing Supervisor, TV and Telecomm. Manager, Web Administrator, Chief of Long Range Planning and Redevelopment, TV Writer/Producer and the Special Events Team

Department of the City Manager

Work Group	Purpose	Members
Graffiti Task Force	Assess and track the graffiti problem in the City. Coordinate an effort to prevent and remove graffiti and develop a plan to charge offenders for the cost to remove the graffiti.	Representatives from the Police Department, City Manager's Office, Public Works, and Recreation and Parks
Refuse and Recycling Implementation Team	Implements the Mayor and Council's direction to provide once per week, semi-automated trash pickup and single stream recycling.	Representatives from the PIO, City Manager's Office, Department of Public Works and the public.
Science Center Board recruitment	To recruit a board to develop a new Science center in Rockville	Representatives from Recreation and Parks and the City Manager's Office.

Coordination with Community and Professional Development Organizations – The Department of the City Manager plays an important role in communicating and coordinating with organizations outside of the City government. That involves participation on community boards and commissions and involvement with professional organizations. Staff in the Department of the City Manager currently has formal roles in the professional organizations listed below.

Staff	Organization
City Manager	
	Montgomery County Chamber of Commerce
	Rockville Chamber of Commerce
	Rockville Economic Development, Inc. (REDI)
	Metropolitan Washington Council of Governments (MWCOG)
Deputy City Manager	
	Maryland City/County Management Association – Past President
Assistants to the City Manager	
	Maryland Municipal League – Montgomery County Chapter
	International City/County Management Association – Conference Planning Committee
	International City/County Management Association – Governmental Affairs Policy Committee – Vice chair of cluster
	Corridor Cities Transitway Coalition
	Metropolitan Washington Council of Governments Legislative Committee
	Lieutenant Governor's Base Realignment and Closing (BRAC) sub cabinet
	Leadership ICMA
Organizational Development Administrator	
	Organization Development Network
	Chesapeake Bay Organization Development Network – Vice President
	American Society for Training and Development
Communication Officer	
	Metropolitan Washington Council of Governments – Public Information Officers Group
	City County Communication & Marketing Association (3CMA)
Neighborhood Resources Coordinators	
	Hispanic Chamber of Commerce
	Metropolitan Association of Local Government Assistants – Secretary
Web Administrators	
	National Association of Government Webmasters
	Public Technologies, Inc. Web Manager Forum

Significant Changes:

Adopted FY08 to Estimated Actual FY08

The PIO Division will spend $4,000 for temporary assistance in the Graphics, Printing and Copy Center to provide assistance during the peak times of the year.

Estimated Actual FY08 to Proposed FY09

Two part time front desk positions were combined to create 1.0 FTE. This reduces the executive FTE count by 0.1 FTE.

A new 1.0 FTE, PIO Specialist, was added to the Communication and Public Information Division to increase the resources for web and electronic news dissemination.

The City Manager's Office and all of its Divisions will continue to put into place the actions that are part of the Sustainability Plan.

Department History:

	Actual FY06	Actual FY07	Est. Act. FY08	Estimate FY09
Number of citizen service requests (CSRs) received and responded to	45	32	35	35
Percent of employee performance evaluations completed before their anniversary date	79%	72%	40%	100%
Turnover rate	9.5%	13.9%	10.0%	10.0%
Lost Time	2.4%	4.3%	5.0%	4.5%

Division: Executive Office

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Administration	880,714	1,021,425	1,047,212	1,046,120
Management Systems & Citizen Support	218,886	201,511	202,700	242,478
Organizational Development	144,674	176,496	176,296	190,550
Division Total	**$1,244,274**	**$1,399,432**	**$1,426,208**	**$1,479,148**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	848,157	895,200	895,200	958,800
Benefits	155,883	181,300	181,300	191,300
Overtime	178	0	0	0
Personnel Subtotal	**$1,004,218**	**$1,076,500**	**$1,076,500**	**$1,150,100**
Contractual Services	223,030	282,665	309,441	292,473
Commodities	17,026	40,267	40,267	36,575
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$240,056**	**$322,932**	**$349,708**	**$329,048**
Division Total	**$1,244,274**	**$1,399,432**	**$1,426,208**	**$1,479,148**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	1,244,274	1,399,432	1,426,208	1,479,148
Subtotal	**$1,244,274**	**$1,399,432**	**$1,426,208**	**$1,479,148**
Division Total	**$1,244,274**	**$1,399,432**	**$1,426,208**	**$1,479,148**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Administration	6.6	6.6	6.6	6.5
Management Systems & Citizen Support	2.0	2.0	2.0	2.0
Organizational Development	1.0	1.0	1.0	1.0
Regular Subtotal	**9.6**	**9.6**	**9.6**	**9.5**
Temporary				
Administration	0.1	0.0	0.0	0.0
Temporary Subtotal	**0.1**	**0.0**	**0.0**	**0.0**
Division Total	**9.7**	**9.6**	**9.6**	**9.5**

Division: Executive Office

Division Purpose:

The Executive Office Division provides leadership and executive management for the City government. The Division coordinates with departments to manage City operations, ensure the Mayor and Council's goals are met, and maintains relationships with citizens, businesses, community groups, and other governments. The Division implements and maintains systems that provide information for decision-making and ensures timely response to citizen needs. The Division also designs and manages programs to promote high performance.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

Supervisory training was added to the organizational development work program in FY08. The training was taught in-house and dollars budgeted for training funded the course materials.

The Organizational Development Administrator partnered with the HPO Steering Committee and Customer Service Action Team to develop and implement a "TUNE UP" Conference for employees. The first annual event took place in October 2008 and the event will also take place in FY09.

Estimated Actual FY08 to Proposed FY09

The bi-annual citizens' survey is scheduled to take place in FY09. The cost for the survey is expected to increase.

Two part-time front desk staff were replaced with one full-time bilingual staff member.

Cost Center: Administration

Objectives:

- Assist the Mayor and Council to establish goals and priorities
- Carry out the policies established by the Mayor and Council
- Communicate Mayor and Council goals and priorities to City employees and the public
- Develop ways to engage residents by utilizing existing and evolving communication methods
- Monitor the pulse of the community, anticipate future needs, and maintain an understanding of the major trends and conditions affecting the community (regional, national and international)
- Continuously improve system for citizen input, striving to be well managed and inclusive with uniting the community as the ultimate goal.
- Preparing and implementing communication plans for CIP projects, planning projects, and other special projects as necessary
- Maintain effective and timely communication with the Mayor and Council. Ensure that documents prepared for the Mayor and Council are clear and include realistic, fact-based and thoughtful options and recommendations
- Manage the City government within the parameters and limits of the annual budget
- Hire and retain department heads and City Manager department staff with assistance from the Human resources department
- Coordinate interdepartmental policies, projects and solutions to problems
- Protect and promote City interests among other levels of government
- Keep the City prepared for unanticipated emergencies, including financial emergencies. This is accomplished through conservative fiscal management and the retention of our AAA Bond rating
- Work with Finance to continue a quarterly review process to assess the financial health and work progress of the City's many ongoing projects
- Develop and maintain positive and productive working relationships with government entities at all levels
- Lobby Montgomery County Schools to unite King Farm residents in one school cluster
- Develop sustainable practices that are in accordance with the City's Sustainability Plan and search for Federal and State grant opportunities
- Coordinate with Finance to make sure grants are administered effectively
- Continue to pursue a science center in the City of Rockville

Department of the City Manager

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Increase the percent of Citizen Survey respondents rating the quality of life in Rockville as "Excellent" or "Good" from 92% to 95% *	92%	95%	95%	95%
Increase the percent of Citizen Survey respondents who "Strongly Agree" or "Agree" that they receive good value for the City taxes they pay from 62% to 75% *	62%	75%	75%	75%
Increase the percent of Citizen Survey respondents who "Strongly Agree" or "Agree" that they are pleased with the overall direction that the city government is taking from 65% to 70% *	65%	70%	70%	70%
Decrease the percent of Citizen Survey respondents who "Disagree" or "Strongly Disagree" that the City welcomes citizen involvement from 7% to 0%*	7%	0%	0%	0%
Increase the percent of Citizen Survey respondents who participated in the public input process in the last twelve months from 18% to 25% * **	18%	25%	25%	25%
Percent of CIP public meeting attendees reporting that the information provided at the meeting was helpful	N/A	88%	88%	88%
Adopt Mayor and Council goals 0 days after the February 1 target	N/A	0	0	0
Increase the percent of City employees satisfied with the overall customer service provided by the City Manager's Office from 74% to 90% ***	90%	90%	90%	90%
Number of Rockville legislative priorities that become legislative priorities for the Maryland Municipal League as part of the Legislative Committee's Legislative Action Request program	N/A	N/A	0	1 or more
Number of Rockville legislative priorities (see list on page 11) that are adopted into law by the Maryland Legislature	N/A	N/A	N/A	1 or more

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and another will be conducted in FY09.

** Participating in the public input process includes activities such as testifying at a public hearing, speaking at Citizen's Forum, attending a Mayor & Council Drop-In session, sending a letter or e-mail, or attending a City organized public meeting.

*** The City conducts an employee survey every other year. An employee survey was conducted in FY08 and the next survey will take place in FY10.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Include community representatives on 5 new City sponsored work groups/task forces	10	4	5	4
Secure $2.3 million County dollars for Town Center redevelopment	$2.3 million	$2.3 million	$2.3 million	$2.3 million

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Secure $1.5 million State dollars for Town Center Development completed in FY08	$1.5 million	$0	$0	N/A
Hold an operations review quarterly with each department for a total of 36 reviews	36	36	36	36
Have the City Manager, Deputy City Manager and Assistants to the City Manager attend at least 60 community meetings	68	60	60	60
Participate in a total of 250 hours of professional development by the City Manager, Deputy City Manager, and Assistants to the City Manager	304	250	250	250

* RORZOR, Rockville Pike Plan Advisory Group, Photo Radar Site Selection Group, Stormwater Management Utility Study Stakeholder Advisory Group, Refuse and Recycling Implementation Task Force.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
City Manager	1.0	1.0	1.0
Deputy City Manager	1.0	1.0	1.0
Assistant to the City Manager	1.0	1.0	1.0
Administrative Support Coordinator	1.0	1.0	1.0
Public Info. Assistant/PBX Operator	0.6	0.6	0.0
City Hall Facilities Manager	0.5	0.5	0.5
Secretary I (2)	1.5	1.5	2.0
Cost Center Total	**6.6**	**6.6**	**6.5**

State Legislation – The Department of the City Manager works with the Mayor and Council, City lobbyists, and the Maryland Municipal League to introduce and/or support State legislation that benefits Rockville citizens and supports municipal interests. The following table lists legislation topics supported by the City and the results.

Legislative Priorities	Result
FY03	
Photo Radar	Passed by General Assembly and vetoed by the Governor
Raise Fines for Demolishing Historic Structures	Mayor named to the Governor's task force
Bond Bill for Maryland Avenue Extended	No bond bills funded in '03
FY04	
Capital Funding for Town Center	$1.5 million secured in the State budget
Bond Bill for Thomas Farm Community Center	Did not pass
Liquor License for Theo's Restaurant	Passed and signed into law
Extension of Historic District Tax Credit Program	Passed and signed into law
FY05	
Capital Funding for Town Center	$1.5 million was included in the approved State budget and $2.3 million in the approved County budget
Photo Radar	Passed by the General Assembly and vetoed by the Governor
Restoring Fiscal Resources	Program Open Space funds increased and Highway User Revenue reduction was significantly less than in previous years
Bond Bill for Thomas Farm Recreation Center	Did not pass

FY06	
Photo Radar	Governor's veto overridden by legislature and bill signed into law
Increase municipal discretion to implement homeowners tax credit programs	Passed and signed into law
Allow municipalities to enact a homestead tax exemption to owner-occupied residential taxpayers	Did not pass
Allow municipalities to enact development excise taxes on new development	Did not pass
Capital Funding for Town Center	$1.5 million was included in the approved State budget and $2.3 million in the approved County budget
Bond Bill for Thomas Farm Recreation Center	$250,000 was included in the State budget
FY07	
Allow municipalities to enact development excise taxes on new development	Did not pass
Allow municipalities to adopt a hotel/motel tax	Did not pass
Revise the Metropolitan District Tax law to exclude all current and future Rockville residents	Passed and signed into law
Bond Bill for the Senior Center expansion	$100,000 was included in the State budget
FY08	
Allow municipalities to enact development excise taxes on new development	TBD
Allow municipalities to adopt a hotel/motel tax	TBD
Bond Bill for Post Office Renovation	TBD

Implementing the Mayor and Council's Ten Year Goals

Distinct Neighborhoods, One City and Community Engagement
A Communication Officer was hired to oversee key public information tools and programs to enhance strategic, citywide communication and engagement with City residents. The Communication team will develop an overall communication plan. In addition, the team is coordinating with the IT department on ways to expand public engagement opportunities on the City's website such as electronic surveys and newsletters. The IT Department provides significant support to the City's communication efforts.

The Rockville Reports, City Web site, and TRC 11 will continue as the most widely visible means by which the City informs the community. Our Neighborhood Resources and Community Mediation program, Town Hall meetings, biannual citywide survey, and Customer Service Request program are among the many established means by which the City receives resident input and develops prompt responses to immediate neighborhood and community needs. Several standing commissions and ad hoc advisory groups provide opportunities for citizens to contribute to policy development and service improvement. Basic services such as community-oriented policing, property maintenance enforcement, sidewalk construction and pedestrian safety programs, the new photo radar speed program, numerous recreation programs and facilities are all oriented strongly to maintaining and improving the quality of life in neighborhoods throughout the City.

Considerable resources are devoted to ensuring residents are well informed about and involved in City programs, and that citizens are given many opportunities to be involved in major decisions. The development of comprehensive public notification policies and procedures, strengthening the role of boards and commissions, and the strategic communication plan have been developed to communicate in a comprehensive, strategic manner to the citizens of Rockville, with the ultimate goal of uniting the community.

A Cultural Destination
The most recent Census data ranks Rockville as the third largest city in the State of Maryland with a population of 57,100. Rockville's rich cultural and ethnic diversity contribute to its distinctiveness. Census figures show that the City's minority population grew from 20% in 1990 to 32% in 2005.

The unique features of Rockville's Town Square make it distinct in the metropolitan Washington region. The past year involved significant work on parking management technology. In FY08, a Dedication Ceremony was held, kicking off the City's special events calendar and marketing strategy for Town Center.

Other features that make Rockville distinctive in the region are its historic buildings, parks, and special events. City staff is working closely with the federal government to acquire and renovate one of the most unique historic buildings in Rockville – the old Post Office.

Rockville prides itself on the large number of high quality parks and recreation facilities within the City. The Thomas Farm Community Center will be a welcome addition to Rockville's west side. The center was built utilizing "green" design, including the use of geothermal heating and cooling, and is designed to be accessible by bike and by foot. The Center received funding from a Maryland State Bond Bill.

Staff is exploring development of a Rockville-based science center, and is actively working to recruit an interim board of directors. Coordination with the Maryland Science Center and the University of Maryland are underway.

Quality Built Environment / Green City

In order to protect Rockville's superior quality of life, the Mayor and Council adopted a limited moratorium on major new development in November 2006 while the City rewrites its zoning laws. The moratorium is in place until the end of FY08.

To ensure a quality built environment for the longer term, the City has reviewed and revised the Zoning Ordinance. The resulting draft document has been presented to the public at a series of public meetings and a public hearing. This will define Rockville's standards for future development of the City's future built environment.

The City has also initiated a public process to create a plan for Rockville Pike. *Rockville's Pike: Envision a Great Place* is a planning process that incorporates public input into developing a plan for the future of the Pike. A variety of planning issues are being considered including transportation options, the economy, land uses, environmental matters, and the "look" of the Pike.

One of the City's priorities is for Rockville to be a sustainable, energy saving, and environmentally sensitive community. The Mayor and Council passed a sustainability plan in FY08. The plan outlines steps the City can take to reduce our impact on the environment. The plan calls for the City to educate its citizens so they may have less impact on the environment as well. Environmental education initiatives have begun for refuse, Stormwater Management and tips for energy consumption. As part of the initiative, staff will work to identify federal grants to assist with sustainable and green initiatives.

Exceptional City Services

The City Manager's Office works to anticipate the needs of the community, and has a strong focus on customer service. First impressions of the City start with the front desk staff. A new, bilingual staff member has been hired to work at the front desk.

Each employee hired by the City of Rockville goes through an education process designed to make him or her aware of the services available to them and to orient them to the Rockville Way. Each employee is made aware of Rockville's philosophy of excellent service and continuous improvement at the start of their employment. The Organizational Development Administrator partners with the employee-run Customer Service Action Team and Human Resources to provide the training.

A critical part of offering exceptional City services is the coordination of internal service departments with the rest of the City workforce. The work of all City support functions – Finance, Human Resources, IT, facilities, motor vehicle maintenance, City Clerk and the City Manager's Office – significantly impact service delivery in all departments.

Economic Development and Sustainability

Growth is only sustainable when there is sufficient infrastructure to support it. Staff continues to coordinate with our partners, including other municipalities, Montgomery County, the school system, and the State to address infrastructure needs. A consultant was hired to complete an impact fee study in early FY08. The study will assist with creating a comprehensive planning strategy for meeting future infrastructure needs. Staff continues to assess the effectiveness of the Adequate Public Facilities Ordinance and a strategic plan for Transportation Demand Management is being developed.

The City will continue to commit taxpayer dollars responsibly and provide cost effective services that meet residents' needs. The enterprise funds have been reviewed and staff continues to focus on keeping them financially healthy. The success of the Town Square project, particularly the parking garages, will be an important indicator of the City's fiscal strength in FY09. A thorough assessment of the health of the Parking Fund will take place after the new garage parking rates have been implemented for one year. Staff continues pursue funds from other levels of government, especially on environmental initiatives.

Cost Center: Management Systems & Citizen Support

Objectives:

- Coordinate with departments to develop and monitor specific work plans or action plans associated with the Mayor and Council's vision and goals
- Provide the Mayor and Council with quarterly updates on the adopted Vision Priorities, adjusting the content, structure and delivery of the updates as the Mayor and Council's needs change
- Devise an approach through the project tracking system to measure the timeliness of project completion and the proportion of projects completed within budget. This objective is related to the Mayor and Council's Vision Priority on Exceptional City Services
- Work with the Information and Technology Department to explore enhancements to the project tracking portion of the City web site that link project tracking sheets to the Capital Improvement Program (CIP) page, GIS maps and other web based information about projects. This objective is related to the Mayor and Council's Vision Priority on Exceptional City Services
- Coordinate with departments to respond to Mayor and Council information requests, non-profit organization requests for collaborative projects, and requests from external organizations about City programs and services
- Develop/monitor department budget and performance measures. This objective is related to the Mayor and Council's Vision Priority on Exceptional City Services
- Ensure efficient and cost effective operations and promote continuous improvement in operations. Maintain a strategic focus on the services provided to the City's customers. This objective is related to the Mayor and Council's Vision Priority on Exceptional City Services
- Implement the 2009 Citizen Survey. This objective is related to the Mayor and Council's Vision Priority on Exceptional City Services
- Respond to community requests for services and complaints/concerns, and coordinate with departments to prepare responses. This objective is related to the Mayor and Council Vision Priority on Community Engagement
- Keep the City Manager informed of important resident concerns, and act as a liaison between the Mayor and Council and the City Manager on Drop-In and other requests as necessary. This objective is related to the Mayor and Council Vision Priority on Community Engagement
- Increase customer satisfaction by working with the Customer Service Action Team to establish and implement goals for FY09. This objective is related to the Mayor and Council Vision Priority on Community Engagement

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Increase the FY09 Citizen Survey response rate from 44% to 46%	44%	46%	46%	46%
Increase the percent of Citizen Service Requests completed within five working days from 85% to 87%	85%	87%	85%	87%
Decrease the average number of days to resolve CSR's (all departments combined) from 10 days to 8 days	10	9	9	8
Increase the percent of Citizen Survey respondents rating satisfaction with overall customer service as "Excellent" or "Good" from 80% to 85% *	80%	85%	85%	85%
Increase the percent of City employees rating the quality of work products produced by the CSR program as "Excellent" or "Good" from 77% to 80% **	80%	80%	80%	80%
Increase the percent of City employees rating the responsiveness of the CSR program as "Excellent" or "Good" from 76% to 80%	80%	80%	80%	80%
Increase the percent of City employees rating the value of the on-line project tracking application as "Excellent" or "Good" from 62% to 75% **	75%	75%	75%	75%
Increase the percent of City employees that rate the responsiveness of the City Manager's Office staff to employee questions and requests on the project tracking system as "Excellent" or "Good" from 67% to 75%**	75%	75%	75%	75%

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Average number of weeks past the original target date that projects tracked in the City's project tracking system were completed***	N/A	N/A	N/A	N/A
Average number of dollars expended above or below the original project adopted budget for projects tracked in the City's project tracking system***	N/A	N/A	N/A	N/A

* The citizen survey will take place in FY09.
** The City conducts an employee survey every other year. An employee survey was conducted in FY08 and the next survey will take place in FY10.
*** These are new measures under development in FY09. Targets for future fiscal years will be developed after baseline data is available. Explanatory information may be provided in the budget narrative that provides more detail about the timeliness and budgets of the completed projects.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Produce 4 project status reports for the Mayor and Council annually	3	4	4	4
Hold nine internal project tracking meetings with the City Manager annually	8	9	9	9
Include an average of 25 projects on the internal project tracking meeting agendas	21	21	22	23
Provide 52 weekly Citizen Service Request Status reports to the Mayor and Council	52	52	52	52
Provide four quarterly CSR data analysis reports to the Mayor and Council	3	4	4	4

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Complete 100% of the Customer Service Action Team action items	16 / 76%	19 / 86%	19 / 86%	N/A*

* The Customer Service Action Team will establish goals for FY09 in July 2008.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Assistant to the City Manager	1.0	1.0	1.0
Council Support Specialist	1.0	1.0	1.0
Cost Center Total	**2.0**	**2.0**	**2.0**

Customer Service Action Team Initiatives – The Customer Service Action Team is a group of City employees who work to improve the City's customer service, through training, special events and recognition of exceptional customer service. In FY09 the team will:

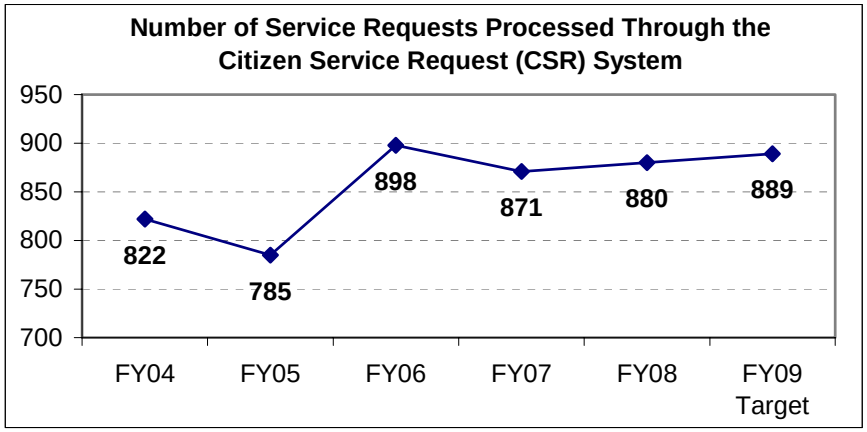
- Conduct activities at the FY09 Employee Conference that include customer service training, employee recognition events, and team-building activities designed to sharpen skills used to deliver premium services to residents.
- Implement the biannual Customer Service Investigators (CSI) program that uses resident volunteers as "secret shoppers" to rate employee customer service skills. The results are used to improve customer service delivery. CSI data indicated the need for employees to be more responsive to voicemails and e-mails, and to self identify to customers. CSAT leadership communicated these results at an all supervisors meeting. CSAT charged supervisors to work with their employees to improve these skills.
- Recognize employees who perform exceptional customer service at the quarterly customer service awards.
- Provide customer service training on a quarterly basis at New Employee Orientation to train staff in delivering Rockville's brand of exceptional customer service.
- Deliver interactive customer service skills refresher training designed for work teams and other interested employees.
- Share customer service tips periodically with employees via e-mail, focusing on customer feedback.
- Feature customer service articles in City Signals, the City's employee newsletter.

Citizen Service Requests - The City operates a program for collecting, responding to, and tracking requests from the community for information and assistance/ with Rockville programs and services that come in to the City Manager's Office and the Mayor and Council. Staff acts in an ombudsman role between the community, City staff, the Mayor and Council, and City Manager to resolve requests and concerns in a timely manner. The following graph shows the number of citizen service requests that came through the Department of the City Manager's Citizen Service Request (CSR) system from FY04 through target FY09. Citizen Service Requests help identify program and service areas that are in need of improvement. Additional requests are received and responded to each year by other City departments. Those requests are not reflected in this graph.

A customized Lotus Notes database application is used to track each request from the time it is received to the point when it is closed. The system provides the City Manager's Office with a vehicle to manage and measure the number and types of requests that are received and responded to. Information and Technology programming staff fully designed this platform to meet the specific needs of the Citizen Service Request program manager. This customized application has streamlined the process and helped expedite the City's response time to resident inquiries.

Tracking Progress on City Projects:
Rockville's project tracking system is an integral part of the City's effort to maintain high performance and accountability. The system provides quarterly updates to the Mayor and Council on the status of key projects, programs and initiatives related to their Vision for 2020. The project information is also available on the City web site for access by the public. After adoption of the new Mayor and Council Vision for 2020, the content of the quarterly updates will be adjusted to reflect the new vision and associated vision priorities. That includes adding any new projects related to the vision and vision priorities to the quarterly reports. During FY09, staff will also adjust the budget information provided for each project to make more detailed information available in a clearer format. Project managers will receive training on updating the budget information in the new format.

A customized Lotus notes database application is used to create project sheets that are used to track and manage each project. The system provides the City with a mechanism to track projects from the beginning to end, and ensure that each project is completed. Key projects are available to the public on a City Web Site link.



Cost Center: Organizational Development

Objectives:

- Work with staff from multiple departments to develop systems to improve public engagement and service delivery
- Focus on implementing High Performance Organization (HPO) concepts within departments and supporting employees who are using HPO concepts in their work in order to improve both job performance and job satisfaction
- Work with the HPO Steering Committee to establish and implement goals for fiscal year 2009
- Support the strategic planning efforts of the Senior Staff
- Improve the alignment between strategic planning and operations citywide, at the department level, and at the individual employee level by supporting the development of strategic plans, work plans and development plans
- Increase employee satisfaction with the overall experience of working for the City
- Provide a comprehensive orientation and training program for new employees
- Lead an interdepartmental team to plan, design and produce a 4-day onsite conference for all Rockville employees
- Coordinate the "Training@Rockville" program
- Coordinate a Diversity Education & Celebration Program for employees

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Receive ratings of good or excellent (4 or 5 on a 5-point scale) from 80% of evaluations from all OD training programs	N/A	N/A	80%	80%
Reduce the percent of employees who report that the usual direction of communication is "Downward" or "Mostly Downward" from 31% to 26% *	26%	26%	26%	26%
Increase the percent of employees who report that supervisors know the problems faced by employees "Very Well" or "Quite Well" from 49% to 54%*	54%	54%	54%	54%

* The City conducts an employee survey every other year. An employee survey was conducted in FY08 and the next survey will take place in FY10.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Train 50 / 40% of supervisors in a program of Effective Supervisory Practices	0 / 0%	50 / 40%	50 / 40%	50 / 40%
Provide 100% of new employees with a comprehensive orientation	N/A	100%	85%	100%
Involve 200 employees in Employee TUNE UP Conference Events	N/A	N/A	120	200
Present nine Diversity Education & Celebration events	N/A	9	9	9

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Organizational Development Coordinator	1.0	1.0	1.0
Cost Center Total	**1.0**	**1.0**	**1.0**

High Performance Organization Initiative – The High Performance Organization (HPO) Initiative has been a priority of the City for several years. The goal of the initiative is to continually improve the City's performance and culture through leadership at all levels of the organization. Such leadership is cultivated through professional development, employee empowerment and accountability, interdepartmental teamwork and open communication in all directions. Under the HPO model, the continuous evaluation and improvement of policies, processes, procedures and systems is integral to the pursuit of performance improvements and customer-centered service delivery.

An HPO Steering Committee made up of City employees from every department supports the HPO effort. One of the goals of the HPO is to improve communication across all parts of the organization. To capture the City's progress in this area, the biennial employee survey gathers data on employees' perceptions.

Employee TUNE UP Conference – In FY2008, the City of Rockville held its first onsite conference for all employees. Titled the Employee TUNE UP Conference, the event was designed to **T**hank employees by providing them with opportunities to **U**pdate their skills, **N**etwork with colleagues, **E**njoy themselves and celebrate their good work while reinforcing teamwork, **U**ncover their talents, and **P**lan for future high performance. Events included workshops and discussion groups on leadership issues like communication and decision making, as well as classes in specific topics like project management and negotiation skills. Employee teambuilding and celebration opportunities included lunchtime kickball and bingo games. More than 100 employees participated in events offered during the conference, and 91% of participants who completed surveys rated the conference overall as good or excellent. City Senior Staff agreed with employee recommendations to continue offering the conference as an annual event. The FY 2009 conference will be held in October of 2008.

Division: Communication and Public Information

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Public Information Office	220,845	269,160	268,205	358,933
Web site and Intranet	N/A	140,800	140,950	160,029
Graphics and Printing	859,534	924,596	904,006	888,020
Division Total	**$1,080,379**	**$1,334,556**	**1,313,161**	**1,406,982**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	487,130	640,984	639,374	701,557
Benefits	110,235	154,800	156,410	171,973
Overtime	2,251	1,610	1,610	1,843
Personnel Subtotal	**$599,616**	**$797,394**	**$797,394**	**$875,373**
Contractual Services	362,687	440,912	418,517	436,909
Commodities	98,285	91,750	92,250	92,900
Capital Outlays	19,791	4,500	5,000	1,800
Other	0	0	0	0
Operating Subtotal	**$480,763**	**$537,162**	**$515,767**	**$531,609**
Division Total	**$1,080,379**	**$1,334,556**	**$1,313,161**	**$1,406,982**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	1,080,379	1,334,556	1,313,161	1,406,982
Subtotal	**$1,080,379**	**$1,334,556**	**$1,313,161**	**$1,406,982**
Division Total	**$1,080,379**	**$1,334,556**	**$1,313,161**	**$1,406,982**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center(FTEs)				
Regular				
Public Information Office	2.0	2.0	2.0	3.0
Web site and Intranet	N/A	2.0	2.0	2.0
Graphics and Printing	6.0	6.0	6.0	6.0
Regular Subtotal	**8.0**	**10.0**	**10.0**	**11.0**
Temporary				
Graphics and Printing	0.5	0.8	0.8	0.0
Temporary Subtotal	**0.5**	**0.8**	**0.8**	**0.0**
Division Total	**8.5**	**10.8**	**10.8**	**11.0**

Division: Communication and Public Information

Division Purpose:

The purpose of the Communication and Public Information Division is to increase citizen and employee understanding, awareness of, and participation in City government programs, projects, and services. The Division accomplishes this by communicating by means of City publications, the Web site, marketing efforts, the media, direct mail, Rockville Reports, and other new efforts. The Division projects a consistent, professional image that facilitates awareness and use of City programs, projects, events and services, and in turn generates higher participation and revenue. The Division also serves as the primary contact to the media during crisis communication on behalf of the City. The Division partners with IT to produce many of the City's communication materials. Communication in the City of Rockville relies heavily on the technology used to transmit our messages.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

The Division will spend $4,000 for temporary assistance in the Graphics, Printing and Copy Center cost center to provide graphics assistance during the peak times of the year that the workload is highest.

Estimated Actual FY08 to Proposed FY09

New initiatives for the division will include an improved search function for the Internet, and a system for website content management designed to ensure up-to-date information on the City's website. In addition, the division will be developing enewsletters, which will allow citizens to receive the information they are most interested in. Finally, the division will continue to focus on increased translation of documents. This initiative includes a study on which documents will be most valuable to Rockville's Spanish and Chinese speaking citizens. If this initiative is successful, translation will be expanded to more materials in additional languages.

A new 1.0 FTE, PIO Specialist, was added in FY09 to increase the resources for web based and other electronic news dissemination.

Cost Center: Public Information Office

Objectives:

- Implement the comprehensive strategic communication plan
- Continue to translate web information and outreach materials in Spanish and Chinese for residents whose primary language is not English
- Increase percentage and measure of satisfaction of residents who use the City's Web site (www.rockvillemd.gov)
- Expand innovative approaches to communicating with and collecting feedback from residents, including approaches that utilize electronic communication methods such as e-newsletters and electronic survey methods
- Increase the percentage of residents who say they get "Most" or "A lot" of their information about Rockville City Government from *Rockville Reports*
- Improve existing relationships with the *Gazette*, the *Sentinel*, the *Washington Post-Montgomery Extra* and build relationships with additional media, including Spanish and Chinese newspapers
- Respond to all Freedom of Information Act requests within 30 days
- Support City departments' communication about prioritized initiatives and special projects, such as implementation of the Refuse and Recycling Program, communication about the Zoning Ordinance Revisions, ongoing communication about the Rockville Pike Plan process, communicate the City's Sustainability Strategy, and implementation of the Stormwater utility program, and waterline replacement program
- Continue to consult with the City's revenue-producing activity centers to increase attendance and participation through cross-marketing campaigns with all components of the City's Communication Division
- Develop and implement a City branding campaign with a goal of attracting the public to Rockville

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Increase the percent of Citizen Survey respondents who get "Most" or "A lot" of their information about Rockville City government from *Rockville Reports* from 66% to 70% *	66%	70%	70%	70%
Implement at least two new methods of fostering two-way communications with citizens (i.e., e-newsletter and electronic survey methods)	N/A	N/A	2	2
Increase the percentage of resident satisfaction in City's Web site from 60% to 65%	60%	65%	65%	65%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Distribute press releases on programs, events, and City services	200	200	200	200
Produce 25 e-newsletters during the next year	N/A	N/A	N/A	25

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Communication Officer	1.0	1.0	1.0
Public Information Specialist	1.0	1.0	2.0
Cost Center Total	**2.0**	**2.0**	**3.0**

Implementing the Mayor and Council's Ten Year Goals

Community Engagement

The Mayor and Council's ten-year goals highlight the importance of communicating with residents and engaging them in their community and local government. Rockville offers a wide range of avenues through which citizens engage in civic and community life, and the City encourages and practices two-way communication with its citizens. Constant enhancement and improvement of our communication efforts is necessary to continue to communicate with all of Rockville's citizens including young and old, new and long-time residents, citizens with cultural and language diversity, and differing levels of technological comfort.

In FY08, the City reorganized the communication functions into one division under the direction of a Communication Officer. The Communication Officer has oversight of the following areas: Web Services, Graphics and Printing, and Public Information.

Successful communication and engagement tools are currently in place. Citizen survey results indicate that Rockville Reports is one of our most important communication tools. Education-focused communication with our residents include the Citizen's Police Academy, Senior Citizen's Police Academy, Emergency Preparedness Information Sessions, Rockville University, and the Neighborhood Network Learning Series.

Rockville engages and seeks input from residents through Boards and Commissions, Citizen's Forum, Mayor & Council Drop-In, web surveys, service area specific surveys and customer feedback cards. The biennial citizen survey (available in six languages) is the most comprehensive source of resident feedback and will be conducted in FY 09. Staff hosts community meetings on CIP projects and neighborhood plans to both share information and seek feedback. Staff also attends neighborhood and homeowner association meetings to share City information and gather comments, concerns and feedback.

<u>Communication and Engagement Successes</u>

Communication and engagement efforts led to some notable recognition during FY08. The City-County Communications and Marketing Association (3CMA) operates a national awards program recognizing outstanding local government achievement in communication, public-sector marketing and citizen-government relationships. In FY08, 3CMA recognized "Rockville Reports" with a (second place) Silver Circle Award for the June 2007 edition of the external newsletter.

Attendance at the kickoff meeting for the Rockville Pike Plan totaled over 120 residents and business owners. Residents were also engaged via surveys for

several CIP projects, which provided the City with important information about amenities to include in Maryvale Park and the Thomas Farm Community Center.

Work Groups and Advisory Groups - The City engages residents by recruiting them to participate in work groups and advisory groups. During FY08, residents participated in the Twinbrook Neighborhood Plan Advisory Group, Zoning Ordinance Review Committee, Stonestreet Avenue Corridor Redevelopment Strategy, Rockville Pike Plan dissemination plan, Team, Civic Center Long Range Plan Task Force, Photo Radar Site Selection Group, Stormwater Management Utility Study Stakeholder Advisory Group, and the College Gardens Park and Stormwater Management Pond Task Force.

New Division Structure

As a means to leverage the efficiency of the newly reorganized division, the Communication Team in FY08 began a strategic planning effort to develop a citywide comprehensive strategic communications plan. Included in the plan will be methods for improving communication, engagement and outreach with citizens of Rockville as well as improving partnerships with internal customer departments.

New Communication and Engagement Initiatives

During FY08, the City initiated several new efforts, including drafting new policies and procedures, training staff, organizing information-sharing events, and including residents in decision-making. These new efforts, described below, are in progress and will continue in FY09.

Electronic newsletter – Late 2008 is the expected launch timeframe for this project. This initiative and the evaluation of its effectiveness will be ongoing.

Notification Policy – This Policy organizes and documents the many notification tools used across all City departments. It outlines what items require notification, the type and timing of the notification and who is responsible. It also describes notification that is not required but is standard operating procedure in Rockville.

Language Translation – a variety of written materials, including frequently used information on the City's website, will be translated into Spanish and Chinese.

Electronic survey tool – this has been used effectively in the past to determine the needs and desires of our citizens. Implementation is expected in late 2008.

Green City
Graphics and Printing has worked to identify and implement green strategies at City Hall. All paper used in City Hall is made fro recycled material. Employees are encouraged to scan documents in order to make paperless copies and they are encouraged to print and copy all documents as "double sided" in order to cut paper usage. In addition, all printing done at the City of Rockville is done without chemicals.

Cost Center: Web Site and Intranet

Objectives:

- Provide a comprehensive Web site to ensure Rockville citizens and others 24/7 access to Rockville City Government
- Support and enhance major e-government services including recreation registration, parking ticket payment, permit status inquiry, GIS mapping, golf tee time reservation, citizen service request, theater ticket purchases, online employment application tracking, video streaming
- Redesign both Web site and intranet on a regular basis to keep up with new features and trends in Web technology
- Provide targeted opportunities for citizen feedback through the use of online surveys and comment forms
- Partner with City departments to enhance and improve usability of content posted to the Web
- Update the City's web search function so that citizens can find information quickly and easily
- Hold quarterly meetings with a cross-departmental Web update team to ensure that Web content is kept up to date
- Support the City's intranet, kiosk for employees at the Maintenance Facility, and other Web-related services for employees
- Maximize accessibility of the Web site for individuals with disabilities

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Average number of daily visits to the City of Rockville's Web site	4,400	4,500	4,500	4,600
Number of online surveys and comment forms for citizen feedback	N/A	N/A	N/A	20

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of major e-government services	8	9	9	9
Number of content management system users making regular contributions to the City's Web site	33	35	35	35
Number of webpage updates made by trained staff (other than the web team)	N/A	N/A	N/A	150

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Web Administrator	N/A	1.0	1.0
Web/Graphics Assistant	N/A	1.0	1.0
Cost Center Total	**N/A**	**2.0**	**2.0**

Cost Center: Graphics, Printing and Copy Center

Objectives:

- Work with City departments to communicate with and engage Rockville residents by designing, producing and copying, and mailing materials to households
- Produce high quality materials in a timely and cost effective manner that encourage residents, businesses and visitors to utilize City services and programs and highlight Rockville's venues for culture, sports and entertainment
- Partner with City departments to plan, market, and promote special events, classes, programs and services through graphic design and print, including Mayor and Council vision and priorities, Hometown Holidays and other special event materials, Recreation and Parks Guide, Rockville Reports, major land use and CIP initiatives, and materials to communicate with the State Legislature
- Develop recommended guidelines for decreasing paper consumption throughout the organization as part of Sustainability initiative
- Support branding campaign as part of an overall marketing strategy

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Maintain the percent of employees rating the quality of the following finished products as "Excellent" or "Good": *				
• Graphics (90%)	90%	90%	90%	90%
• Print Shop (92%)	92%	92%	92%	92%
• Copy Shop (91%)	91%	91%	91%	91%
Increase the percent of employees rating timeliness of the following as "Excellent" or "Good": *				
• Graphics (83% to 85%)	85%	85%	85%	85%
• Print Shop (86% to 87%)	87%	87%	87%	87%
• Copy Shop (86% to 87%)	87%	87%	87%	87%

* The City conducts an internal survey every other year. A survey was conducted in FY08 and another will take place in FY10.

Workload Measures:

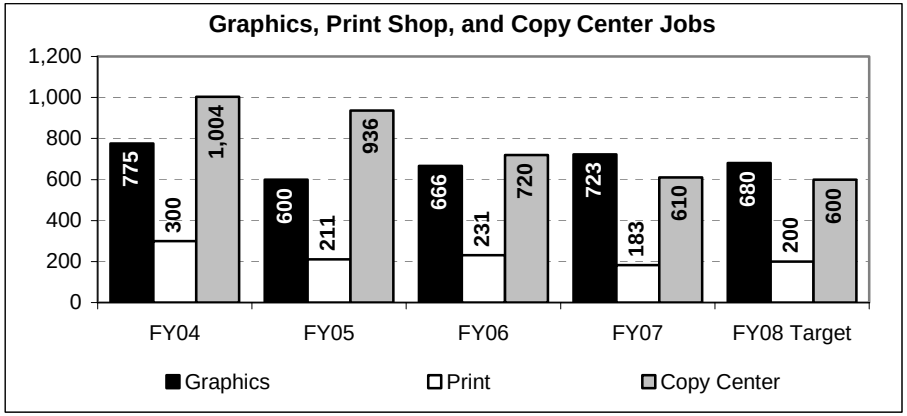
	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of job requests completed by Graphics, Printing, and Copy Center	1,829	1,800	1,700	1,600
Number of PDF files produced for posting on the City's Web site	225	150*	150*	150*

* The number of PDF files produced for posting on the Web site will decrease in FY08 as the City implements an electronic agenda system that automatically posts Mayor & Council agenda materials to the web.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Graphics and Printing Supervisor	1.0	1.0	1.0
Graphics Specialist	2.0	2.0	2.0
Printing Specialist I	1.0	1.0	1.0
Printing Specialist II	1.0	1.0	1.0
Cost Center Total	**5.0**	**5.0**	**5.0**

Supplemental Information:



Cost Center: Mail Center

Objectives:

- Directly supports all departments and their effort to provide outreach to the community through the mailing of postcard and flyer notifications informing them of up coming meetings, issues, projects and plans
- Deliver completed graphics, printing and copy center jobs to at least seven City facilities to better serve customer needs
- Copy and prepare for mailing approximately 1,700 senior center newsletters monthly

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Dollars expended on postage	$187,000	$232,000	$201,500	$232,000
Number of community notification postcards mailed	40,000	42,000	70,000*	45,000

* Increase due to ROZOR mailing to all City residents.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Copy Center and Mail Specialist	1.0	1.0	1.0
Cost Center Total	**1.0**	**1.0**	**1.0**

Supplemental Information:

Postage Expenses – The Mail Center manages the mail for the entire City Government. That includes items mailed to every household (such as the Recreation Guide and Rockville Reports), 3rd class bulk mail (such as the Senior Center Newsletter), first class mail, and business reply mail. Over the past several years, the amount budgeted and expended on postage has increased due to increases in the number of households in the City and to increases in postage rates. In January 2006, the first class postage rate increased by 5.4%. Another 8.0% increase across all classes of mail was implemented in May 2007. First class mail will be increasing by 1 cent in May 2008.

City departments consult with Graphics and Printing staff regularly to assess the most effective and cost effective means to mail information to City residents. For example, Graphics and Printing staff provide advice on the format of materials for mailing (e.g., postcard versus enveloped letter), the most cost effective carriers (e.g., US Postal Service versus Fed Ex), and the approach to collecting responses through the mail (e.g., postage paid versus business reply). The goal is to provide advice and information that leads the City to better methods of communicating with residents and to responsible use of taxpayer dollars.

Division: Neighborhood Resources Program

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Neighborhood Resources	236,283	270,220	269,178	282,847
Human Rights & Community Mediation	104,345	112,718	111,643	114,393
Division Total	**$340,628**	**$382,938**	**$380,821**	**$397,240**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	253,061	278,000	278,000	283,300
Benefits	55,524	66,600	66,600	75,600
Overtime	514	0	0	0
Personnel Subtotal	**$309,099**	**$344,600**	**$344,600**	**$358,900**
Contractual Services	5,913	6,964	7,353	8,812
Commodities	25,616	31,374	28,868	29,528
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$31,529**	**$38,338**	**$36,221**	**$38,340**
Division Total	**$340,628**	**$382,938**	**$380,821**	**$397,240**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	$0	$0	$0	$0
Fund Contribution				
General (110)	340,628	382,938	380,821	397,240
Subtotal	**$340,628**	**$382,938**	**$380,821**	**$397,240**
Division Total	**$340,628**	**$382,938**	**$380,821**	**$397,240**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Neighborhood Resources	3.0	3.0	3.0	3.0
Human Rights & Community Mediation	1.0	1.0	1.0	1.0
Regular Subtotal	**4.0**	**4.0**	**4.0**	**4.0**
Temporary				
Temporary Subtotal	**0.0**	**0.0**	**0.0**	**0.0**
Division Total	**4.0**	**4.0**	**4.0**	**4.0**

Division: Neighborhood Resources Program

Division Purpose:

The Division informs and engages citizens in order to ensure responsive City services and a high quality of life in neighborhoods by strengthening or developing neighborhood organizations; serving as a liaison between the City and neighborhoods; providing information and training to cultivate civic leadership; and supporting citizen initiated neighborhood improvement projects. The program also promotes the human rights of City residents by offering consistently fair, objective and effective mediation training and services, and information and referral services.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

No significant budget changes are anticipated during FY08. Supplies for new Neighborhood Leader Toolkits were purchased at the end of FY07, so the dollars budgeted for FY08 will instead support professional development.

The Division will kick off a new round of town hall style meetings during the second half of FY08. That effort will not impact the FY08 budget. A new initiative that responds to concerns reported in the FY07 Citizen Survey may require resources during the second half of FY08. The Division will identify existing funds to support the initiative in FY2009.

Estimated Actual FY08 to Proposed FY09

No significant budget changes are expected between FY08 and FY09. The FY09 proposed budget includes funds to continue the new initiative responding to concerns reported in the FY07 Citizen Survey. It also dedicates more funds to professional development.

Cost Center: Neighborhood Resources Program

Objectives:

- Maintain relationships and support neighborhood association leadership by communicating, responding to information and service requests, and maintaining accurate contact information
- Promote the Neighborhood Matching Grant program and encourage neighborhood associations to use the grant funds to organize community building events within their neighborhood and among multiple neighborhoods
- Build relationships with the business community and promote engagement in City activities and decision making
- Communicate issues of interest and concern in the neighborhoods to the appropriate City staff
- Coordinate with department staff and the Communications Team to plan and manage two-way communication with stakeholders on City projects and initiatives, using multiple communication methods and multiple options for stakeholders to participate in decision-making
- Support the new residents, businesses and users of Town Center through information sharing, linking to City resources, and engaging in City activities
- Shift the service provided to King Farm and Fallsgrove from initial start up support to ongoing support of the established neighborhoods and associations
- Increase communication and engagement with residents by organizing town hall style meetings to ensure residents feel heard to gather feedback about City services and initiatives
- Educate City residents through Rockville University and a series of three Neighborhood Network Learning Workshops
- Explore the possibility of implementing a version of Rockville University for students at one of Rockville's high schools
- Increase Rockville University graduate engagement with the City government by instituting Rockville University alumni events and encouraging participation on City boards/commissions, task forces and work groups
- Increase the number of residents nominated for the Good Neighbor Award to encourage neighborliness and better recognize Rockville residents' efforts to improve their community
- Hold a reception to recognize Good Neighbor Award recipients and neighborhood leaders
- Coordinate staff from multiple departments to follow up on the results of the 2007 Citizen Survey in order to increase quality of life and obtain higher citizen satisfaction rates in the 2009 survey

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of external survey respondents rating the overall quality of the Neighborhood Resources Program as "Excellent" or "Good"	N/A	75%	75%	80%
Increase the percent of external survey respondents reporting they participated in a public input process during the past 12 months from 22% to 25% **	22%	25%	25%	25%
Increase the percent of internal survey respondents rating the quality of information sharing with staff as "Excellent" or "Good" from 62% to 70% ***	70%	70%	70%	70%
Increase the number/percent of neighborhood associations represented at Neighborhood Network Learning Series Workshops from 12/19% to 16/26%	7 / 11%	12 / 19%	12 / 19%	16 / 26%
Number/percent of Rockville University participants completing the final survey who rate the program as "Excellent" or "Good"	10 / 100%	15 / 100%	7 / 100%	15 / 100%
Increase the number/ percent of Board, Commission, task force or other City work group members who are graduates of Rockville University from 7/10% to 10/15%	N/A	10 / 15%	7 / 10%	10 / 15%
Increase the number/percent of residents who are "Very Satisfied" or "Satisfied" with the City's initiative to respond to the 2007 Citizen Survey results ****	N/A	85%	85%	90%

* The Neighborhood Resources Division will begin a new survey initiative during FY08 to assess external customer satisfaction with the Program.

** This measure is reported in the City's Citizen Survey. The last survey was conducted in FY07 and the next one will take place in FY09.

*** The City conducts an internal survey every other year. A survey will be conducted in FY08 and again in FY10.

**** During FY08, staff will begin an initiative to respond to issues of concern expressed in Rockville's 2007 Citizen Survey. It will include seeking feedback from residents served on their satisfaction with the initiative.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of training and/or information sharing programs offered:				
▪ Neighborhood Network Learning Series Workshops	1	1	1	3
▪ Rockville University	1	1	1	1
▪ Town Hall-style meetings	6	5	3	6
Number of Neighborhood Network Learning Series Workshop attendees	20	25	25	40

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Total number of residents participating in Rockville University	13	18	14	18
▪ Residents of different ethnicities	4	9	4	4
▪ New residents	4	9	4	4
Number of Matching Grant Applications approved for funding	11	10	10	10
Number of Good Neighbor Award nominations	13	15	15	20
Number of neighborhood association meetings attended	110	100	130	110
Number of public outreach meetings on City projects attended	70	65	75	75
Number of communication plans for City projects contributed to	11	10	10	13

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Neighborhood Resources Coordinator	3.0	3.0	3.0
Cost Center Total	**3.0**	**3.0**	**3.0**

Strategic Planning – Strategic planning took place during FY08. The effort examined the environment that the Division is operating in and the anticipated future environment. Key environmental factors that impact the Division's future work include population increases, additional neighborhood associations (such as the Palladian Condos, Chestnut Lodge, Twinbrook Station, Upper Rock), complicated issues impacting neighborhoods (such as traffic, aging infrastructure and housing stock, redevelopment), and the increasing diversity of the population.

The strategic planning work is forming the basis for the Neighborhood Resources Division's FY09 work plan. The Division will track progress of the work plan and measure performance against the plan. That will include surveying internal and external customers and documenting the outcomes or results of the Division's programs and initiatives. The data gathered will help identify future staffing needed to operate in the City's changing environment, meet the needs of the growing population, and maintain appropriate workloads.

Professional Development - The Division places a priority on professional development, recognizing its value in helping staff to better serve our residents. During FY08, staff is participating in training on conflict resolution and meeting facilitation to support effective problem solving in our neighborhoods. Other professional development activities during FY08 address specific services and community outreach relevant in Rockville, including refuse collection and neighborhood planning.

Professional conferences represent another opportunity for learning and enhancing technical skills. Division staff will participate in conferences sponsored by the following organizations in FY08: Center for Alternative Dispute Resolution, International City/County Management Association, National Forum for Black Public Administrators, and Partners for Livable Communities.

Implementing the Mayor and Council's Ten Year Goals

Community Engagement

The Neighborhood Resources Cost Center supports the Mayor and Council's vision for communication and engagement daily by serving as liaisons between neighborhood associations and the City Government. Neighborhood Resources' partnership with project managers to develop and implement communication plans for City projects also contributes to the Mayor and Council's vision. For example, the Coordinators worked in FY08 on communication for the Rockville Pike Plan, the Baltimore Road CIP project, SWM Utility implementation, and senior snow shoveling volunteer recruitment. That effort will continue through FY08 and into FY09 as the City works to improve information sharing and dialogue with residents and other stakeholders

Town hall style meetings support communication and engagement by bringing senior staff to neighborhood meetings to answer questions and share information related to that specific neighborhood. Staff anticipates organizing and hosting three town hall style meetings during the second half of FY08.

The Cost Center also communicated with neighborhood associations in FY08 through Neighborhood Leader Toolkits. Each neighborhood leader received a small container filled with useful City information and resources from all City departments, including a guide to frequently used City web site pages.

Distinct Neighborhoods, One City
The Neighborhood Resources Program supports each distinct Rockville neighborhood, while promoting the integration of each neighborhood into the whole. To enhance the sense of community and quality of life within neighborhoods and across the entire City, the Neighborhood Resources Cost Center is partnering with other City departments to respond to the results of the 2007 Citizen Survey. The initiative involves identifying concerns reported in the survey, gathering more data and resident input, and providing services to address specific needs. Neighborhood Resources staff will coordinate multi-departmental services in two areas east of Route 355 during FY08. Staff will assess the outcomes and resident satisfaction, make adjustments and continue the initiative in additional geographic areas in FY09.

Cost Center: Human Rights and Community Mediation

Objectives:

- Increase the number of mediation cases and formal mediations by implementing innovative outreach and information-sharing strategies
- Implement best practices identified through research on mediation programs in other communities
- Communicate with residents and City staff to maintain an understanding of existing and potential conflicts in the community
- Support the planning and implementation of the Neighborhood Network Learning Series by organizing one of the workshops
- Support implementation of the Human Rights Commission (HRC) goals and work plan
- Increase satisfaction with the Martin Luther King, Jr. Celebration
- Increase the number of high school students participating in the annual human rights essay contest
- Increase the number of individuals registered to vote at Human Rights Commission Voter Registration Drives

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Increase the percent of mediation participants who were “Satisfied “ with the mediation process from 85% to 90%	85%	90%	85%	90%
Increase the number of individuals registered to vote at Human Rights Commission Voter Registration Drives from 50 to 60	44	55	50	60

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Increase the number of Human Rights Commission essay contest submissions from 20 to 25	7	20	20	35
Number of people attending the Martin Luther King, Jr. Celebration at 700	670	700	700	700
Number of residents attending Human Rights Commission outreach meetings annually	8	N/A	15	15
Number of mediation program presentations and information sharing sessions conducted at community meetings and events	30	35	15	25
Number of mediation inquiries received	94	120	100	120
Number of mediation cases *	62	80	60	70
Number of formal mediations *	12	15	8	8

* A mediation case refers to incidences when an individual(s) contacts the City to request mediation, staff invites the other parties involved, and attempts to organize a formal mediation. In some instances, a mediation case does not result in formal mediation (e.g., a problem is resolved prior to formal mediation or one party refuses to participate). A subset of the mediation cases result in formal mediation in which all parties and two mediators meet to attempt to resolve the problem through mediation.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Human Rights/ Community Mediation	1.0	1.0	1.0
Cost Center Total	**1.0**	**1.0**	**1.0**

Mediation Program Outreach - The Rockville Mediation Program provides alternative dispute resolution to persons who have experienced a conflict in the City of Rockville. Mediation is a voluntary, confidential and free service in which neutral facilitators help people in dispute communicate and understand each other in an effort to reach a mutually satisfactory resolution. Mediation promotes more peaceful communities, empowers people to control the outcome of their disputes and allows people to resolve conflicts without the expense of going to court.

Staff conducts outreach to ensure that individuals are aware of this benefit of living in the City of Rockville. First, City staff is educated about the mediation program so that they can refer individuals experiencing conflict to the mediation program. For example, the mediation program briefs Rockville City Police Officers about the program and shares business cards with the mediation program contact information with officers to share with residents.

Articles about the mediation program are periodically included in Rockville Reports and other community newspapers. Public Service Announcements and an interview program about mediation appear regularly on The Rockville Channel (TRC-11). Public Service Announcements are currently available in English and Spanish. Korean, Russian and Chinese Announcements will be available in FY09.

Staff distributes brochures in multiple languages at City and community events such as: Hometown Holidays, Rockville Music and Arts Festival, Montgomery County Housing Fair, Asian American Business Conference, and the Conflict Resolution Day Expo. Staff visits civic and homeowner association meetings to share information directly with neighbors about the mediation program. Presentations also take place periodically at the Rockville Senior Center to help reach the City's senior population.

Staff maintains relationships with members of the Montgomery County Bar Association to encourage legal professionals to refer individuals facing conflict to mediation when it is appropriate. An effort is underway to share information through Rockville churches by sharing brochures and offering to present information, in multiple languages, to church communities. That effort will continue into FY09. Staff will also work with Montgomery College to make faculty, staff and students aware of the program and its benefits.

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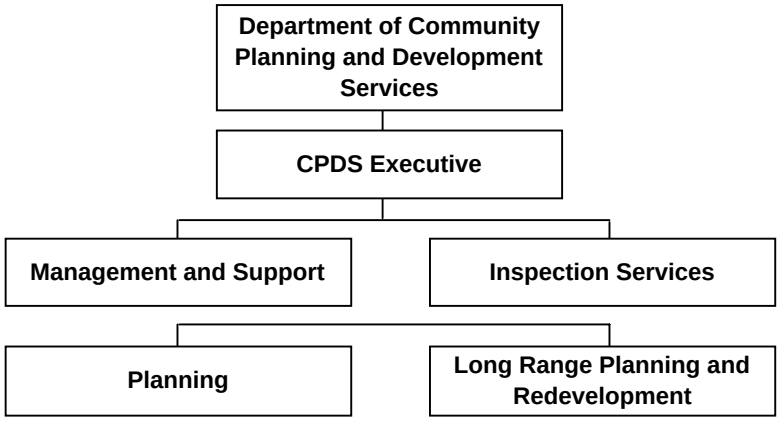
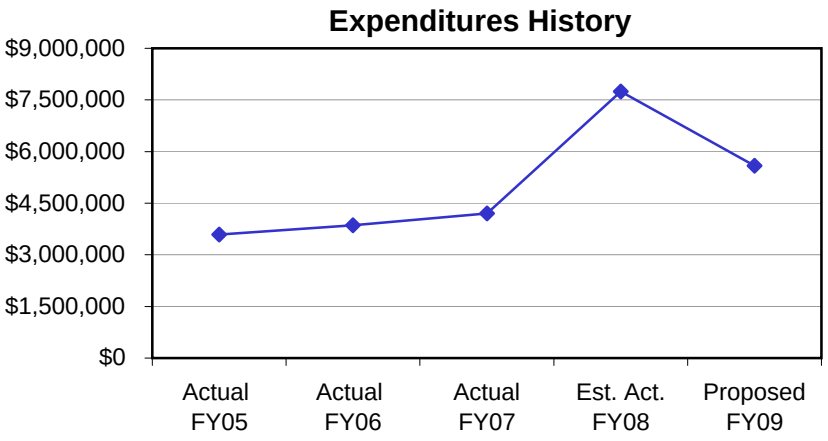
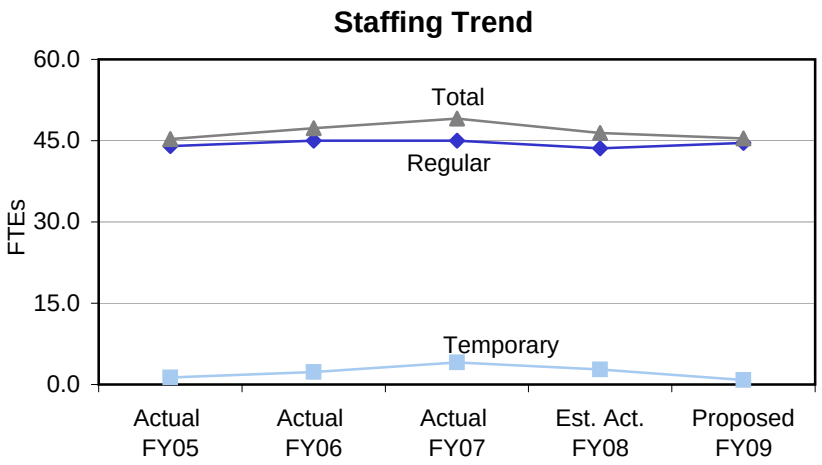
Department of Community Planning and Development Services

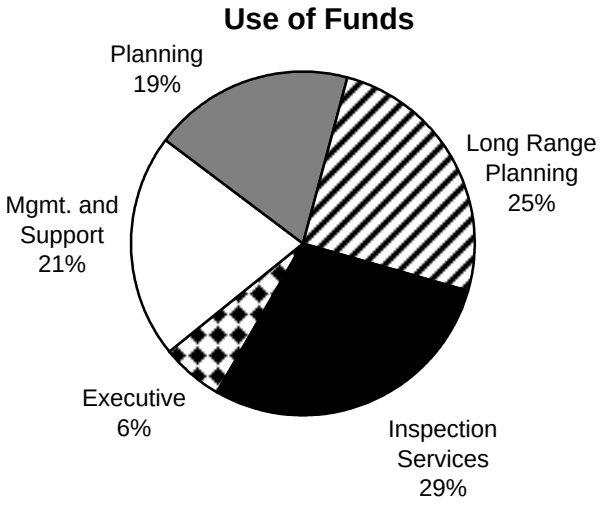


Department Mission Statement

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







Department of Community Planning and Development Services

Department Summary

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Division				
Executive	327,098	297,050	285,600	332,600
Management & Support	846,153	1,547,717	1,548,717	1,179,475
CPDS Studies and Plans*	364,031	660,000	1,187,692	N/A
Planning	807,583	1,165,850	1,165,850	1,055,950
Inspection Services	1,381,894	1,541,782	1,541,782	1,619,562
Long Range Planning and Redevelopment**	473,760	1,971,978	2,019,037	1,403,024
Department Total	**$4,200,519**	**$7,184,377**	**$7,748,678**	**$5,590,611**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Type				
Salary and Wages	2,861,957	3,247,800	3,247,800	3,346,232
Benefits	606,720	723,200	723,200	721,382
Overtime	3,982	2,600	2,600	4,480
Personnel Subtotal	**$3,472,659**	**$3,973,600**	**$3,973,600**	**$4,072,094**
Contractual Services	673,277	2,755,355	3,328,700	1,477,067
Commodities	54,583	159,950	150,906	41,450
Capital Outlays	0	0	0	0
Other	0	295,472	295,472	0
Operating Subtotal	**$727,860**	**$3,210,777**	**$3,775,078**	**$1,518,517**
Department Total	**$4,200,519**	**$7,184,377**	**$7,748,678**	**$5,590,611**

* The CPDS Division of Studies and Plans will close at the end of FY08. Although the Division pages have been removed from this document, the FY07 and FY08 budget numbers and FTEs are included with the department summary charts on this page.

** Beginning in FY09 the Town Center Parking Garages cost center will move to the Department of Recreation and Parks' Facilities division for the long-term management and maintenance of the facilities. Also, the parking meter revenue from the Town Center parking garages will be consolidated with the parking meter revenue in the Police Department.

Source of Dept. Funds	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Building Permits	1,429,511	1,100,000	1,100,000	1,100,000
Non-Business Licenses	121,988	80,000	130,000	110,000
Fire Protection Permit	129,351	120,000	170,000	170,000
Fire Code Review	87,811	36,000	66,000	66,000
Municipal Infractions	1,000	5,000	5,000	5,000
Community Contributions	2,500	0	0	0
Housing (350)	295,472	0	0	0
Montgomery County (320)	310,000	290,000	310,000	310,000
Zoning Fees	128,863	108,000	90,500	78,000
Parking Meter Rev. (320)**	0	1,231,000	307,000	N/A
Real Prpty Tax (320/370)	90,000	811,098	836,098	935,090
Transfer from Gen. Fund	0	53,000	53,000	53,000
Subtotal	**$2,596,496**	**$3,834,098**	**$3,067,598**	**$2,827,090**
General Fund (110)	1,828,420	3,236,027	3,640,769	2,633,521
Parking Fund (320)	(234,342)	(865,220)	60,839	(478,000)
Special Activities (350)	(295,472)	295,472	295,472	0
CDBG Fund (360)	274,773	684,000	684,000	608,000
Twn Cnter Mng. Dist. (370)	30,643	0	0	0
Subtotal	**$1,604,022**	**$3,350,279**	**$4,681,080**	**$2,763,521**
Department Total	**$4,200,519**	**$7,184,377**	**$7,748,678**	**$5,590,611**

Staffing Summary by Division (FTEs)	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Regular				
Executive	2.0	2.0	2.0	2.0
Management & Support	8.0	7.0	7.0	7.0
Planning	10.0	10.6	10.6	10.6
Inspection Services	20.0	19.0	19.0	19.0
Long Range Plan. / Redev.	5.0	5.0	5.0	6.0
Regular Subtotal	**45.0**	**43.6**	**43.6**	**44.6**
Temporary				
Executive	1.0	0.0	0.0	0.0
Management & Support	0.0	0.4	0.4	0.4
CPDS Studies and Plans*	2.5	0.0	0.0	0.0
Planning	0.3	2.0	2.0	0.0
Inspection Services	0.3	0.0	0.0	0.0
Long Range Plan. / Redev.	0.0	0.4	0.4	0.4
Temporary Subtotal	**4.1**	**2.8**	**2.8**	**0.8**
Department Total	**49.1**	**46.4**	**46.4**	**45.4**

Department of Community Planning and Development Services

Department Summary

Department Overview:

The Department of Community Planning and Development Services (CPDS) oversees property development and construction activities to ensure the vision for the City expressed by the community through the Master Plan and City Zoning Ordinance is achieved. CPDS Divisions enhance Rockville's residential and business communities by implementing the community's goals, standards, and aspirations in all Department projects and services. The Department consists of five Divisions: Executive, Management and Support, Inspection Services, Long Range Planning and Redevelopment, and Planning.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

The Department budgeted $1.2 million in FY05 for CPDS Studies and Plans. The appropriation was to expend those one-time funds over several years on a variety of long-term projects including the revision of the Zoning Ordinance and completion of Rockville Pike Corridor Plan. Those funds have been expended or encumbered.

Retirement of Mr. Arthur Chambers as the Director of the Community Planning and Development Services.

Estimated Actual FY08 to Proposed FY09

Appointment of Ms. Susan Swift as the new Director of Community Planning and Development Services.

The Studies and Plans Division will close when all funds have been expended.

The construction of the Town Center Parking garages is complete. The Town Center Parking Garages' cost center will move to the Department of Recreation and Parks' Facilities division for the long-term maintenance and management of the garages. Also, the parking meter revenue generated from the Town Center garages will be consolidated with the Police Department's parking meter revenue.

Department History:

	Actual FY06	Actual FY07	Est. Act. FY08	Estimate FY09
Number of citizen service requests (CSRs) received and responded to	89	72	64	90
Percent of employee performance evaluations completed before their anniversary date	68%	50%	28%	85%
Turnover rate	13.3%	8.9%	10%	10%
Lost Time	3.6%	3.4%	2.4%	2.6%

Rockville Town Square

Division: CPDS Executive

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Executive	327,098	297,050	285,600	332,600
Division Total	**$327,098**	**$297,050**	**$285,600**	**$332,600**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	276,613	226,300	226,300	263,300
Benefits	40,848	43,300	43,300	53,300
Overtime	0	0	0	0
Personnel Subtotal	**$317,461**	**$269,600**	**$269,600**	**$316,600**
Contractual Services	6,964	24,450	14,500	14,500
Commodities	2,673	3,000	1,500	1,500
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$9,637**	**$27,450**	**$16,000**	**$16,000**
Division Total	**$327,098**	**$297,050**	**$285,600**	**$332,600**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	327,098	297,050	285,600	332,600
Subtotal	**$327,098**	**$297,050**	**$285,600**	**$332,600**
Division Total	**$327,098**	**$297,050**	**$285,600**	**$332,600**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Executive	2.0	2.0	2.0	2.0
Regular Subtotal	**2.0**	**2.0**	**2.0**	**2.0**
Temporary				
Executive	1.0	0.0	0.0	0.0
Temporary Subtotal	**1.0**	**0.0**	**0.0**	**0.0**
Division Total	**3.0**	**2.0**	**2.0**	**2.0**

Department of Community Planning and Development Services

Division: CPDS Executive

Division Purpose:

The CPDS Executive Division coordinates and directs Department activities to ensure that Department services and projects support and enhance citywide policies and programs. The Executive Division works to improve service delivery and operations in all Department Divisions.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

Retirement of Mr. Arthur Chambers as the Director of the Community Planning and Development Services.

Estimated Actual FY08 to Proposed FY09

Appointment of Ms. Susan Swift as the new Director of Community Planning and Development Services.

Cost Center: CPDS Executive

Objectives:

- Prioritize and direct Department activities to accomplish City goals
- Provide direction to Division Chiefs to ensure projects have adequate resources to be completed on time
- Undertake and supervise special programs and projects

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
% of CSR's closed within 5 working days	90%	90%	90%	90%

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
CPDS Director	1.0	1.0	1.0
Community Project Administrator	1.0	1.0	1.0
Cost Center Total	**2.0**	**2.0**	**2.0**

Approved Chestnut Lodge Development

Division: CPDS Management and Support

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Administration & Support	483,498	458,245	459,245	474,675
Housing	87,882	110,000	110,000	96,800
Housing Opportunities (350)	0	295,472	295,472	0
CDBG (360)	274,773	684,000	684,000	608,000
Division Total	**$846,153**	**$1,547,717**	**$1,548,717**	**$1,179,475**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	504,999	569,700	569,700	561,180
Benefits	88,182	81,200	81,200	85,500
Overtime	2,306	1,500	1,500	1,500
Personnel Subtotal	**$595,487**	**$652,400**	**$652,400**	**$648,180**
Contractual Services	219,248	574,245	574,245	505,695
Commodities	31,418	25,600	26,600	25,600
Capital Outlays	0	0	0	0
Other	0	295,472	295,472	0
Operating Subtotal	**$250,666**	**$895,317**	**$896,317**	**$531,295**
Division Total	**$846,153**	**$1,547,717**	**$1,548,717**	**$1,179,475**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
Housing (350)	295,472	0	0	0
Subtotal	**$295,472**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	571,380	568,245	569,245	571,475
Special Activities Fund (350)	(295,472)	295,472	295,472	0
CDBG (360)	274,773	684,000	684,000	608,000
Subtotal	**$550,681**	**$1,547,717**	**$1,548,717**	**$1,179,475**
Division Total	**$846,153**	**$1,547,717**	**$1,548,717**	**$1,179,475**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Administration & Support	6.0	5.0	5.0	5.0
Housing	1.1	1.1	1.1	1.1
Housing Opp. (350)	0.0	0.0	0.0	0.0
CDBG (360)	0.9	0.9	0.9	0.9
Regular Subtotal	**8.0**	**7.0**	**7.0**	**7.0**
Temporary				
Administration & Support	0.0	0.4	0.4	0.4
Temporary Subtotal	**0.0**	**0.4**	**0.4**	**0.4**
Division Total	**8.0**	**7.4**	**7.4**	**7.4**

Division: CPDS Management and Support

Division Purpose:

The Division of Management and Support carries out budget, procurement, personnel, administrative, permit plan support, and information services functions associated with managing the Department. The Division coordinates low and moderate housing programs, the Moderately Priced Dwelling Units (MPDU), and administration of the Community Development Block Grant (CDBG) Program.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

None.

Estimated Actual FY08 to Proposed FY09

None.

Cost Center: Administration and Support

Objectives:

- Improve efficiency of CPDS administration through training, identification and use of "best practices" from literature, networking, conferences, and site visits
- Monitor CPDS budget expenditures to ensure correct allocations of funds against each cost center
- Improve administrative support through coordination of similar Department activities

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Chief of Management and Support	1.0	1.0	1.0
CPDS Specialist	1.0	0.0	0.0
Software Support Specialist	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Secretary III	1.0	1.0	1.0
Secretary II	1.0	1.0	1.0
Cost Center Total	**6.0**	**5.0**	**5.0**

Cost Center: Housing

Objectives:

- Explore and implement programs to produce and/or retain affordable housing options and programs
- Explore options for senior housing
- Continue to review guidelines and procedures for MPDU program

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Increase the percent of Citizen Survey respondents rating the access to quality affordable housing in Rockville as "excellent" or "good"*	28%	28%	28%	35%
Percent of CPDS staff trained in use of Permit Plan	85%	85%	100%	95%
Maintain the number of days to process MDPU applications	10 days	10 days	6 days	6 days

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

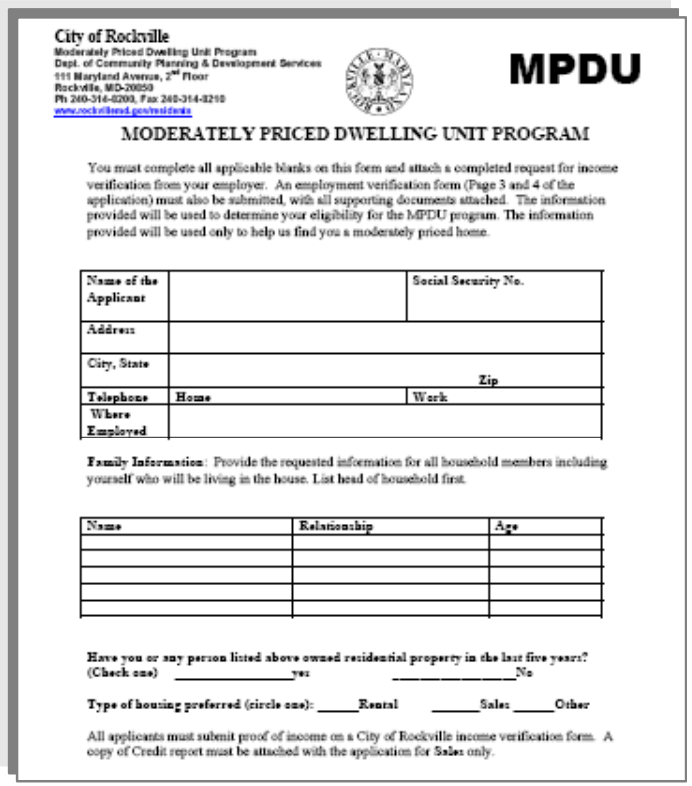
	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of MPDU applications received	369	300	400	350
Number of MPDU agreements with builders	1	2	1	1
Number of MPDU certificates issued	398	300	400	350

Department of Community Planning and Development Services

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
CPDS Administrator	1.0	1.0	1.0
Rehabilitation Specialist	0.1	0.1	0.1
Cost Center Total	**1.1**	**1.1**	**1.1**

City of Rockville MPDU Program Application
www.rockvillemd.gov/residents/MPDU



City of Rockville
Moderately Priced Dwelling Unit Program
Dept. of Community Planning & Development Services
111 Maryland Avenue, 2nd Floor
Rockville, MD-20850
Ph 240-314-8200, Fax 240-314-8210
www.rockvillemd.gov/residents

MPDU

MODERATELY PRICED DWELLING UNIT PROGRAM

You must complete all applicable blanks on this form and attach a completed request for income verification from your employer. An employment verification form (Page 3 and 4 of the application) must also be submitted, with all supporting documents attached. The information provided will be used to determine your eligibility for the MPDU program. The information provided will be used only to help us find you a moderately priced home.

Name of the Applicant		Social Security No.
Address		
City, State		Zip
Telephone	Home	Work
Where Employed		

Family Information: Provide the requested information for all household members including yourself who will be living in the house. List head of household first.

Name	Relationship	Age

Have you or any person listed above owned residential property in the last five years?
(Check one) _____yes _____No

Type of housing preferred (circle one): _____Rental _____Sale: _____Other

All applicants must submit proof of income on a City of Rockville income verification form. A copy of Credit report must be attached with the application for Sale: only.

Cost Center: Community Development Block Grant

Objectives:

- Assist Rockville Housing Enterprises in the preservation of scattered site public housing units
- Provide funds to Community Ministries Safe and Habitable Homes for small repairs at the homes of people who are elderly and people with disabilities
- Provide rehabilitation assistance to homeowners
- Ensure those programs for which funding is sought meet federal CDBG eligibility criteria and the needs of the community
- Prepare and submit to Montgomery County the City's FY09 CDBG application

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of CDBG funds expended within eighteen months	75%	75%	75%	75%
Number of houses brought up to code standards with CDBG	46	45	45	45
Number of CDBG projects managed / Number of CDBG projects completed	5 / 5	5 / 5	5 / 5	5 / 5

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Rehabilitation Specialist	0.9	0.9	0.9
Cost Center Total	**0.9**	**0.9**	**0.9**

Approved CDBG Projects

PROJECT	FY06	FY07	FY08
Community Ministries Latino Outreach/Naturalization	$20,000	$15,000	$20,000
Community Ministries Safe & Habitable Homes	$12,500	$12,500	$12,500
Mobile Med Healthcare	$12,000	$12,500	$0
Rockville Housing Enterprises Resident Counselor	$20,000	$24,500	$24,500
Rockville Housing Enterprises Public Housing Renovation	$84,500	$60,000	$34,000
City of Rockville Single Family Rehabilitation	$150,000	$174,500	$160,000
CDBG Administration	$76,000	$76,000	$48,000
Top Banana Elderly Grocery Delivery	$5,000	$5,000	$5,000
TOTAL	**$380,000**	**$380,000**	**$304,000**

* Note: The FY09 CDBG projects have not been approved as of March 2008.

Division: Planning

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Development Review	479,810	462,550	462,550	412,850
Zoning Ordinance	102,112	377,200	377,200	392,200
Historic Preservation	225,661	326,100	326,100	250,900
Division Total	**$807,583**	**$1,165,850**	**$1,165,850**	**$1,055,950**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	632,754	903,600	903,600	829,500
Benefits	140,318	224,700	224,700	188,900
Overtime	1,366	0	0	0
Personnel Subtotal	**$774,438**	**$1,128,300**	**$1,128,300**	**$1,018,400**
Contractual Services	29,278	33,050	33,050	33,050
Commodities	3,867	4,500	4,500	4,500
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$33,145**	**$37,550**	**$37,550**	**$37,550**
Division Total	**$807,583**	**$1,165,850**	**$1,165,850**	**$1,055,950**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
Zoning/SubDivision Fees	128,863	108,000	90,500	78,000
Subtotal	**$128,863**	**$108,000**	**$90,500**	**$78,000**
Fund Contribution				
General Fund (110)	678,720	1,057,850	1,075,350	977,950
Subtotal	**$678,720**	**$1,057,850**	**$1,075,350**	**$977,950**
Division Total	**$807,583**	**$1,165,850**	**$1,165,850**	**$1,055,950**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Development Review	6.0	4.0	4.0	4.0
Zoning Ordinance	1.0	3.5	3.5	4.0
Historic Preservation	3.0	3.1	3.1	2.6
Regular Subtotal	**10.0**	**10.6**	**10.6**	**10.6**
Temporary				
Development Review *	0.2	1.0	1.0	0.0
Zoning Ordinance **	0.0	1.0	1.0	0.0
Historic Preservation	0.1	0.0	0.0	0.0
Temporary Subtotal	**0.3**	**2.0**	**2.0**	**0.0**
Division Total	**10.3**	**12.6**	**12.6**	**10.6**

* Includes Contractual Planner II in FY08.
** Includes Contractual Planner III in FY08.

Division: Planning

Division Purpose:

The Planning Division is responsible for ensuring that new and existing development is attractive, orderly and compatible with the character of the City. Planning project managers in Development Review coordinate inter-Departmental review of development applications for neighborhood and City impact, and review submitted applications for compliance with the City's Master Plan and neighborhood plans, the Zoning Ordinance and other relevant codes, policies and previous approvals as required. The Planning Division is responsible for interpreting and administering the Zoning Ordinance as it applies throughout the City, including review of building and occupancy permits for compliance. Historic preservation planners promote the City's goal of preservation of historic resources, including conducting research on historic properties, promoting heritage tourism and administering historic districts.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

Two Planner III positions, one in Development Review and one in Zoning Ordinance, were reclassified to Principal Planners.

Estimated Actual FY08 to Proposed FY09

To better reflect the new workload focusing on the City's new zoning ordinance, the Planning division moved a 0.5 FTE Planning Technician from the Historic Preservation to the Zoning Ordinance cost center.

Cost Center: Development Review

Objectives:

- Ensure the attractiveness and compatibility of new development with the existing character and Quality Built Environment Mayor and Council vision, as expressed through land use policies, and regulations
- Promote the orderly development and redevelopment of the City in desired areas through projects such as Twinbrook Commons, Upper Rock and projects in Town Center
- Continue to improve the development review process, including continued use of the Development Review Committee (DRC) procedures for coordinated review of development applications
- Provide accurate information in response to customer inquires regarding the City's development review process and development projects
- Ensure smooth transition to the City's new Zoning Ordinance as it affects the development review process

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Increase the percent of Citizen Survey respondents rating satisfaction with the quality of new development as "excellent" or "good"*				
• Residential	66%	66%	66%	75%
• Commercial	69%	69%	69%	70%
Percent staff reports provided at least 6 days in advance of Planning Commission & Board of Appeals meetings	94%	100%	100%	100%
Percent public notices sent at least 10 days prior to a public hearing	100%	100%	90%	95%
Percent applications processed without delays	100%	100%	100%	100%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of days to process use permits	303	206	198	190
Number of days to process special exceptions	212	150	163	160
Number of variance applications processed	20	15	22	14
Number of record plat applications processed	16	14	16	11

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Planning Division Chief	1.0	1.0	1.0
Principal Planner	0.0	1.0	1.0
Planner III	2.0	1.0	1.0
Planner II	1.0	0.0	0.0
Planner I	1.0	1.0	1.0
Planning Technician	1.0	0.0	0.0
Cost Center Total	**6.0**	**4.0**	**4.0**

Cost Center: Zoning Ordinance

Objectives:

- Coordinate and manage the revision of the City's Zoning Ordinance through the review and approval process
- Successfully implement the new Zoning Ordinance and coordinate the updating of related documents
- Interpret and administer the Zoning Ordinance as it applies to the City
- Review and process any Zoning Text Amendments filed with the City for compatibility with established City policy goals

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
# of days to respond to zoning verification letters	15	14	12	12

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Principal Planner	0.0	1.0	1.0
Planner III	1.0	0.0	0.0
Planner II	0.0	1.0	1.0
Planning Technician	0.0	1.5	2.0
Cost Center Total	**1.0**	**3.5**	**4.0**

Cost Center: Historic Preservation

Objectives:

- Ensure the documentation and assessment for historic significance of buildings over 50 years old for potential designation as a Rockville Historic District and/or National Register of Historic Places listing
- Review proposed exterior changes or alterations to structures in designated historic sites and districts to ensure adherence to the Secretary of Interior's Standards for Treatment of Historic Properties
- Promote the preservation of historic districts through use of the Montgomery County Historic Property Tax Credit, the Maryland Historical Trust Rehabilitation Income Tax Credit, and the Federal Rehabilitation Income Tax Credit programs and other applicable incentive programs
- Provide technical assistance to assist in preserving community character through the identification of appropriate tools, including conservation districts, "teardown/mansionization" policies, transportation enhancements and other relevant planning and zoning initiatives

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Maintain or improve the percent of Citizen Survey respondents rating satisfaction with the amount of information available on Historic Districts as "about right" *	65%	65%	65%	65%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of historic district applications, pre-submission reviews and evaluations for significance	42	40	30	35
Properties designated as:				
Local District	7	10	6	6
National Register	1	1	1	1

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Planner III	1.0	1.0	1.0
Planner II (2 part time)	2.0	1.6	1.6
Planning Technician	0.0	0.5	0.0
Cost Center Total	**3.0**	**3.1**	**2.6**

Woodlawn Hotel / Chestnut Lodge
500 West Montgomery Avenue

Division: Inspection Services Division

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Application, Processing and Permit Issuance	645,559	699,132	699,132	714,132
Inspection and Code Enforcement	736,335	842,650	842,650	905,430
Division Total	**$1,381,894**	**$1,541,782**	**$1,541,782**	**$1,619,562**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	1,090,293	1,204,300	1,204,300	1,252,100
Benefits	243,582	286,500	286,500	296,600
Overtime	309	1,100	1,100	2,980
Personnel Subtotal	**$1,334,184**	**$1,491,900**	**$1,491,900**	**$1,551,680**
Contractual Services	38,049	42,032	42,032	60,032
Commodities	9,661	7,850	7,850	7,850
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$47,710**	**$49,882**	**$49,882**	**$67,882**
Division Total	**$1,381,894**	**$1,541,782**	**$1,541,782**	**$1,619,562**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
Building Permits	1,429,511	1,100,000	1,100,000	1,100,000
Non-Business Licenses	121,988	80,000	130,000	110,000
Fire Protection Permit	129,351	120,000	170,000	170,000
Fire Code Review	87,811	36,000	66,000	66,000
Municipal Infractions	1,000	5,000	5,000	5,000
Community Contributions	2,500	0	0	0
Subtotal	**$1,772,161**	**$1,341,000**	**$1,471,000**	**$1,451,000**
Fund Contribution				
General Fund (110)	(390,267)	200,782	70,782	168,562
Subtotal	**($390,267)**	**$200,782**	**$70,782**	**$168,562**
Division Total	**$1,381,894**	**$1,541,782**	**$1,541,782**	**$1,619,562**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Application, Processing and Permit Issuance	8.0	8.0	8.0	8.0
Inspection and Code Enforcement	12.0	11.0	11.0	11.0
Regular Subtotal	**20.0**	**19.0**	**19.0**	**19.0**
Temporary				
Application, Processing and Permit Issuance	0.3	0.0	0.0	0.0
Temporary Subtotal	**0.3**	**0.0**	**0.0**	**0.0**
Division Total	**20.3**	**19.0**	**19.0**	**19.0**

Division: Inspection Services Division

Division Purpose:

The Inspection Services Division provides qualified personnel to enforce various codes and ordinances through plan review, the issuance of permits and licenses, and the inspection of new construction and existing residential and commercial structures and premises. The Division strives to identify ways to increase effectiveness of service delivery to citizens through training, process improvements, and public outreach & education.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

None.

Estimated Actual FY08 to Proposed FY09

None.

Cost Center: Application, Processing & Permit Issuance

Objectives:

- Provide accurate and timely customer service for permit application intake, processing and issuance
- Communicate processing time for commercial and residential plan review

Performance Measures:

	Actual FY07	Target FY08	Est. Act FY08	Target FY09
Average number of days to review plans:				
• Residential new construction	14	13	45	20
• Residential renovations/remodeling	18	15	18	15
• Commercial new construction	59	50	75	50
Average number of days to review plans and issue permits (cont.):				
• Commercial remodeling/renovation	17	15	17	15
Increase the percent of Citizen Survey respondents rating satisfaction with the overall experience with the building permit process as "excellent" or "good" *	54%	54%	54%	60%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act FY08	Estimate FY09
Number of Permits Issued*	4,425	5,100	2,030	2,500

* Due to the completion of Town Center and Fallsgrove the City is estimated the number of permits issued to significantly decrease from the Estimate FY08.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Chief of Inspection Services	1.0	1.0	1.0
Supervisor of Inspection Services	1.0	1.0	1.0
Plans Examiner	3.0	3.0	3.0
Permit Technician	3.0	3.0	3.0
Cost Center Total	**8.0**	**8.0**	**8.0**

Cost Center: Inspection and Code Enforcement

Objectives:

- Provide effective, proactive zoning and sign enforcement
- Provide timely inspections of all new construction, fire protection systems, occupancies, and proactive re-inspections of open permits

Performance Measures:

	Actual FY07	Target FY08	Est. Act FY08	Target FY09
Average days to bring zoning violations into compliance	3.1	4	1	3
Average number of inspections per FTE:*				
• Construction	2,411	2,500	2,226	2,400
• Fire Code / Systems	1,595	1,600	976	1,000

* Estimated number of inspections may exceed above due to Town Center inspection requests.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Fire Marshal	1.0	1.0	1.0
Fire Protection Engineer	1.0	1.0	1.0
Construction Codes Specialist	1.0	1.0	1.0
Fire Code Inspector	2.0	2.0	2.0
Construction Code Inspector II	1.0	4.0	4.0
Construction Code Inspector I	4.0	1.0	1.0
Zoning Inspector II	0.0	1.0	1.0
Zoning Inspector I	2.0	0.0	0.0
Cost Center Total	**12.0**	**11.0**	**11.0**

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Division: Long Range Planning & Redevelopment

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Long Range Planning	212,188	240,100	240,100	357,334
Redevelopment	65,270	212,000	212,000	225,600
Town Center Parking Garages *	165,658	798,780	845,839	N/A
Town Center Management District	30,643	721,098	721,098	820,090
Division Total	**$473,760**	**$1,971,978**	**$2,019,037**	**$1,403,024**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	255,388	343,900	343,900	440,152
Benefits	64,144	87,500	87,500	97,082
Overtime	0	0	0	0
Personnel Subtotal	**$319,532**	**$431,400**	**$431,400**	**$537,234**
Contractual Services	147,264	1,421,578	1,477,181	863,790
Commodities	6,964	119,000	110,456	2,000
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$154,228**	**$1,540,578**	**$1,587,637**	**$865,790**
Division Total	**$473,760**	**$1,971,978**	**$2,019,037**	**$1,403,024**

* Beginning in FY09 the Town Center Parking Garages cost center will move to the Department of Recreation and Parks' Facilities division for the long-term management and maintenance of the facilities. Also, the parking meter revenue from the Town Center parking garages will be consolidated with the parking meter revenue in the Police Department.

Source of Division Funds	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Montgomery County Contribution (320)	310,000	290,000	310,000	310,000
Property Tax (320)	90,000	90,000	115,000	115,000
Property Tax (370)	N/A	721,098	721,098	820,090
Parking Meter Revenue (320) *	N/A	1,231,000	307,000	N/A
Transfer from General Fund (PILOT)	N/A	53,000	53,000	53,000
Subtotal	**$400,000**	**$2,385,098**	**$1,506,098**	**$1,298,090**
Fund Contribution				
General Fund (110)	277,458	452,100	452,100	582,934
Parking Fund (320)	(234,342)	(865,220)	60,839	(478,000)
TCMD (370)	30,643	0	0	0
Subtotal	**$73,760**	**($413,120)**	**$512,939**	**$104,934**
Division Total	**$473,760**	**$1,971,978**	**$2,019,037**	**$1,403,024**

Staffing Summary by Cost Center (FTEs)	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Regular				
Long Range Planning	4.0	3.0	3.0	4.0
Redevelopment	0.5	2.0	2.0	2.0
Town Center Parking Garages	0.25	0.0	0.0	0.0
Town Center Management District	0.25	0.0	0.0	0.0
Regular Subtotal	**5.0**	**5.0**	**5.0**	**6.0**
Temporary				
Long Range Planning	0.0	0.4	0.4	0.4
Temporary Subtotal	**0.0**	**0.4**	**0.4**	**0.4**
Division Total	**5.0**	**5.4**	**5.4**	**6.4**

Division: Long Range Planning & Redevelopment

Division Purpose:

The Long Range Planning & Redevelopment Division develops, oversees and coordinates the implementation of long-range planning for the City, and participates in relevant County, regional and State planning efforts. The Division prepares and coordinates implementation of the City Master Plan, neighborhood plans, and other special plans. It also provides oversight and administrative support to operations in Town Center, with a particular focus on the Town Square Parking Garages and the Town Square Management District.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

None.

Estimated Actual FY08 to Proposed FY09

To prepare for the increased workload associated with the new Comprehensive Plan and Strategic Scan the temporary Planner II position in Zoning and Ordinance was moved to Long Range Planning as a permanent Planner II position.

The management of the Town Center Garages has moved to the Recreation and Parks Facilities Division and the Town Center Garage parking meter revenue has been consolidated into the Police Department.

Cost Center: Long Range Planning

The Long Range Planning Cost Center develops and oversees the long-range planning program for the City. The program includes preparing and coordinating implementation of the State-mandated Master Plan for the City; and preparing and coordinating implementation of neighborhood and other special plans. Staff also prepares, and assists in the preparation of, various strategic planning documents, and maintains up-to-date statistical and demographic data of the city. Staff also provides support for various boards, commissions and neighborhood groups and serves as staff representatives on various regional bodies.

Objectives:

- Review and update City Master Plan
- Revise the Rockville Pike Corridor Plan
- Complete approval process of the neighborhood plan for planning areas 7 and 8 (Twinbrook Forest / Northeast Rockville and Twinbrook)
- Conduct other planning efforts as they emerge
- Prepare growth projections in support of City, State and Regional needs
- Prepare and maintain detailed census information for demographic trend analysis and forecasting of future service needs of an increasingly diverse community
- Provide support to regional and City staff in preparation for Census 2010
- Provide support for planning efforts conducted by other City departments
- Provide support for various boards, commissions and neighborhood groups and serve as staff representatives on various regional bodies
- Coordinate implementation of recommendations from recent neighborhood plans

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Complete draft of Rockville Pike Plan update*	N/A	N/A	N/A	1
Hold at least 4 public meetings for the Comprehensive Plan update*	N/A	N/A	N/A	4

* This is a new measure for FY09

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Community Planning Meetings managed	33	30	30	20
County/regional/State meetings attended	13	15	25	25
Mayor and Council Agenda items	10	15	15	15
Total plans and studies underway	5	7	7	6

Department of Community Planning and Development Services

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Chief of Long Range Planning	1.0	0.0	0.0
Planner III	1.0	1.0	1.0
Planner II	1.0	1.0	2.0
Planning Technician	1.0	1.0	1.0
Cost Center Total	**4.0**	**3.0**	**4.0**

Cost Center: Redevelopment

Objectives:

- Implement the goals of Master Plans where City-driven project management is necessary. Key areas of implementation work in FY09 will include the Town Center Master Plan, Stonestreet Avenue, Twinbrook, Rockville Pike and other approved plans
- Serve as a central operations/coordination point for the many components of Town Square operations
- Serve as primary point of contact for coordination with Town Square residents, retailers, and other businesses, both day-to-day and through the condominium boards. This division serves on the Board of each of the three Town Square condominium blocks in which the City owns a parking garage
- Provide staff oversight of the Town Square Management District

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Overall customer satisfaction with Town Square, rated as "good" or "excellent" *	N/A	N/A	78%	75%

* This is a new measure for FY09.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Chief of Long Range Planning & Redevelopment	0.0	1.0	1.0
Chief of Town Center Redevelopment	0.5	0.0	0.0
CPDS Specialist	0.0	1.0	1.0
Cost Center Total	**0.5**	**2.0**	**2.0**

Cost Center: Town Center Management District

Objectives:

- Oversee the Town Square Management District, special taxing districts, and management contract
- Coordinate with other City departments and private contractors to ensure that maintenance and management occurs throughout Town Square, including on all sidewalks and in the Plaza

Performance Measures:

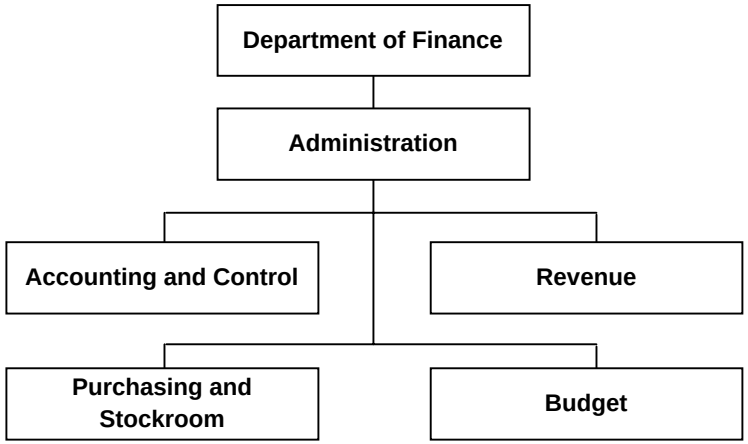
	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of citizen survey respondents rating the maintenance of Town Square as "excellent" or "good" *	N/A	80%	87%	85%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

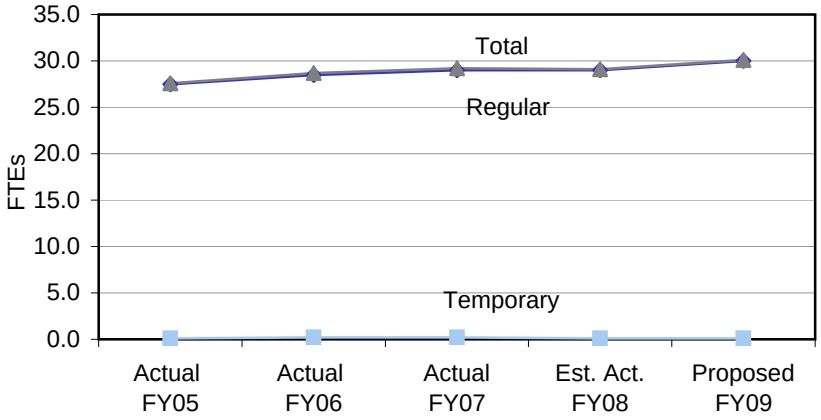
Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Chief of Town Center Redevelopment	0.25	0.0	0.0
Cost Center Total	**0.25**	**0.0**	**0.0**

Department of Finance



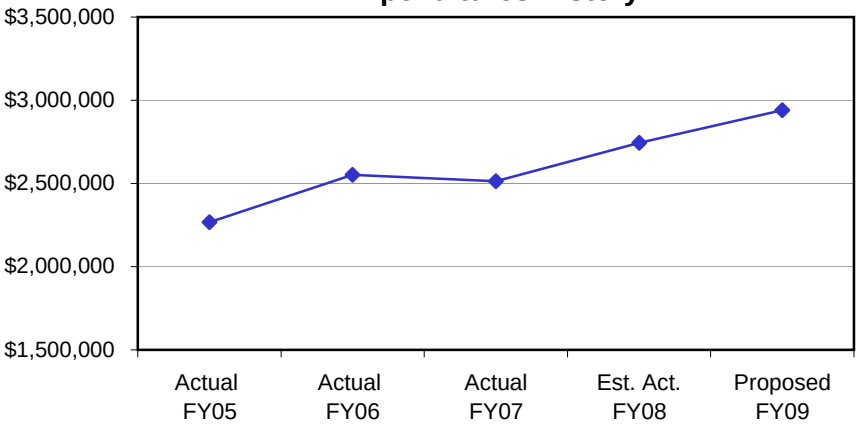
Staffing Trend



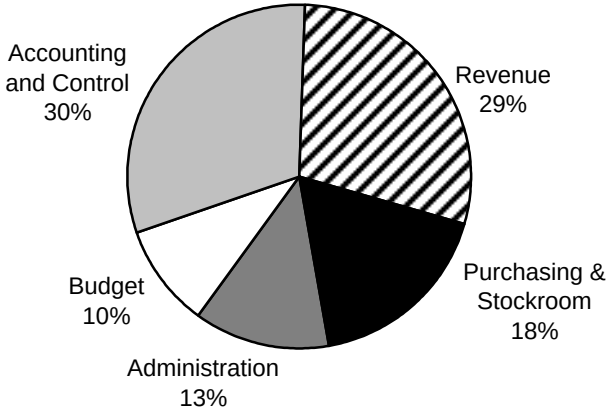
Department Mission Statement

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

Expenditures History



Use of Funds



Department of Finance

Department Summary

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Division				
Administration	413,340	365,600	401,738	379,600
Accounting and Control	664,176	730,000	732,375	904,900
Revenue	798,272	841,400	841,400	856,450
Purchasing / Stockroom	400,465	494,455	494,455	519,455
Budget	237,312	294,550	274,550	279,550
Department Total	**$2,513,565**	**$2,726,005**	**$2,744,518**	**$2,939,955**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Type				
Salary and Wages	1,663,160	1,859,500	1,839,500	1,976,800
Benefits	386,215	470,700	470,700	474,400
Overtime	6,619	3,400	3,400	3,400
Personnel Subtotal	**$2,055,994**	**$2,333,600**	**$2,313,600**	**$2,454,600**
Contractual Services	240,287	197,810	238,173	290,760
Commodities	18,160	24,595	22,745	24,595
Capital Outlays	199,124	170,000	170,000	170,000
Other	0	0	0	0
Operating Subtotal	**$457,571**	**$392,405**	**$430,918**	**$485,355**
Department Total	**$2,513,565**	**$2,726,005**	**$2,744,518**	**$2,939,955**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Department Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	1,740,305	1,914,805	1,933,318	2,114,605
Water Fund (210)	773,260	811,200	811,200	825,350
Subtotal	**$2,513,565**	**$2,726,005**	**$2,744,518**	**$2,939,955**
Department Total	**$2,513,565**	**$2,726,005**	**$2,744,518**	**$2,939,955**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Division (FTEs)				
Regular				
Administration	2.0	2.0	2.0	2.0
Accounting and Control	9.0	9.0	9.0	10.0
Revenue	9.0	9.0	9.0	9.0
Purchasing / Stockroom	6.0	6.0	6.0	6.0
Budget	3.0	3.0	3.0	3.0
Regular Subtotal	**29.0**	**29.0**	**29.0**	**30.0**
Temporary				
Accounting and Control	0.1	0.0	0.0	0.0
Purchasing / Stockroom	0.1	0.0	0.0	0.0
Budget	0.0	0.1	0.1	0.1
Temporary Subtotal	**0.2**	**0.1**	**0.1**	**0.1**
Department Total	**29.2**	**29.1**	**29.1**	**30.1**

Department of Finance

Department Summary

Department Overview:

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

Objectives:

The strategic objectives of the Finance Department are:

- Promote a high level of public trust in financial transactions
- Maintain City's financial health and stability
- Ensure financial accountability across the organization
- Professional management of resources
- Equitable and ethical service to all customers

Significant Changes:

Adopted FY08 to Estimated Actual FY08
The City's overall bond rating was upgraded to AAA status by Standard & Poor's and Aaa status by Moody's Investor Services. All City debt, including the FY08 bond issue for $21 million, was upgraded accordingly.

The department is in the process of implementing an upgraded web-based payroll / human resource system that includes payroll and position control.

Estimated Actual FY08 to Proposed FY09
A new 1.0 FTE was added to the FY09 proposed budget in the Division of Accounting and Control. This position, Systems Support Senior Analyst, will assist the Financial Systems Manager in leading, implementing, installing, managing and maintaining the current and future automated financial and human resources systems that are controlled by the Department of Finance. This position will work in coordination with the Department of Information and Technology to provide technical support for the financial system applications.

In addition to the new position, the Accounting and Control Division will reorganize to provide a better segregation of duties as recommended by the City auditors.

Department History:

	Actual FY06	Actual FY07	Est. Act. FY08	Estimate FY09
Number of citizen service requests (CSRs) received and responded to	15	13	14	15
Percent of employee performance evaluations completed before their anniversary date	90%	24%	55%	65%
Turnover rate	7.0%	10.4%	7.0%	7.0%
Lost Time	5.1%	5.0%	5.0%	5.0%

Division: Administration

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Administration	413,340	365,600	401,738	379,600
Division Total	**$413,340**	**$365,600**	**$401,738**	**$379,600**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	221,154	225,100	225,100	230,600
Benefits	40,641	43,200	43,200	51,700
Overtime	0	0	0	0
Personnel Subtotal	**$261,795**	**$268,300**	**$268,300**	**$282,300**
Contractual Services	146,977	87,300	125,288	87,300
Commodities	4,568	10,000	8,150	10,000
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$151,545**	**$97,300**	**$133,438**	**$97,300**
Division Total	**$413,340**	**$365,600**	**$401,738**	**$379,600**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	413,340	365,600	401,738	379,600
Subtotal	**$413,340**	**$365,600**	**$401,738**	**$379,600**
Division Total	**$413,340**	**$365,600**	**$401,738**	**$379,600**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Administration	2.0	2.0	2.0	2.0
Regular Subtotal	**2.0**	**2.0**	**2.0**	**2.0**
Temporary				
Temporary Subtotal	**0.0**	**0.0**	**0.0**	**0.0**
Division Total	**2.0**	**2.0**	**2.0**	**2.0**

Division: Administration

Division Purpose:

The Administration Division is responsible for developing City financial management policies and strategies to meet the department's objectives. The division promotes equitable taxation systems and usage fees; maximizes the return on City investments at minimal risk; maintains banking relations; plans and executes bond sales; and provides internal control oversight. The Director of Finance serves as the Executive Secretary to the Retirement Board.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

The Division successfully managed a $21 million bond sale, which was upgraded to AAA and Aaa status by Standard & Poor's and Moody's respectively. All City debt was upgraded accordingly.

Estimated Actual FY08 is approximately $36,000 higher than Adopted FY08 due to purchase orders that carried into FY08 from FY07.

Estimated Actual FY08 to Proposed FY09

None.

Cost Center: Administration

Objectives:

- Provide guidance and financial oversight to Finance divisions
- Plan, organize, lead, monitor and direct the overall Finance function
- Promote long-tem financial health through recommending financial policies, practices, and procedures
- Maintain City's AAA / Aaa bond rating through sound debt administration
- Continue efforts to reduce costs across City departments
- Monitor cash flow needs carefully to maximize interest income
- Closely monitor the impact of economic conditions on major revenue sources
- Promote High Performance Organization (HPO) principles and initiatives throughout the Department

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Increase investment interest rate earned as a percent of the three-month T-bill to 105%	102%	105%	105%	105%
Maintain the undesignated fund balance in the General Fund at or above 15 percent of annual revenue	27.9%	15.0%	17.5%	15.0%
Maintain City's Bond Rating of AAA / Aaa	AA+	AAA / Aaa	AAA / Aaa	AAA / Aaa

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of investment reports submitted to Mayor and Council	12 / 12	12 / 12	12 / 12	12 / 12
Number of bond sales executed	0	1	1	1

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Director	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Cost Center Total	**2.0**	**2.0**	**2.0**

Division: Accounting and Control

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Accounting and Control	664,176	730,000	732,375	904,900
Division Total	**$664,176**	**$730,000**	**$732,375**	**$904,900**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	523,992	567,200	567,200	659,800
Benefits	112,230	142,900	142,900	144,200
Overtime	0	0	0	0
Personnel Subtotal	**$636,222**	**$710,100**	**$710,100**	**$804,000**
Contractual Services	22,602	14,400	16,775	95,400
Commodities	5,352	5,500	5,500	5,500
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$27,954**	**$19,900**	**$22,275**	**$100,900**
Division Total	**$664,176**	**$730,000**	**$732,375**	**$904,900**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	664,176	730,000	732,375	904,900
Subtotal	**$664,176**	**$730,000**	**$732,375**	**$904,900**
Division Total	**$664,176**	**$730,000**	**$732,375**	**$904,900**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Accounting and Control	9.0	9.0	9.0	10.0
Regular Subtotal	**9.0**	**9.0**	**9.0**	**10.0**
Temporary				
Accounting and Control	0.1	0.0	0.0	0.0
Temporary Subtotal	**0.1**	**0.0**	**0.0**	**0.0**
Division Total	**9.1**	**9.0**	**9.0**	**10.0**

Division: Accounting and Control

Division Purpose:

The Accounting and Control Division provides timely and accurate accounting and internal control services for the City. Provides professional and consistent financial services to all City departments through accounts payable, payroll processing and accounting services. Oversees and reports on a timely and accurate basis all financial results of City operations through the City's annual financial report. Maintains the City's pension and deferred compensation programs, prepares and oversees accurate input of City's actuarial reports as well as performs timely pension benefit calculations.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

In FY06 the Accounting and Control Division implemented the web-based financial system that includes the general ledger, accounts payable, accounting, inventory, and purchasing functions. System modules are continuously being added and enhanced to improve functionality.

This division completed the upgrade of the web-based time and attendance program (Kronos) for the Union employees. The division also implemented a new time and attendance system for administrative employees. Police and part-time employees will be implemented in late FY08 or early FY09.

The division is in the process of implementing and will complete an upgrade to a web-based payroll/human resource system that includes payroll and position control. This system will allow the City to:

- Respond to requests for information more efficiently
- Support automated business practices
- Streamline workflow (approvals on line)
- Reduce paper

The Division also implemented a new purchasing card (P-Card) system due to a bank merger. This upgrade enhanced P-Card processing and controls.

Estimated Actual FY08 to Proposed FY09

A new 1.0 FTE was added to the FY09 proposed budget. This position, Finance Systems Senior Support Analyst, will assist the Financial Systems Manager in leading, implementing, installing, managing and maintaining the current and future automated financial and human resources systems that are controlled by the Department of Finance. This position will work in coordination with the Department of Information and Technology to provide technical support for the financial system applications.

The Division will maintain and upgrade existing modules in the new financial system, human resource system and web-based time and attendance system (Kronos). $80,000 was added to the FY09 proposed budget to fund maintenance and upgrades to these systems to ensure that they are operating properly and are on current releases.

The Division will be implementing the reporting component of GASB 45 known as OPEB (Other Post Employment Benefits).

The Division will be exploring options of implementing a new Performance Budgeting System.

The Division will reorganize duties to provide better segregation between tasks as recommended by the City auditors.

Cost Center: Accounting and Control

Objectives:

- Conduct approximately 72 internal financial and operational reviews on a routine basis
- Compliance with Generally Accepted Accounting Principles
- Continue to implement GASB 34, a major change to the rules governing governmental financial reporting, including retroactively reporting capitalized infrastructure
- Continue to provide staff training on new financial, payroll/HR and Kronos web-based systems
- Implement reporting components of GASB 45 (OPEB)

Department of Finance

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of years receiving GFOA Achievement of Excellence in Financial Reporting Certificate for Annual Financial Report	18	19	19	20
Receive an unqualified audit opinion	Yes	Yes	Yes	Yes
Achieve zero voided payroll checks due to payroll error	8	0	0	0
Increase percent of employees satisfied with payroll service to 100%*	2.97 / 4.00 or 74%	3.25 / 4.00 or 81%	3.25 / 4.00 or 81%	4.00 / 4.00 or 100%
Increase percent of employees rating the quality and timeliness of payment processing as good / excellent to 100% *	2.89 / 4.00 or 72%	3.25 / 4.00 or 81%	3.25 / 4.00 or 81%	4.00 / 4.00 or 100%
Achieve zero voided vendor disbursement checks due to A/P error	4	0	0	0
Achieve 100% compliance on initial audit reviews	N/A	100%	38%	100%

* The City conducts an internal employee survey every other year. The last survey was conducted in FY08 and the next survey will take place in FY10.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of internal control reviews completed and P-Card audits *	61	72	78	78
Number of professional development classes/ training staff attended	10	15	15	15
Number of financial system, HR system and Kronos system training classes held for system users **	12	16	40	50
Percent of FTE's on payroll direct deposit	86%	90%	90%	90%
Number of payroll checks / EFT's issued	23,482	21,000	23,000	23,500
Total number of Purchasing Card transactions processed *	7,600	11,000	10,000	11,000
Number of Help Desk Calls for Financial, HR & P-Card Systems	250	175	250	350

* Please see purchasing division for more P-Card performance measures.

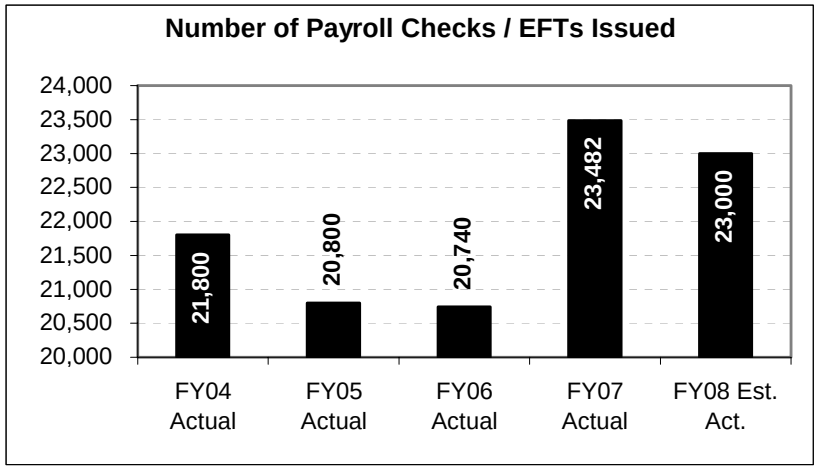
** In FY08 and future, training sessions will increase due to the implementation of two new web-based systems.

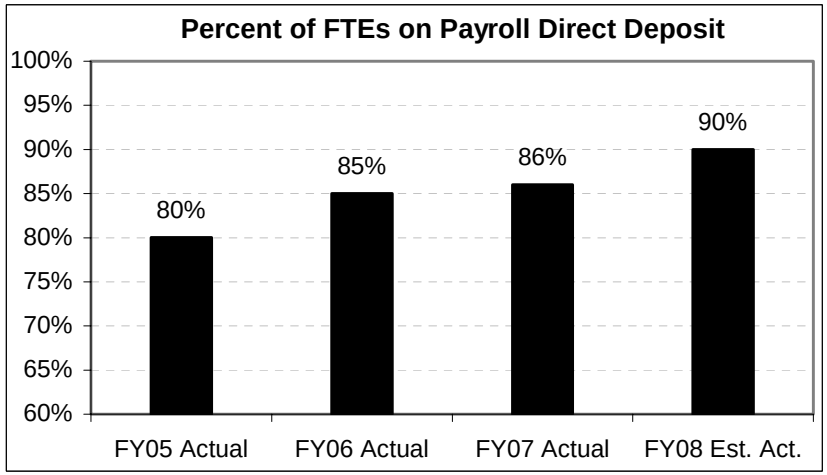
Regular Positions:

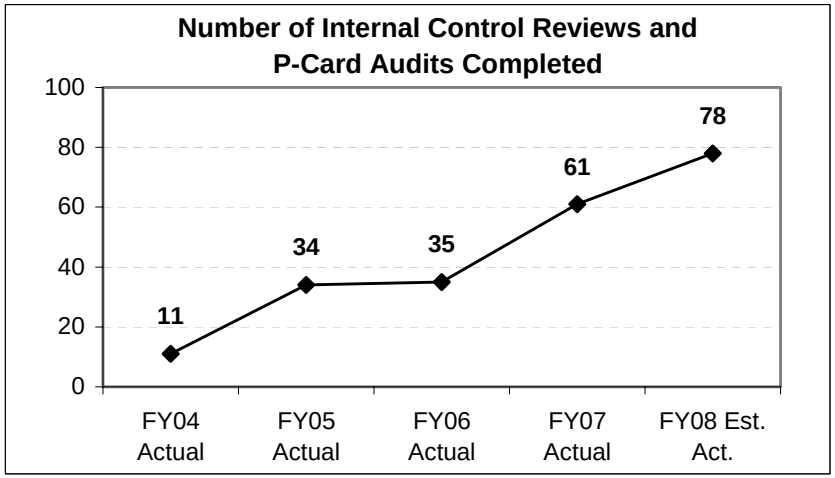
Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Financial Systems Manager	1.0	1.0	1.0
Financial Systems Senior Support Analyst	0.0	0.0	1.0
Financial Accounting Manager	1.0	1.0	1.0
Senior Accountant	1.0	1.0	1.0
Accountant	1.0	1.0	1.0
Accounts Payable Assistant I	1.0	1.0	1.0
Accounts Payable Assistant II	1.0	1.0	1.0
Payroll Assistant I	2.0	2.0	2.0
Payroll Assistant II	1.0	1.0	1.0
Cost Center Total	**9.0**	**9.0**	**10.0**

Department of Finance

Supplemental Information:







Division: Revenue

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Revenue	798,272	841,400	841,400	856,450
Division Total	**$798,272**	**$841,400**	**$841,400**	**$856,450**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	412,557	440,000	440,000	454,900
Benefits	109,923	138,400	138,400	133,900
Overtime	6,586	3,400	3,400	3,400
Personnel Subtotal	**$529,066**	**$581,800**	**$581,800**	**$592,200**
Contractual Services	64,448	84,000	84,000	88,650
Commodities	5,634	5,600	5,600	5,600
Capital Outlays	199,124	170,000	170,000	170,000
Other	0	0	0	0
Operating Subtotal	**$269,206**	**$259,600**	**$259,600**	**$264,250**
Division Total	**$798,272**	**$841,400**	**$841,400**	**$856,450**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	25,012	30,200	30,200	31,100
Water Fund (210)	773,260	811,200	811,200	825,350
Subtotal	**$798,272**	**$841,400**	**$841,400**	**$856,450**
Division Total	**$798,272**	**$841,400**	**$841,400**	**$856,450**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Revenue	9.0	9.0	9.0	9.0
Regular Subtotal	**9.0**	**9.0**	**9.0**	**9.0**
Temporary				
Temporary Subtotal	**0.0**	**0.0**	**0.0**	**0.0**
Division Total	**9.0**	**9.0**	**9.0**	**9.0**

Division: Revenue

Division Purpose:

Ensure the timely, accurate and equitable collection of all revenues due to the City by collecting and recording the receipt of revenues for all City departments; managing the billing and collection of City water, sewer and refuse fees; recording and reconciling the receipt of City front-foot benefit charges; and managing the billing and collection of special assessment charges.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

Implemented a new utility billing system.

Estimated Actual FY08 to Proposed FY09

None.

Cost Center: Revenue

Objectives:

- Ensure that all utility properties are billed appropriately and registered with the City by performing periodic audits using CPDS information, GIS maps, Refuse Operations Division information and the Maryland Department of Assessment and Taxation records
- Ensure revenues are properly collected and reported, and monitor revenue collection by preparing and analyzing quarterly reports
- Ensure billing practices are consistent with encouraging water conservation by notifying customers of high water usage and allowing credits for timely plumbing repairs
- Ensure fund collection accuracy by performing periodic "spot" audits of the cashier and address any overage/shortage issues
- Ensure utility rates are equitably distributed among users and are sufficient to assure the stability and financial health of the utility funds
- Continue to upgrade the meter reading and billing processes to provide a more efficient system

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Limit amount of cashier variance to $25 annually	$25	$25	$25	$25
Increase monthly cashier audits that balance to 100%	10 / 12 or 83%	11 / 12 or 92%	11 / 12 or 92%	12 / 12 or 100%
Maintain 100% of bills sent out by the 15th of the month	12 / 12 or 100%	12 / 12 or 100%	12 / 12 or 100%	12 / 12 or 100%
Maintain 100% of Revenue refuse bills that match Public Works refuse route list	N/A	N/A	N/A	100%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of utility audits / year	3	4	4	4
Number of cashier audits / year	10	12	12	12
Number of service work orders completed	2,102	1,500	1,600	1,600
Number of water meters read monthly / quarterly	573 / 11,927	593 / 11,977	593 / 11,977	595 / 11,980
Number of bills issued: • Water/Sewer and Refuse • Special Assessments	 79,000 42	 79,000 40	 78,600 45	 78,800 46

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Revenue Supervisor	1.0	1.0	1.0
Revenue Assistant I	2.0	2.0	2.0
Revenue Assistant II	1.0	1.0	1.0
Meter Services Supervisor	1.0	1.0	1.0
Meter Services Technician	3.0	3.0	3.0
Cashier	1.0	1.0	1.0
Cost Center Total	**9.0**	**9.0**	**9.0**

Division: Purchasing and Stockroom

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures By Cost Center				
Purchasing and Contracts	258,153	346,500	346,500	367,800
Stockroom	142,312	147,955	147,955	151,655
Division Total	**$400,465**	**$494,455**	**$494,455**	**$519,455**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	308,050	387,200	387,200	402,000
Benefits	85,917	97,300	97,300	100,500
Overtime	33	0	0	0
Personnel Subtotal	**$394,000**	**$484,500**	**$484,500**	**$502,500**
Contractual Services	3,868	6,760	6,760	13,760
Commodities	2,597	3,195	3,195	3,195
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$6,465**	**$9,955**	**$9,955**	**$16,955**
Division Total	**$400,465**	**$494,455**	**$494,455**	**$519,455**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	400,465	494,455	494,455	519,455
Subtotal	**$400,465**	**$494,455**	**$494,455**	**$519,455**
Division Total	**$400,465**	**$494,455**	**$494,455**	**$519,455**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Purchasing and Contracts	4.0	4.0	4.0	4.0
Stockroom	2.0	2.0	2.0	2.0
Regular Subtotal	**6.0**	**6.0**	**6.0**	**6.0**
Temporary				
Purchasing and Contracts	0.1	0.0	0.0	0.0
Temporary Subtotal	**0.1**	**0.0**	**0.0**	**0.0**
Division Total	**6.1**	**6.0**	**6.0**	**6.0**

Division: Purchasing and Stockroom

Division Purpose:

To provide the City with the means to secure quality goods and services at the best value and in a timely manner while maintaining the integrity of the bidding process and conforming to city, state and federal requirements. The Stockroom provides effective, efficient and accountable management of materials for the City by taking time to understand and satisfy the requirements of customers to the extent allowed while maintaining the financial and production controls necessary to run a responsible and transparent governmental operation.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

The Purchasing Division has completed an upgrade to the financial management system, including procurement software. This implementation allows staff to administer on-line purchase requisitioning. The contract for the sale of surplus City property via an Internet auction service has been signed. This process allows the City to set minimum bids and attracts bidders nationwide.

Estimated Actual FY08 to Proposed FY09

The Purchasing Division will provide on-going quarterly training sessions for staff covering the on-line purchasing requisition process.

Cost Center: Purchasing and Contracts

Objectives:

- Ensure the integrity of the public bidding process
- To maintain the percentage of formal solicitations awarded without valid protest or legal action at 100%
- Increase the use of procurement cards for orders to suppliers to achieve rebates
- Develop an on-going quarterly training program for staff covering the on-line purchasing requisition process and implementation of additional purchasing features of the system
- Perform P-Card training as needed for new employees

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number and percent of formal solicitations awarded without valid protest	30 / 30 or 100%	30 / 30 or 100%	65 / 65 or 100%	65 / 65 or 100%
Number of formal solicitations processed over $15,000	30	30	65	65
Number of procurement cards managed	67	67	68	70
Value of procurement card purchases	$2.7M	$2.7M	$2.8M	$3.0M
Rebates and incentives received	$26,854	$27,000	$27,000	$28,500

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Contract Officer	1.0	1.0	1.0
Purchasing Supervisor	1.0	1.0	1.0
Buyer II	1.0	1.0	1.0
Buyer I (2)	1.0	1.0	1.0
Cost Center Total	**4.0**	**4.0**	**4.0**

Cost Center: Stockroom

Objectives:

- Reduce carrying cost of stock items by 10% while maintaining adequate levels to meet demand
- Improve the monitoring of stock items by performing spot inventories
- Refine internet auction and surplus property procedures to improve upon return to use and return on sale for surplus property
- Refine the implementation of the inventory portion of the City's automated financial management system
- Consolidate inventory functions to eliminate duplicative efforts in stocking and distribution of supplies

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Reduce carrying cost of stock items by 10%	$300,000	$300,000	$316,000	$284,000
Percent of error between actual and system inventory counts:				
• Stock number *	N/A	N/A	N/A	20.00%
• Number of items *	N/A	N/A	N/A	5.00%
• Dollar amount	0.02%	0.02%	0.02%	0.02%

* New performance measures for FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Spot inventories performed *	N/A	N/A	N/A	11
Items returned to use *	N/A	N/A	N/A	10
Annual value of items sold via internet auction	N/A	$500	$500	$4,500
Value of inventory written off as obsolete at year end	$4,000	$4,000	$4,000	$31,600
Number of stock purchases performed utilizing p-card	470	675	700	740

* New workload measures for FY09.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Inventory Services Supervisor	1.0	1.0	1.0
Inventory Services Clerk	1.0	1.0	1.0
Cost Center Total	**2.0**	**2.0**	**2.0**

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Division: Budget

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Budget	237,312	294,550	274,550	279,550
Division Total	**$237,312**	**$294,550**	**$274,550**	**$279,550**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	197,407	240,000	220,000	229,500
Benefits	37,504	48,900	48,900	44,100
Overtime	0	0	0	0
Personnel Subtotal	**$234,911**	**$288,900**	**$268,900**	**$273,600**
Contractual Services	2,392	5,350	5,350	5,650
Commodities	9	300	300	300
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$2,401**	**$5,650**	**$5,650**	**$5,950**
Division Total	**$237,312**	**$294,550**	**$274,550**	**$279,550**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	237,312	294,550	274,550	279,550
Subtotal	**$237,312**	**$294,550**	**$274,550**	**$279,550**
Division Total	**$237,312**	**$294,550**	**$274,550**	**$279,550**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Budget	3.0	3.0	3.0	3.0
Regular Subtotal	**3.0**	**3.0**	**3.0**	**3.0**
Temporary				
Budget	0.0	0.1	0.1	0.1
Temporary Subtotal	**0.0**	**0.1**	**0.1**	**0.1**
Division Total	**3.0**	**3.1**	**3.1**	**3.1**

Division: Budget

Division Purpose:

The Budget Division oversees and reports on a timely and accurate basis all budgetary policies and procedures through the City's annual Operating and Capital Improvements Program budgets. This division also provides services related to resource allocation, fiscal analysis, and forecasting, and regularly provides objective information and recommendations to the Mayor and Council, City Manager, and city departments.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

New for FY08, the Division of Budget produced a report called the Popular Annual Financial Report (PAFR). This report is designed to make the financial information found in the Comprehensive Annual Financial Report (CAFR) and in the City's operating and capital budgets easier to read and understand. The PAFR provides many benefits to the community as it reports on financial matters (i.e. budget and financial results) and non-financial matters (i.e. projects and priorities).

During FY08, the Division implemented a new process to prioritize CIP projects supported by the Capital Projects Fund based on the needs of the Rockville community and the vision and priorities of the Mayor and Council. This improved prioritization process is a more systematic process for setting citywide CIP project priorities than employed previously, and is an important element for ensuring long-term sustainability of the CIP.

For FY09 budget preparation, the Division created and distributed new budget preparation worksheets to aid the departments in submitting their annual budget requests. These worksheets, which were designed to increase efficiencies in the budget preparation process, allowed the departments to submit all of their request information in a single easy to follow form.

Estimated Actual FY08 to Proposed FY09

In FY08 the Division held a Budget Management training that was available for all City employees. This training covered topics like: types of funds, financial system basics, budget transfers, budget amendments, performance and workload measures, and other areas related to budget management. For FY09, staff proposes to start a separate training course that focuses specifically on workload and performance measures. This course will assist departments improve their overall performance measurement programs so that the City can accurately identify program results, assess past performance, and facilitate program and service delivery improvements for future years.

Cost Center: Budget

Objectives:

- Support the Mayor and Council, City Manager, and City departments with recommendations on resource allocation, fiscal policy, and efficient operations
- Coordinate, implement and manage the FY09 Operating Budget and the FY09 – FY13 Capital Improvements Program Budget to ensure the most efficient and effective use of resources
- Review and approve budget, purchasing, and personnel transactions
- Review and approve all Mayor and Council agenda items through the new eGenda System
- Prepare and distribute the Popular Annual Financial Report (PAFR)
- Manage the City's overall performance and workload measurement program
- Provide budget management training to City employees
- Assist with the competitive bidding and selection process of investment vehicles for the City's portfolio, and prepare the Monthly Cash and Investment Portfolio Summary that describes the City's investment distributions

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Increase the number of employees who attend Budget Management Training by 5 *	N/A	40	42	47
Increase the percent of training participants rating Budget Management Training as "excellent" by 4% *	N/A	30 / 40 or 75%	34 / 42 or 81%	40 / 47 or 85%
Increase the percent of employees "satisfied" or "very satisfied" with overall budgeting guidance and assistance by 5%**	85%	85%	85%	90%

Department of Finance

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of consecutive years receiving the GFOA Budget Presentation Award	16	17	17	18
Number of consecutive years receiving the GFOA Popular Annual Financial Reporting Award	N/A	1	1	2
Increase budget book ratings of "outstanding" as a percentage of ratings given by GFOA reviewers for the City's budget book by 2%	28% or 23 / 81	30% or 24 / 81	30% or 24 / 81	32% or 26 / 81
General Fund actual expenses as a percent of the adopted budget ***	109%	100%	105%	100%
General Fund actual revenues as a percent of the adopted budget ***	107%	100%	105%	100%

* New performance measure for FY09.

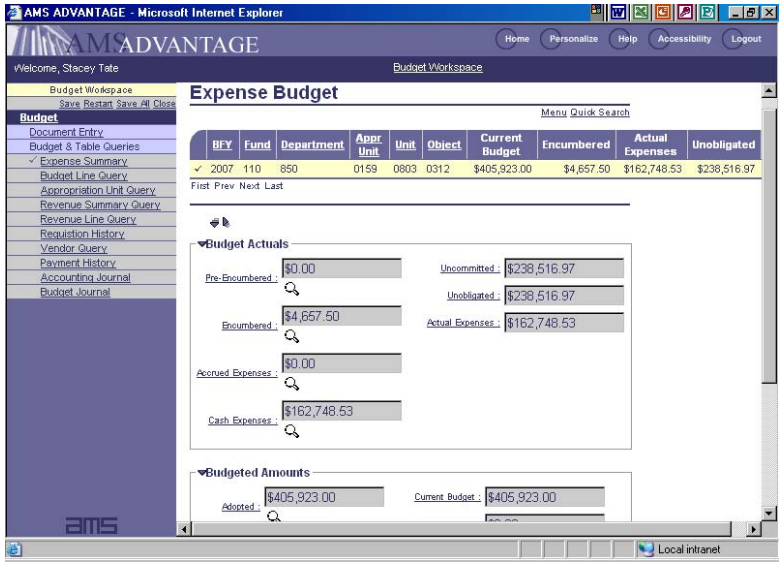
** The City conducts an internal employee survey every other year. The last survey was conducted in FY08 and the next survey will take place in FY10.

*** The General Fund fund balance over the 15% reserve requirement may be appropriated during the fiscal year through a budget amendment. As a result, General Fund expenditures may exceed the adopted budget while staying within the expenditure limits of the modified budget.

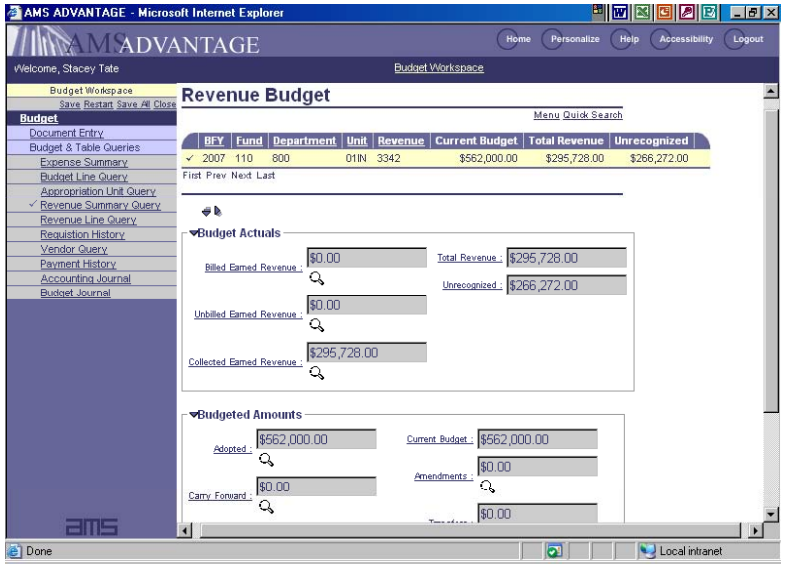
Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Budget and Finance Officer	1.0	1.0	1.0
Management and Budget Analyst	2.0	2.0	2.0
Cost Center Total	**3.0**	**3.0**	**3.0**

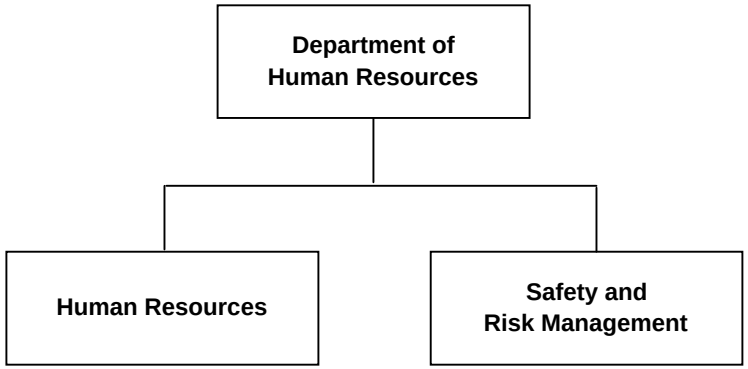
Financial System – Expense Budget Detail Query

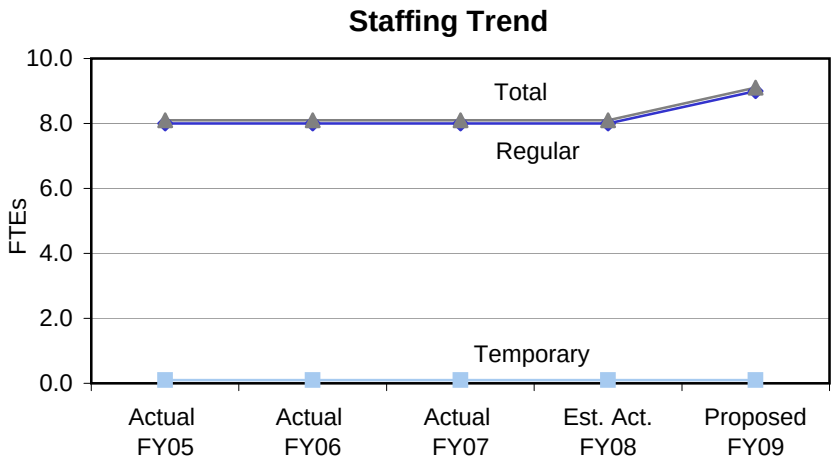


Financial System – Revenue Budget Detail Query



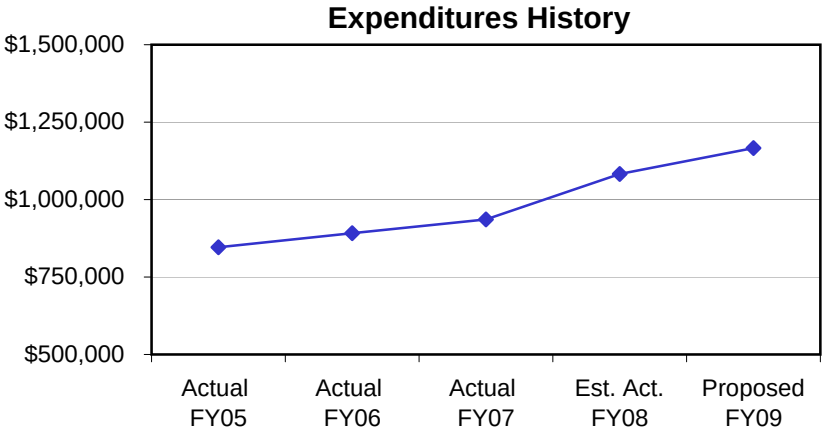
Department of Human Resources

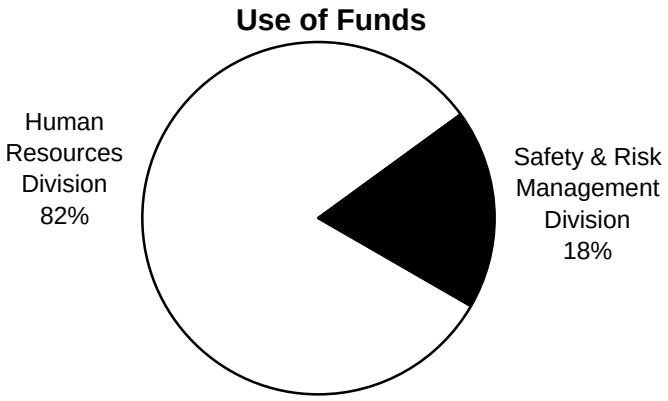




Department Mission Statement

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





Department of Human Resources

Department Summary

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Division				
Human Resources	757,602	818,088	882,867	953,491
Safety & Risk Management	178,430	199,446	199,446	213,046
Department Total	**$936,032**	**$1,017,534**	**$1,082,313**	**$1,166,537**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Type				
Salary and Wages	641,335	634,674	634,674	741,400
Benefits	117,672	126,700	126,579	145,121
Overtime	0	0	0	0
Personnel Subtotal	**$759,007**	**$761,374**	**$761,253**	**$886,521**
Contractual Services	150,667	228,856	297,081	253,687
Commodities	26,358	27,304	23,979	26,329
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$177,025**	**$256,160**	**$321,060**	**$280,016**
Department Total	**$936,032**	**$1,017,534**	**$1,082,31**	**$1,166,537**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Dept. Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	936,032	1,017,534	1,082,313	1,166,537
Subtotal	**$936,032**	**$1,017,534**	**$1,082,313**	**$1,166,537**
Department Total	**$936,032**	**$1,017,534**	**$1,082,313**	**$1,166,537**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Division (FTEs)				
Regular				
Human Resources	6.0	6.0	6.0	7.0
Safety & Risk Management	2.0	2.0	2.0	2.0
Regular Subtotal	**8.0**	**8.0**	**8.0**	**9.0**
Temporary				
Human Resources	0.1	0.1	0.1	0.1
Temporary Subtotal	**0.1**	**0.1**	**0.1**	**0.1**
Department Total	**8.1**	**8.1**	**8.1**	**9.1**

Department of Human Resources

Department Summary

Department Overview:

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

Significant Changes:

Adopted FY08 to Estimated Actual FY08

The Human Resources Department preformed an executive search for a new Director of the Community Planning and Development Services. The contract fot the Compensation Study was awarded in FY08 and the amount was $20,000 greater than the estimated cost. The department also implemented a new online Human Resources applicant tracking system called NeoGov.

Estimated Actual FY08 to Proposed FY09

A key initiative for FY09 is to provide more enhanced training to City of Rockville employees. A new Training Coordinator position has been added to deliver supervisory training and staff training to union and non-union employees. New training on Federal regulations, including the Family Medical Leave Act (FMLA), Fair Labor Standards Act (FLSA) and harassment, will be offered to supervisors along with an enhanced program in project management training.

Department History:

	Actual FY06	Actual FY07	Est. Act. FY08	Estimate FY09
Number of citizen service requests (CSRs) received and responded to	5	0	0	5
Percent of employee performance evaluations completed before their anniversary date	100%	100%	67%	90%
Turnover rate	0.0%	12.5%	37.5%	0.0%
Lost Time	3.2%	2.4%	3.0%	2.4%

Supplemental Information:

High Performance Organization Pay System

Percentage Increase	Employee Performance Minimum Standards	Top of Pay Band
3.5% plus 2.5% lump sum	All Successful or better ratings with a Minimum of 11 Highly Successful Ratings	1.5% of base salary – Lump Sum or Equal % of Annual Leave *
3.5% plus 1.25% lump sum	All Successful or better ratings with a Minimum of 8 Highly Successful Ratings	1.0% of base salary – Lump Sum or Equal % of Annual Leave *
3.5%	All Acceptable or better ratings with a Minimum of 10 Successful/Highly Successful Ratings	N/A
2.25%	All Acceptable or better ratings	N/A
1.0%	1 Unsatisfactory Rating	N/A
0%	Two or more Unsatisfactory Ratings	N/A

* For example:
- 2.5% for a 37.5 hour per week employee equals 48.8 hours
- 1.25% for a 37.5 hour per week employee equals 24.4 hours
- 2.5% for a 40 hour per week employee equals 52 hours
- 1.25% for a 40 hour per week employee equals 26 hours

Division: Human Resources

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Human Resources	757,602	818,088	882,867	953,491
Division Total	**$757,602**	**$818,088**	**$882,867**	**$953,491**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	505,274	502,274	502,274	594,200
Benefits	88,134	98,200	98,079	117,821
Overtime	0	0	0	0
Personnel Subtotal	**$593,408**	**$600,474**	**$600,353**	**$712,021**
Contractual Services	138,425	190,945	259,170	215,776
Commodities	25,769	26,669	23,344	25,694
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$164,194**	**$217,614**	**$282,514**	**$241,470**
Division Total	**$757,602**	**$818,088**	**$882,867**	**$953,491**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	757,602	818,088	882,867	953,491
Subtotal	**$757,602**	**$818,088**	**$882,867**	**$953,491**
Division Total	**$757,602**	**$818,088**	**$882,867**	**$953,491**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Human Resources	6.0	6.0	6.0	7.0
Regular Subtotal	**6.0**	**6.0**	**6.0**	**7.0**
Temporary				
Human Resources	0.1	0.1	0.1	0.1
Temporary Subtotal	**0.1**	**0.1**	**0.1**	**0.1**
Division Total	**6.1**	**6.1**	**6.1**	**7.1**

Division: Human Resources

Division Purpose:

The purpose of the Human Resources Division is to provide for the recruitment, selection, and evaluation of City employees; take an active role in personnel management, labor relations, wage administration, and human resource development; interpret union contracts and the Personnel Policies and Procedures; maintain the appropriate record keeping to remain in compliance with State and Federal employment guidelines; and to fulfill the benefit requirements for the City of Rockville employees and their families in order to attract and retain a quality workforce which provides exceptional services to the constituents of the City in a cost effective manner.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

The Human Resources Division facilitated an Executive Search for a new Community Planning and Development Services Director. The department also implemented a new online Human Resources applicant tracking system call NeoGov.

Estimated Actual FY08 to Proposed FY09

The Proposed FY09 Budget portrays a new investment by the City in providing Citywide training to all employees. A new Training Coordinator position has been added to organize and provide the needed staff training. New courses in Federal regulations including the Family Medical Leave Act (FMLA), Fair Labor Standards Act (FLSA) and harassment will be provided to supervisors. The City will also provide an enhanced project management training program.

Recruitment cost increased $15,000 due to the increased cost of advertising and outreach needed to attract quality employees to the City of Rockville.

Cost Center: Human Resources

Objectives:

- Examine internal policies and management practices to ensure that they provide for more flexible and modern Human Resources approaches
- Ensure that the benefits and compensation systems are flexible and agile enough to meet the needs of the workforce for the future
- Examine what impact the “Boomers” retirement will have on the City of Rockville

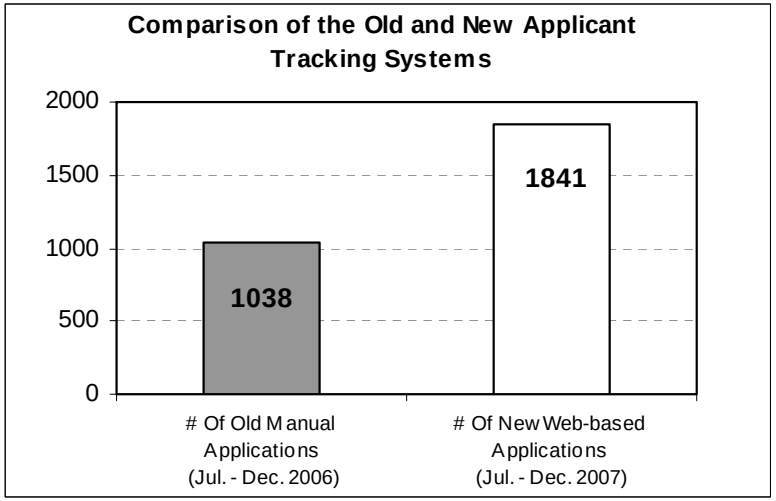
Workload Measures:

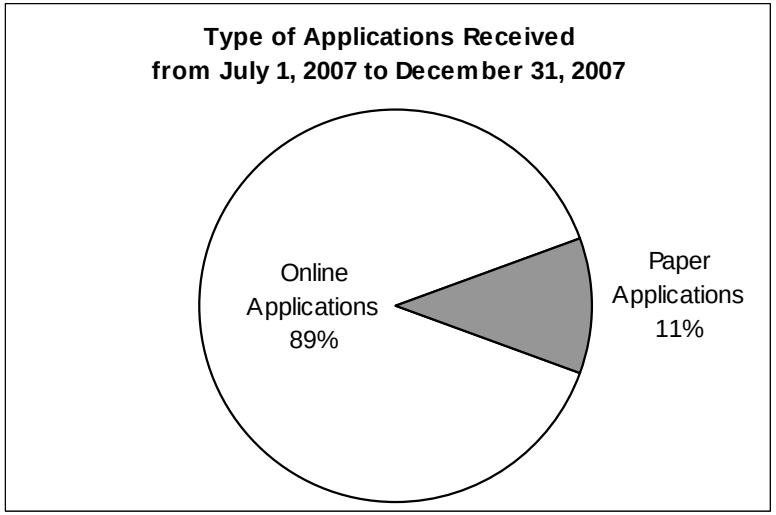
	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of benefited employees served per assigned FTE (7 FTE)	73.0	75.5	75.5	76.5
Number of benefited regular, part-time, and temporary employees served	1,495	1,500	1,500	1,625
Number of positions filled (Regular and Temporary)	123	124	124	108
Average number of days to conduct recruitments	40.0	45.0	45.0	49.2
Number of separations processed (Regular)	59	50	50	60

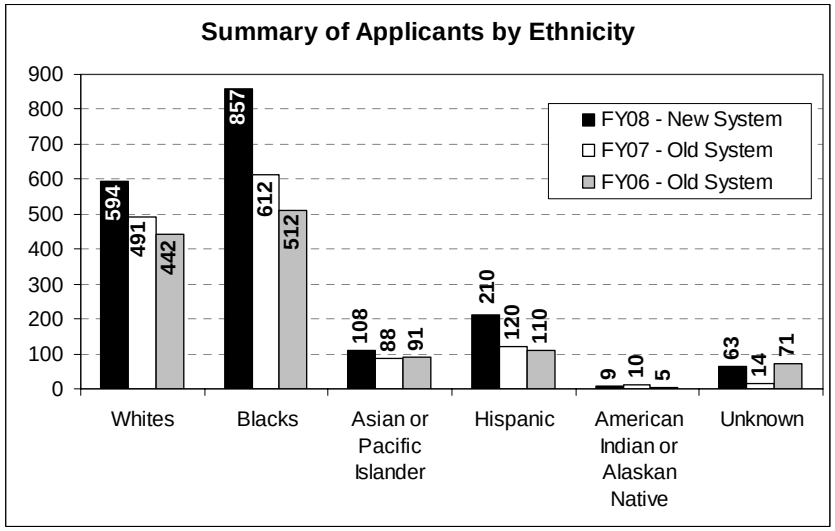
Regular Positions:

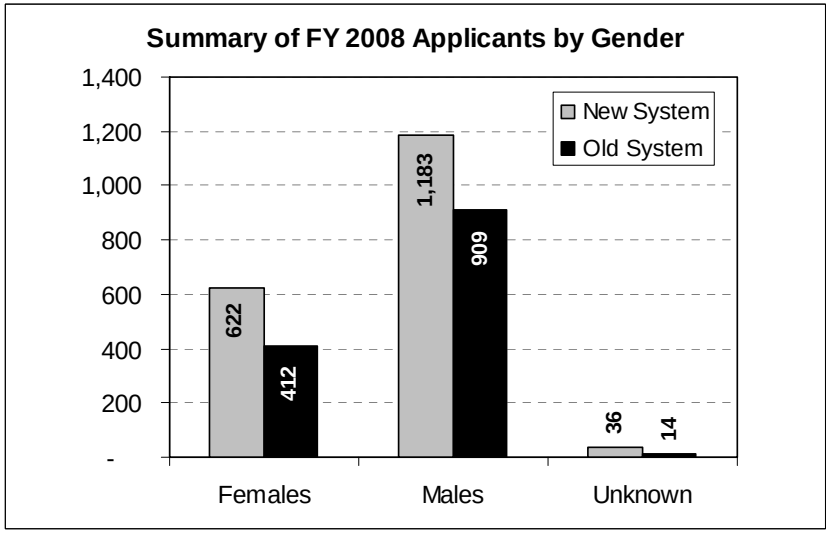
Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Director of Human Resources	1.0	1.0	1.0
Human Resources Administrators	3.0	3.0	3.0
Human Resources Assistants	2.0	2.0	2.0
Training Coordinator	0.0	0.0	1.0
Cost Center Total	**6.0**	**6.0**	**7.0**

Supplemental Information:









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Division: Safety & Risk Management

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Safety & Risk Management	178,430	199,446	199,446	213,046
Division Total	**$178,430**	**$199,446**	**$199,446**	**$213,046**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	136,061	132,400	132,400	147,200
Benefits	29,538	28,500	28,500	27,300
Overtime	0	0	0	0
Personnel Subtotal	**$165,599**	**$160,900**	**$160,900**	**$174,500**
Contractual Services	12,242	37,911	37,911	37,911
Commodities	589	635	635	635
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$12,831**	**$38,546**	**$38,546**	**$38,546**
Division Total	**$178,430**	**$199,446**	**$199,446**	**$213,046**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund	178,430	199,446	199,446	213,046
Subtotal	**$178,430**	**$199,446**	**$199,446**	**$213,046**
Division Total	**$178,430**	**$199,446**	**$199,446**	**$213,046**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Safety & Risk Management	2.0	2.0	2.0	2.0
Regular Subtotal	**2.0**	**2.0**	**2.0**	**2.0**
Temporary				
Temporary Subtotal	**0.0**	**0.0**	**0.0**	**0.0**
Division Total	**2.0**	**2.0**	**2.0**	**2.0**

Division: Safety & Risk Management

Division Purpose:

It is the goal of the Safety and Risk Management Division to provide a safe work environment for all City employees and ensure the safest possible delivery of City services. We strive to meet this goal through a proactive approach toward regulatory compliance, employee training, claims management and the protection of City assets.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

None.

Estimated Actual FY08 to Proposed FY09

None.

Cost Center: Safety & Risk Management

Objectives:

- Closely monitor and manage the worker's compensation, liability and automobile claims process
- Conduct safety training for employees
- Maintain a proactive loss prevention philosophy toward the protection of City assets

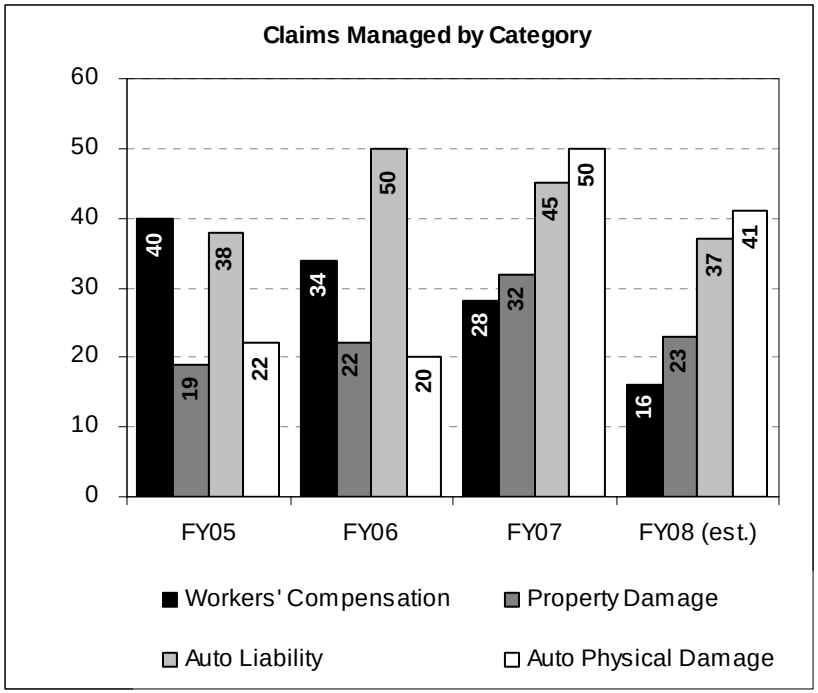
Workload Measures:

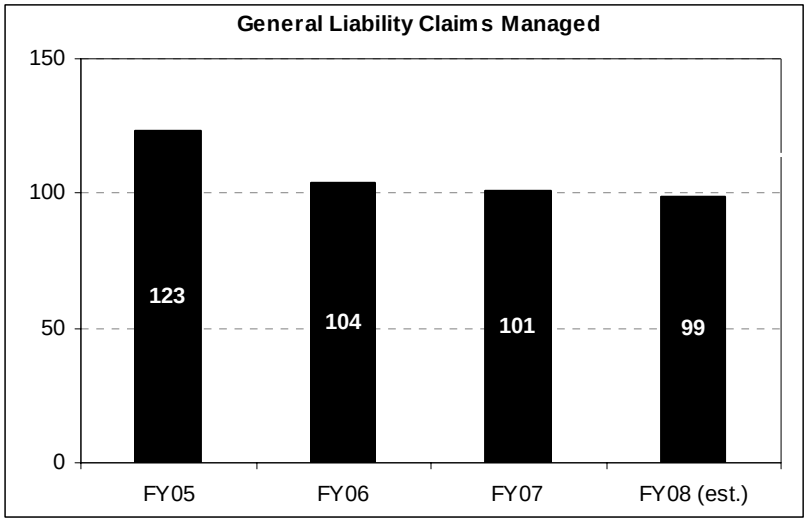
	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of employees trained in safety	75	500	500	456
Number of OSHA reportable, workers compensation claims	24	20	20	15
Number of auto, property and liability claims managed	188	165	165	175

Regular Positions:

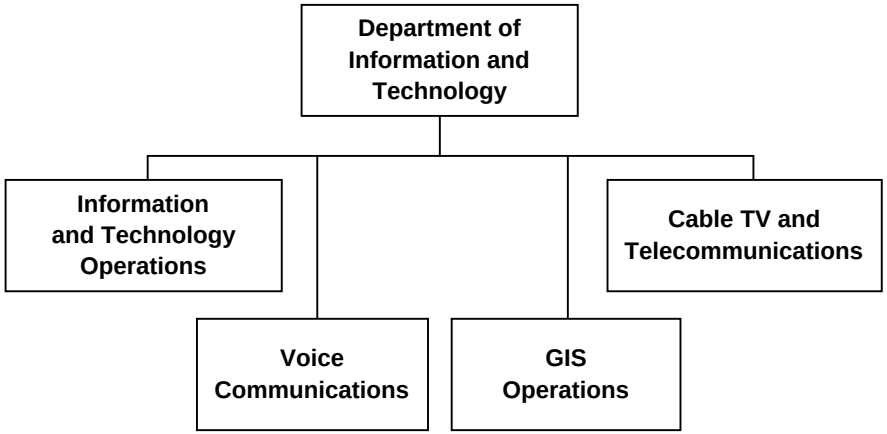
Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Safety and Risk Manager	1.0	1.0	1.0
Secretary I	1.0	1.0	1.0
Cost Center Total	**2.0**	**2.0**	**2.0**

Supplemental Information:

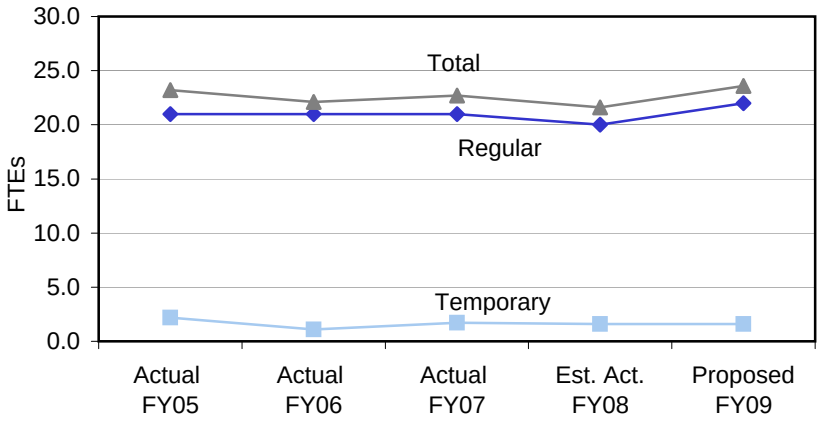



General Liability Claims Managed
150
100
50
0
123
104
101
99
FY05
FY06
FY07
FY08 (est.)

Department of Information and Technology



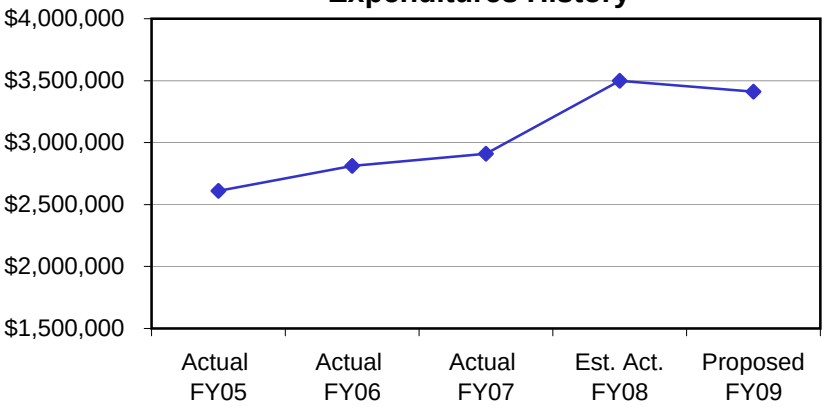
Staffing Trend



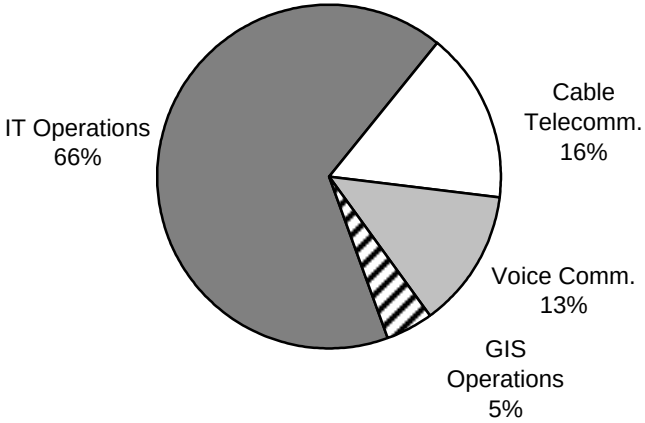
Department Mission Statement

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

Expenditures History



Use of Funds



Department of Information and Technology

Department Summary

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Division				
IT Operations	1,976,295	2,078,942	2,164,936	2,263,443
IT Special Projects *	17,031	62,997	174,703	N/A
Cable Television and Telecommunications	457,385	562,170	550,304	550,555
Voice Communications	314,678	411,929	456,186	441,810
GIS Operations	144,898	150,900	151,773	156,200
Department Total	**$2,910,287**	**$3,266,938**	**$3,497,902**	**$3,412,008**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Type				
Salary and Wages	1,541,695	1,564,422	1,562,280	1,698,323
Benefits	355,377	400,700	400,700	424,081
Overtime	2,397	5,024	4,500	2,600
Personnel Subtotal	**$1,899,469**	**$1,970,146**	**$1,967,480**	**$2,125,004**
Contractual Services	609,966	770,429	807,408	839,815
Commodities	52,105	75,708	74,764	71,529
Capital Outlays	348,747	450,655	648,250	375,660
Other	0	0	0	0
Operating Subtotal	**$1,010,818**	**$1,296,792**	**$1,530,422**	**$1,287,004**
Department Total	**$2,910,287**	**$3,266,938**	**$3,497,902**	**$3,412,008**

* The IT Special Projects Division will close at the end of FY08. Although the Division pages have been removed from this document, the FY07 and FY08 budget numbers and FTEs are included with the department summary charts on this page.

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Department Funds				
Departmental Revenue				
Land Rental	N/A	127,962	127,962	136,055
Cable Franchise Fees	N/A	517,960	517,960	532,420
Subtotal	**N/A**	**$645,922**	**$645,922**	**$668,475**
Fund Contribution				
General (110)	2,910,287	2,621,016	2,851,980	2,743,533
Subtotal	**$2,910,287**	**$2,621,016**	**$2,851,980**	**$2,743,533**
Department Total	**$2,910,287**	**$3,266,938**	**$3,497,902**	**$3,412,008**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Division (FTEs)				
Regular				
IT Operations	13.5	12.5	12.5	14.5
IT Special Projects *	0.0	0.0	0.0	N/A
Cable Television and Telecommunications	5.5	5.5	5.5	5.5
Voice Communications	1.0	1.0	1.0	1.0
GIS Operations	1.0	1.0	1.0	1.0
Regular Subtotal	**21.0**	**20.0**	**20.0**	**22.0**
Temporary				
IT Operations	1.2	1.0	1.0	1.0
Cable Television and Telecommunications	0.5	0.6	0.6	0.6
Temporary Subtotal	**1.7**	**1.6**	**1.6**	**1.6**
Department Total	**22.7**	**21.6**	**21.6**	**23.6**

Department of Information and Technology

Department Summary

Department Overview:

The Department of Information and Technology (IT) manages the City's telecommunications, telephone, cable television, and computer systems including mainframes, personal computers, mobile computers, wireless communications devices, and local and wide area networks. The department also maintains and manages the City's Web site and Geographic Information Systems (GIS), and collects revenues from telecommunications related activities. The Department consists of four divisions including IT Operations, Cable Television and Telecommunications, Voice Communications, and GIS.

The objectives and projects performed by the department support the Mayor and Council's goal of enhancing the City government's performance by providing staff with efficient and effective technological tools to perform their work and serve the public.

Objectives:

- Pursue green computing alternatives to support the City's sustainability strategy and reduce power consumption
- Complete the implementation of a comprehensive disaster recovery plan and begin table top drills and other tests
- Continue to increase disaster recovery capability at the public works maintenance facility through the use of remote storage with the newly implemented Storage Area Network (SAN) and standby virtual servers for critical systems
- Extend the City's I-Net to the new Thomas Farm Community Center
- Continue offering computer training opportunities for City employees with the computer learning facility at City Hall
- Negotiate with Verizon and other applicants who wish to use the City's right-of-way to deploy fiber and erect wireless facilities
- Expand the offerings of video on demand to include all meeting coverage
- Provide ongoing coverage of the major planning initiatives including the zoning code rewrite and the Rockville Pike Plan
- Provide live and replay television coverage of Mayor and Council meetings, Planning Commission meetings, and Historic District Commission meetings conducted at City Hall and air taped coverage of Board of Appeals agenda items of wide community interest

Significant Changes:

Adopted FY08 to Estimated Actual FY08

The Department formed a task force with cross-departmental representation to update the City's wireless telecommunications policy, which eliminates City ownership of individually assigned cell phones. In order to improve efficiency and compliance with IRS regulations, authorized cell phone users will receive a stipend and will be responsible for procuring and maintaining their own cell service for conducting City business.

The Estimated Actual FY08 expenditures are $230,964 more than the Adopted FY08 due to purchase orders that carried over from FY07 into FY08.

Estimated Actual FY08 to Proposed FY09

Implement the new wireless telecommunications policy. The wireless telecommunications budget will be reappropriated to provide stipends to qualified employees. The employee stipends will be budgeted in specific departments and cost centers.

Add 1.0 FTE Network and PC Support Specialist in the Operations Division. This position is needed to improve service and response time for the network and PC Support group, which operates the help desk and provides many additional services including the installation of new desktop hardware and software, tape backups of all servers, firewall management, antivirus management, and support of numerous applications for every department in the City

Add 1.0 FTE Network Engineer in the Operations Division. This position is needed to assist with network administration, planning, and support. This position will serve an important role in assisting and sharing the duties of the City's Senior Network Engineer.

Department History:

	Actual FY06	Actual FY07	Est. Act. FY08	Estimate FY09
Number of citizen service requests (CSRs) received and responded to	18	7	9	12
Percent of employee performance evaluations completed before their anniversary date	50%	34%	40%	50%
Turnover rate	14.3%	4.8%	5.0%	10.0%
Lost time	3.5%	3.6%	3.0%	3.5%

Division: Information and Technology Operations

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
IT Operations	1,976,295	2,078,942	2,164,936	2,263,443
Division Total	**$1,976,295**	**$2,078,942**	**$2,164,936**	**$2,263,443**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	1,069,692	1,059,380	1,059,380	1,175,223
Benefits	249,679	279,400	279,400	299,681
Overtime	0	0	0	0
Personnel Subtotal	**$1,319,371**	**$1,338,780**	**$1,338,780**	**$1,474,904**
Contractual Services	342,523	387,350	388,399	417,725
Commodities	20,281	34,154	33,210	32,154
Capital Outlays	294,120	318,658	404,547	338,660
Other	0	0	0	0
Operating Subtotal	**$656,924**	**$740,162**	**$826,156**	**$788,539**
Division Total	**$1,976,295**	**$2,078,942**	**$2,164,936**	**$2,263,443**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General (110)	1,976,295	2,078,942	2,164,936	2,263,443
Subtotal	**$1,976,295**	**$2,078,942**	**$2,164,936**	**$2,263,443**
Division Total	**$1,976,295**	**$2,078,942**	**$2,164,936**	**$2,263,443**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
IT Operations	13.5	12.5	12.5	14.5
Regular Subtotal	**13.5**	**12.5**	**12.5**	**14.5**
Temporary				
IT Operations	1.2	1.0	1.0	1.0
Temporary Subtotal	**1.2**	**1.0**	**1.0**	**1.0**
Division Total	**14.7**	**13.5**	**13.5**	**15.5**

Division: Information and Technology Operations

Division Purpose:

Manage and maintain the City's telecommunications and computer systems, including servers, firewall, personal computers (PCs), laptops, Personal Digital Assistant (PDAs), network printers, mobile data units, and the institutional network. Support approved software applications used in all City operations. Manage and maintain City's Web site, intranet, and e-government services.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

Phase II of the financial system implementation (including payroll and human resources modules) was started with an expected "go-live" date in March 2008.

Installation of phase I for WiFi access in the new Rockville Town Square plaza area was completed in October 2007 and phase II, which will extend coverage to Maryland and Gibbs Streets will be completed in the spring of 2008.

Started the development of a comprehensive contingency and disaster recovery plan.

Configured and installed a wireless access point in the Mayor and Council Chambers. The technology now allows staff, visitors, and vendors much more convenient network and Internet connectivity in the Mayor and Council Chambers.

Upgraded the Recreation Department's automated registration system, Rock Enroll. Periodic upgrades to the system are required to take advantage of new features released by the vendor. These new capabilities improve Recreation's service offerings, and impact revenue generated from classes, memberships, events, and point-of-sale transactions. Tasks included server hardware sizing, operating system updates, testing of client and point-of-sale hardware, database conversion, custom report re-generation, interaction with eCommerce and credit card service providers, and coordination with the Finance Department on interfaces. Updates to fifty desktop clients at seven locations were planned and accomplished.

The eGenda system, an in-house Lotus Notes custom-built application, was planned, developed, tested and put into production. This system automates the entire agenda creation process and involves staff from all departments as well as citizens. Staff members electronically create the agenda item, route it through the approval process, and the City Clerk posts the agenda to the web for public viewing. This system has streamlined the process of creating, approving and posting agendas and agenda items.

Estimated Actual FY08 to Proposed FY09

Complete the implementation of WiFi in Town Square and evaluate its effectiveness.

Begin evaluating the purchase and implementation of a new performance budgeting system.

Add 1.0 FTE Network and PC Support Specialist to improve service and response time for the network and PC Support group. This group operates the help desk and provides many additional services including the installation of new desktop hardware and software, tape backups of all servers, firewall management, antivirus management, and support of numerous applications for every department in the City

Add 1.0 FTE Network Engineer to assist with network administration, planning, and support. This position will serve an important role in assisting and sharing the duties of the City's Senior Network Engineer.

Information and Technology Projects

Project	Estimated Start	Estimated Completion	Estimated Cost
HR / Payroll Upgrade Phase II	May 2007	February 2008	Not to Exceed $200,000
Phase-out Mainframe	February 2007	May 2008	No Cost
Upgrade to Lotus Notes R8	February 2008	December 2008	Software included as part of annual software maintenance fee
Laptops for Inspectors	April 2006	March 2008	$100,000
Video on Demand	January 2008	May 2008	$40,000 initial cost $1,771/month maint.
WiFi for Town Square Phase I (Plaza Area)	February 2006	October 2007	No Cost
WiFi for Town Square Phase II (Gibbs & Maryland)	February 2006	April 2008	No Cost
Disaster Recovery Plan	September 2007	August 2008	$49,000

Cost Center: PC Support, Applications, and Network

Objectives:

- Manage and maintain City network with at least 99.9 percent availability
- Provide hardware and software support for 369 personal computers, 13 PDA devices, 51 laptops, 45 servers, and 34 network printers at 16 locations within the City
- Replace one third of the City's 369 personal computers each fiscal year
- Manage and maintain the centralized backup/restore system
- Develop, maintain and support over 51 critical business applications such as the financial and human resources systems, permitting system, email/scheduling/collaboration system, web-based applications, utility billing, and refuse system
- Complete major upgrade of Lotus Notes, the City's e-mail, scheduling, and collaboration software
- Continue computer training offerings to City staff through the use of the newly constructed computer learning center at City Hall
- Following the development of a comprehensive disaster recovery plan, begin testing critical systems with the use of table top exercises and disaster simulations

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Network availability	99.9%	99.9%	99.9%	99.9%
Percent of PCs replaced	33.0%	33.0%	33.0%	33.0%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of help desk requests for Network and PC Support services per FTE (includes an average 1 FTE intern)	385	360	360	350

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Director of IT	1.0	1.0	1.0
Senior Network Engineer	1.0	1.0	1.0
Senior Systems Analyst/Project Leader	2.0	2.0	2.0
Systems Analyst/Project Leader	1.0	1.0	1.0
Network Engineer	0.0	0.0	1.0
Network and PC Support Manager	1.0	1.0	1.0
Network and PC Support Specialist I	2.0	2.0	2.0
Network and PC Support Specialist II	1.0	1.0	2.0
Computer Analyst/Programmer	1.0	1.0	1.0
Computer Operator – PT	0.5	0.5	0.5
Administrative Assistant II	1.0	1.0	1.0
Security and Application Administrator	0.0	1.0	1.0
Web Administrator *	1.0	0.0	0.0
Web/Graphics Assistant *	1.0	0.0	0.0
Cost Center Total	**13.5**	**12.5**	**14.5**

* These positions were located in a separate cost center, Web site and Intranet, for FY07. The Web site and Intranet cost center was moved to the Department of the City Manager beginning in FY08.

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Division: Cable Television and Telecommunications

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Cable Television & Telecommunications	457,385	562,170	550,304	550,555
Division Total	**$457,385**	**$562,170**	**$550,304**	**$550,555**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	340,479	367,142	365,000	376,700
Benefits	73,770	84,400	84,400	85,900
Overtime	2,397	5,024	4,500	2,600
Personnel Subtotal	**$416,646**	**$456,566**	**$453,900**	**$465,200**
Contractual Services	9,893	33,050	23,850	46,980
Commodities	30,846	40,554	40,554	38,375
Capital Outlays	0	32,000	32,000	0
Other	0	0	0	0
Operating Subtotal	**$40,739**	**$105,604**	**$96,404**	**$85,355**
Division Total	**$457,385**	**$562,170**	**$550,304**	**$550,555**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
Land Rental *	N/A	127,962	127,962	136,055
Cable Franchise Fees *	N/A	517,960	517,960	532,420
Subtotal	**N/A**	**$645,922**	**$645,922**	**668,055**
Fund Contribution				
General Fund (110)	457,385	(83,752)	(95,618)	(117,920)
Subtotal	**$457,385**	**($83,752)**	**($95,618)**	**($117,920)**
Division Total	**$457,385**	**$562,170**	**$550,304**	**$550,555**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Cable Television & Telecommunications	5.5	5.5	5.5	5.5
Regular Subtotal	**5.5**	**5.5**	**5.5**	**5.5**
Temporary				
Cable Television & Telecommunications	0.5	0.6	0.6	0.6
Temporary Subtotal	**0.5**	**0.6**	**0.6**	**0.6**
Division Total	**6.0**	**6.1**	**6.1**	**6.1**

* Revenues were budgeted in Non-Departmental for FY07 and prior years.

Division: Cable Television and Telecommunications

Division Purpose:

To increase citizen understanding, awareness and participation in City government, and employees' awareness and understanding of the City by providing effective communication through Rockville's cable channel, the Rockville Channel (TRC 11) and video on the City's Web site (streaming and video on demand). To manage and coordinate development and implementation of the City's cable television and telecommunications policies and agreements.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

None.

Estimated Actual FY08 to Proposed FY09

Continue the video on demand/linked document service in FY09, the monthly fee has increased to cover service enhancements, including "podcasting." The annual fee for 12 months of service has increased from $14,400 to $21,250.

Computer hardware costs have decreased by $32,000 due to the one-time purchase of video on demand/linked document service in FY08.

Cost Center: Cable Television and Telecommunications

Objectives:

- Provide live and replay television coverage of all Mayor and Council meetings, Planning Commission meetings, and Historic District Commission meetings conducted at City Hall
- Provide live streaming of TRC 11 on the City's Web site
- Provide video on demand of Mayor and Council and Planning Commission meetings and other selected TRC 11 programs on the City's Web site
- Provide a service linking Mayor and Council and Planning Commission agendas to video of the meetings on the City's Web site, making it possible to view the video of a selected agenda item without having to watch the entire meeting
- Produce and air taped coverage of Board of Appeals agenda items of wide community interest
- Produce and air 20 editions of City Hall Report (news program), each including multiple segments: news, city government calendar, Inside Rec & Parks/On Patrol (alternating), In the Planning Pipeline, and interviews
- Produce and air 20 editions of Cityline (interview program) focusing on City issues, programs, projects, operations, events, etc.
- Produce and air television coverage of at least two events using remote production equipment
- Produce and air 22 "special" productions (e.g., documentaries, interviews, in-depth treatment of a subject, special meetings, special events, public service announcements, promotional announcements)
- Provide superimposed "crawl" text messages as needed for emergency and urgent information (e.g., snow emergencies, meeting cancellations, facility closing, service changes, etc.)
- Compose and air 400 television bulletin board announcements
- Provide copies upon request of TRC programs for elected officials, residents, organizations, and City departments
- Participate in the development and implementation of a communications strategic plan

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of Citizen Survey respondents who watched a Rockville Mayor & Council meeting or other programming on the Rockville Channel *	36%	36%	36%	40%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of meetings televised	75	75	75	72
Number of programs produced using remote production equipment	1	5	5	2

Department of Information and Technology

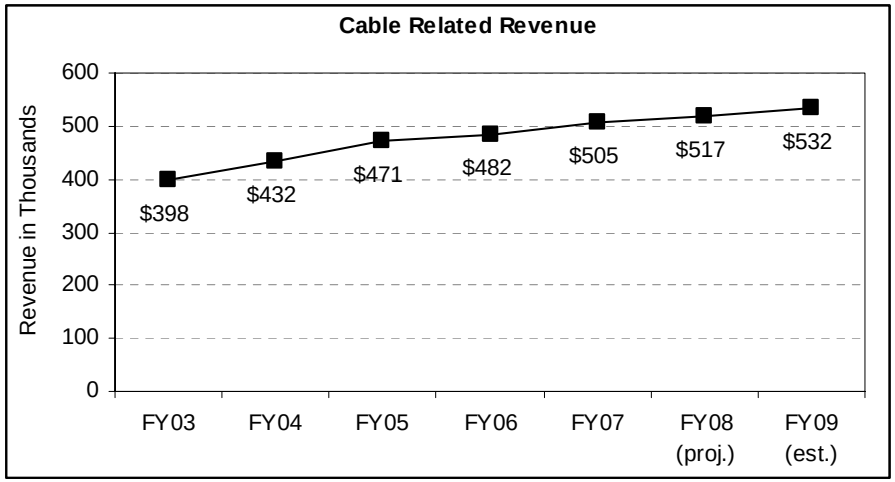
	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of programs produced and aired:				
• News programs (City Hall Report)	19	20	20	20
• Interview programs (Cityline)	12	20	20	20
• Mayor and Council Review programs	6	10	10	0
• "Special" programs/productions	29	22	22	22
Number of copies of programs made in response to requests	90	110	110	100
Number of television bulletin board announcements produced and aired	400	400	400	400
Number of candidate forums covered and aired*	N/A	3	3	N/A
Number of candidate's statements programs produced and aired*	N/A	1	1	N/A
Number of live election night programs produced and aired*	N/A	1	1	N/A
Number of election information Public Service Announcements produced and aired (English/Spanish)*	N/A	5/5	5/5	N/A
Number of election bulletin board announcements produced and aired (English/Spanish)*	N/A	5/5	5/5	N/A
Number of "crawl" messages (emergency or urgent information)	N/A	N/A	12	12

* The City conducts Mayor and Council elections every two years. An election was conducted in FY08 and the next election will take place in FY10.

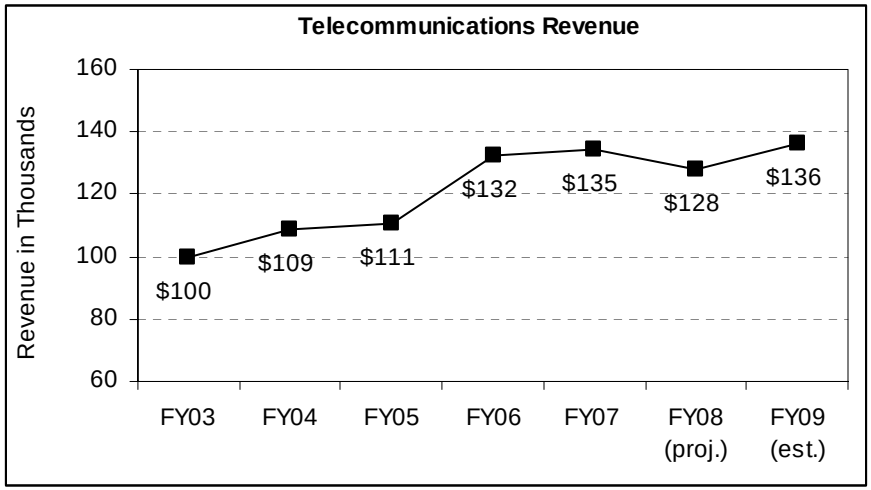
Regular Positions:

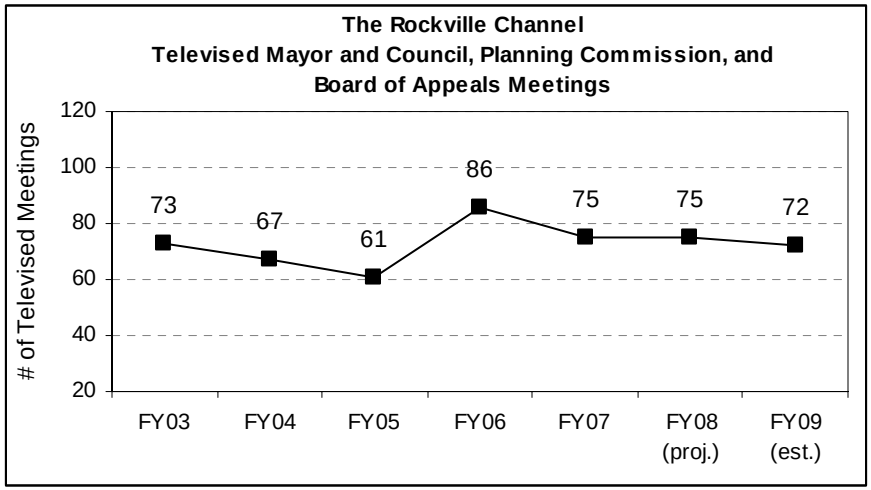
Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Television and Telecommunications	1.0	1.0	1.0
Television Writer/Producer	1.0	1.0	1.0
Cable TV Production Specialist II	2.0	2.0	2.0
Associate Producer/Director	1.0	1.0	1.0
Video Technician	0.5	0.5	0.5
Cost Center Total	**5.5**	**5.5**	**5.5**

Supplemental Information:



Department of Information and Technology





*Notes: City added TV coverage of Mayor and Council Work Sessions and Planning Commission Meetings in September of FY03. Fewer Mayor and Council meetings were scheduled during the first half of FY05. In FY05, the City added coverage of Historic District Commission Meetings and taped replay coverage of some Board of Appeals meetings.

The Rockville Channel National Awards for Excellence in Government Television Programming

Award Category	Year(s) Awarded	Award Granting Organization
Public Meeting Coverage	1995, 1997, 2000, 2001, 2002, 2003, 2004, 2005, 2006	NATOA*
Election Coverage	2000, 2002, 2004, 2006	NATOA, 3CMA**
News Program	1995, 1996,	NATOA, CHPI***
Overall Programming	2002	NATOA
Overview of City Government	2001	NATOA
Profile of a City department	**2007**	NATOA
Public Safety	1998,1999	3CMA, NATOA
Public Education	2002, 2004	NATOA, 3CMA
Ethnic Experience	2004	NATOA
Interview/Talk Show	1997	NATOA
Documentary	2002, 2004, 2005	NATOA
Public Health	2002	NATOA
Public Affairs	2003, 2005	NATOA
Public Service Announcement	2003, 2005	NATOA
Channel Promotion	2002	NATOA
Community Awareness	2005, 2006	NATOA
Visual Arts	2006	NATOA

* National Association of Telecommunications Officers and Advisors.
** City County Communications and Marketing Association.
*** City Hall Public Information.

Division: Voice Communications

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Voice Communications	314,678	411,929	456,186	441,810
Division Total	**$314,678**	**$411,929**	**$456,186**	**$441,810**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	62,217	64,600	64,600	68,600
Benefits	17,863	21,500	21,500	22,300
Overtime	0	0	0	0
Personnel Subtotal	**$80,080**	**$86,100**	**$86,100**	**$90,900**
Contractual Services	234,598	325,829	370,086	350,910
Commodities	0	0	0	0
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$234,598**	**$325,829**	**$370,086**	**$350,910**
Division Total	**$314,678**	**$411,929**	**$456,186**	**$441,810**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	314,678	411,929	456,186	441,810
Subtotal	**$314,678**	**$411,929**	**$456,186**	**$441,810**
Division Total	**$314,678**	**$411,929**	**$456,186**	**$441,810**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Voice Communications	1.0	1.0	1.0	1.0
Regular Subtotal	**1.0**	**1.0**	**1.0**	**1.0**
Temporary				
Temporary Subtotal	**0.0**	**0.0**	**0.0**	**0.0**
Division Total	**1.0**	**1.0**	**1.0**	**1.0**

Division: Voice Communications

Division Purpose:

Provide voice communications for City employees and visitors to City facilities by administering, monitoring, and effectuating all repairs, replacements, upgrades, purchases, and billing for the City's telephone and voicemail systems, pagers, and pay phones.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

During FY08, the Division successfully awarded a new long-term contract for the hardware and software maintenance of the I-Net, telephone and voicemail systems.

Completed the final selection process and awarded the contract for providing dial tone service to all of the City of Rockville facilities to a new carrier.

Completed major upgrades to all of the server hardware and software for the VoIP telephone system that provides service to all City of Rockville facilities.

Formed a task force with cross-departmental representation to update the City's wireless telecommunications policy, which eliminates City ownership of individually assigned cell phones. In order to improve efficiency and compliance with IRS regulations, authorized cell phone users will receive a stipend and will be responsible for procuring and maintaining their own cell service for conducting City business.

Estimated Actual FY08 to Proposed FY09

Install new hardware and software to enhance the telephone system's ability to provide service to staff members that are telecommuting during their scheduled work time.

Upgrade the telephone devices and also perform major upgrades of the voicemail system's server and applications.

Implement the new wireless telecommunications policy. The wireless telecommunications budget will be repurposed to provide stipends to qualified employees. The employee stipends will be budgeted in the department and cost center along with the employee's salary and benefits.

Cost Center: Telephone Service

Objectives:

- Provide efficient and reliable equipment, support and service for the users of 421 voice over internet protocol (VoIP) telephones and 53 analog devices throughout 14 City facilities
- Administer and support 536 voice mailboxes, which provide citizens with a reliable and continuous method of leaving messages with City staff at any hour
- Maintain 201 informational mailboxes to provide citizen with facts, directions, and general information about the City of Rockville Government
- Maintain an accurate, centralized directory of numbers for all City telephone users and authorized wireless phone users.

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Telephone system availability	99.9%	100%	100%	100%
Voice mail availability	99.9%	100%	100%	100%
VoIP telephone device failure rate	0.11%	0.15%	0.11%	0.15%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of VoIP telephones supported	412	418	421	441
Number of analog devices supported	53	53	53	50
Number of voice and information mailboxes maintained	738	744	737	757
Number of VoIP phones replaced due to equipment failure	48	65	48	65

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of moves, adds, changes and support calls	247	250	250	220
Number of data circuits supported	N/A	17	15	17

Cost Center: Wireless Service

Objectives:

- Support the new revised wireless communications policy and maintain a loaner pool of five cell phones to be used to support authorized users.
- Maintain 30 pagers for field, recreation, IT and maintenance staff

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of cell phones supported *	171	181	182	5
Number of pagers supported	45	45	45	30
Number of cell phone upgrades *	66	90	90	0
Number of cell phone and cell phone accessory replacements *	40	40	40	0

* The new wireless telecommunications policy eliminates City ownership of individually assigned cell phones. Under the new policy, employees will be responsible for procuring and maintaining their own cell service for conducting City business.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Telecommunications Systems Administrator	1.0	1.0	1.0
Division Total	**1.0**	**1.0**	**1.0**

Supplemental Information:

MULTI-LINGUAL EMPLOYEE VOLUNTEER TRANSLATORS	
ARABIC	**LITHUANIAN**
ELSHAFEI, E.	SAJAUSKAS, V.
SALEH, N.	**PILIPINO**
ARMENIAN	MILLER, P.
BALEKJIAN, H.	**POLISH**
DUTCH	GAWEL, D.
THOMPSON, A.	**PUNJABI**
FRENCH	THUKRAL, O.
THOMPSON, A.	THUKRAL, P.
CANDANEDO, T.	**SPANISH**
GERMAN	ARZE, M.
CANNON, M.	BAYONET, M.
OVER, E.	BEAUVARD, C.
GREEK	DAZA, M.
CANDANEDO, T.	HURTADO, S.
HINDI	LEMUS, L.
THUKRAL, O.	LEVY, D.
THUKRAL, P.	MILLER, P.
ILOCANO	MINERA, M.
MILLER, P.	NADEEM-BINTA, C.
ITALIAN	NEJAD, E.
SALEH, N.	**URDU**
	THUKRAL, O.

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Division: GIS Operations

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
GIS Operations	144,898	150,900	151,773	156,200
Division Total	**$144,898**	**$150,900**	**$151,773**	**$156,200**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	69,307	73,300	73,300	77,800
Benefits	14,065	15,400	15,400	16,200
Overtime	0	0	0	0
Personnel Subtotal	**$83,372**	**$88,700**	**$88,700**	**$94,000**
Contractual Services	22,952	24,200	25,073	24,200
Commodities	978	1,000	1,000	1,000
Capital Outlays	37,596	37,000	37,000	37,000
Other	0	0	0	0
Operating Subtotal	**$61,526**	**$62,200**	**$63,073**	**$62,200**
Division Total	**$144,898**	**$150,900**	**$151,773**	**$156,200**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	144,898	150,900	151,773	156,200
Subtotal	**$144,898**	**$150,900**	**$151,773**	**$156,200**
Division Total	**$144,898**	**$150,900**	**$151,773**	**$156,200**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
GIS Operations	1.0	1.0	1.0	1.0
Regular Subtotal	**1.0**	**1.0**	**1.0**	**1.0**
Temporary				
Temporary Subtotal	**0.0**	**0.0**	**0.0**	**0.0**
Division Total	**1.0**	**1.0**	**1.0**	**1.0**

Division: GIS Operations

Division Purpose:

The GIS Operations Division manages the overall infrastructure of the City's Geographic Information System (GIS). Its primary purpose is to provide GIS technology access and technical support to all employees who use this tool to perform their work more efficiently. In addition, the GIS Operations Division provides public access to selected GIS data through the City's Web site.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

None.

Estimated Actual FY08 to Proposed FY09

None.

Cost Center: GIS Infrastructure Maintenance

Objectives:

- Keep over 200 GIS layers current including coordination, quality control, and guidance to staff users responsible for GIS data such as utilities, traffic and transportation, and zoning
- Update the parcel layer with Maryland state records at least four times per year
- Update aerial photography annually, with new orthophoto and oblique data acquisitions alternating by year
- Maintain, update and expand web-based mapping utilities on the City's intranet and internet sites
- Replace servers every three years to stay current with latest technology and maintain warranty and technical support
- Continue to expand intranet use of GIS or other contemporary options so that the number of legacy client applications is eliminated
- Maintain high quality in both operation of the GIS enterprise system and in customer service to City staff to achieve a high percentage of combined "satisfied" and "very satisfied" ratings in the bi-annual Internal Customer Satisfaction Survey
- Continue to participate in MC-Maps, a local government consortium in Montgomery County that coordinates the purchase and maintenance of GIS data for local governments in Montgomery County. This relationship allows the City to take advantage of economies of scale and save hundreds of thousands of dollars

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of employees "satisfied" or "very satisfied" with GIS services overall in bi-annual internal survey*	90%	90%	93%	93%
Number of maps generated for Internet users	110,500	100,000	95,000	110,000
Number of maps generated for Intranet users	67,000	60,000	65,000	60,000

* The City conducts internal employee survey every other year. The last survey was conducted in FY08 and the next survey will take place in FY10.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of legacy client applications eliminated	0	1	1	1
Number of updates to the property layer	4	4	5	4
Number of updates to aerial photography	0	1	2	1
Number of servers requiring replacement/number replaced	1/1	2/2	2/2	1/1

Department of Information and Technology

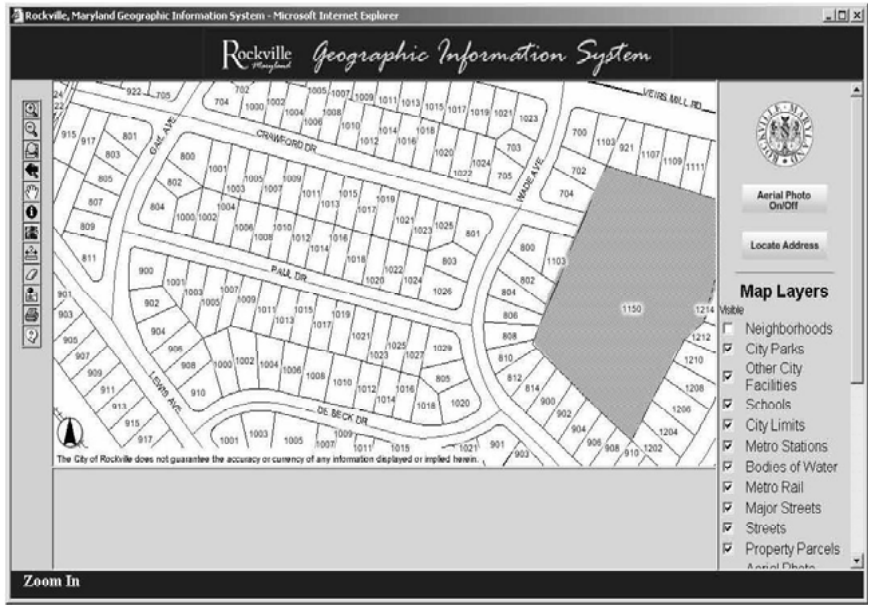
Supplemental Information:

The value of GIS has been well-established within the City over the last several years, serving as the means for creating, storing, and analyzing a vast amount of geographically related information as well as providing the means for producing a wide array of maps.

Continuing to advance the relevance and utilization of GIS requires more than simply managing the GIS infrastructure, but takes strategic action to stay current with technology, applications, and needs. A number of initiatives have been identified to be researched and deployed over the coming years to meet this charge.

- A program of in-house training of staff for the use of web-based and desktop GIS tools and applications was begun in FY07 and will continue. Training staff GIS users further to become more independent, to support each other, and to take on additional GIS responsibilities will allow GIS Operations to better focus on enterprise-wide growth opportunities.
- Making use of newly introduced server and data viewing software from our GIS vendor, ESRI, can provide the means for bringing GIS data and custom applications to more staff as well as to the public.
- Custom applications requiring legacy (outdated) GIS software should be converted to contemporary versions to improve usability and to reduce maintenance effort.
- Mobile access to GIS for staff in the field holds great potential in applications for asset inventory and maintenance, inspection, incident reporting, data analysis, and more.
- Integration of GIS data and applications with other data sources such as permitting, document management, and asset management has the potential to streamline data access and processes which otherwise require the time to search multiple sources for related information.

Screen Capture of GIS Interactive Map on the City's Web site



Department of Information and Technology

Cost Center: GIS Support

Objectives:

- Provide support to users of GIS desktop and web-based applications
- Provide maps, custom tools, or other output in response to production requests which can only be handled by the GIS Operations Division
- Present in-house training classes to increase the number of staff making effective use of web-based and desktop GIS applications
- (Non-GIS) Support other software products including Alchemy Document Management System and Storm Water Management Facility Inspector applications

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of staff attending in-house web-based GIS training (cumulative)	39	50	75	100
Number of staff attending in-house desktop GIS training (cumulative)	6	30	30	40

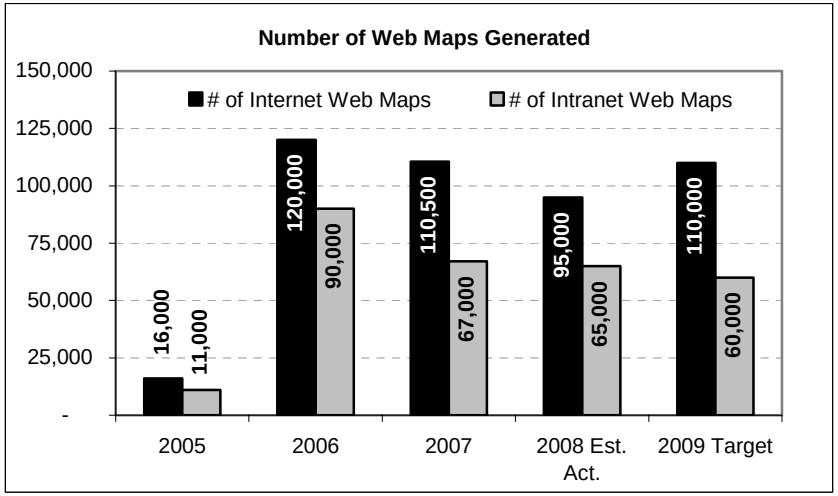
Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of help requests or problem resolution calls	86	150	120	100
Number of production requests	48	75	25	30
Number of GIS training classes held	8	6	6	6
Number of support calls for non-GIS databases	2	20	20	20

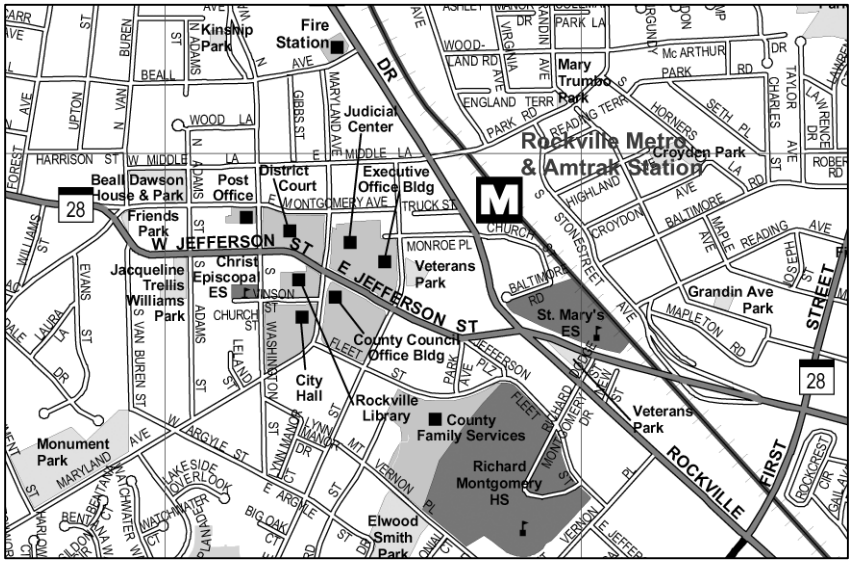
Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
GIS Manager	1.0	1.0	1.0
Division Total	**1.0**	**1.0**	**1.0**

Supplemental Information:

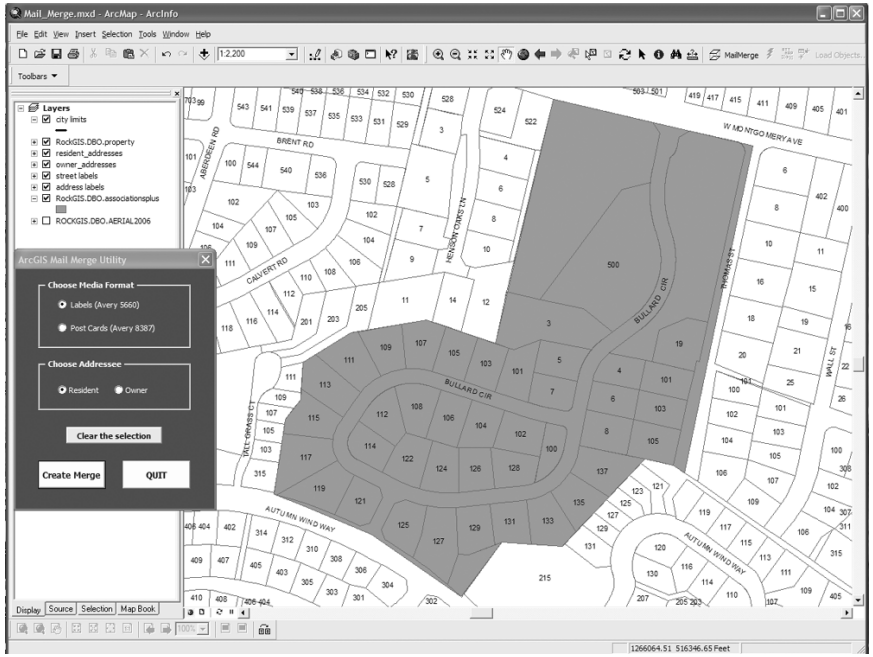


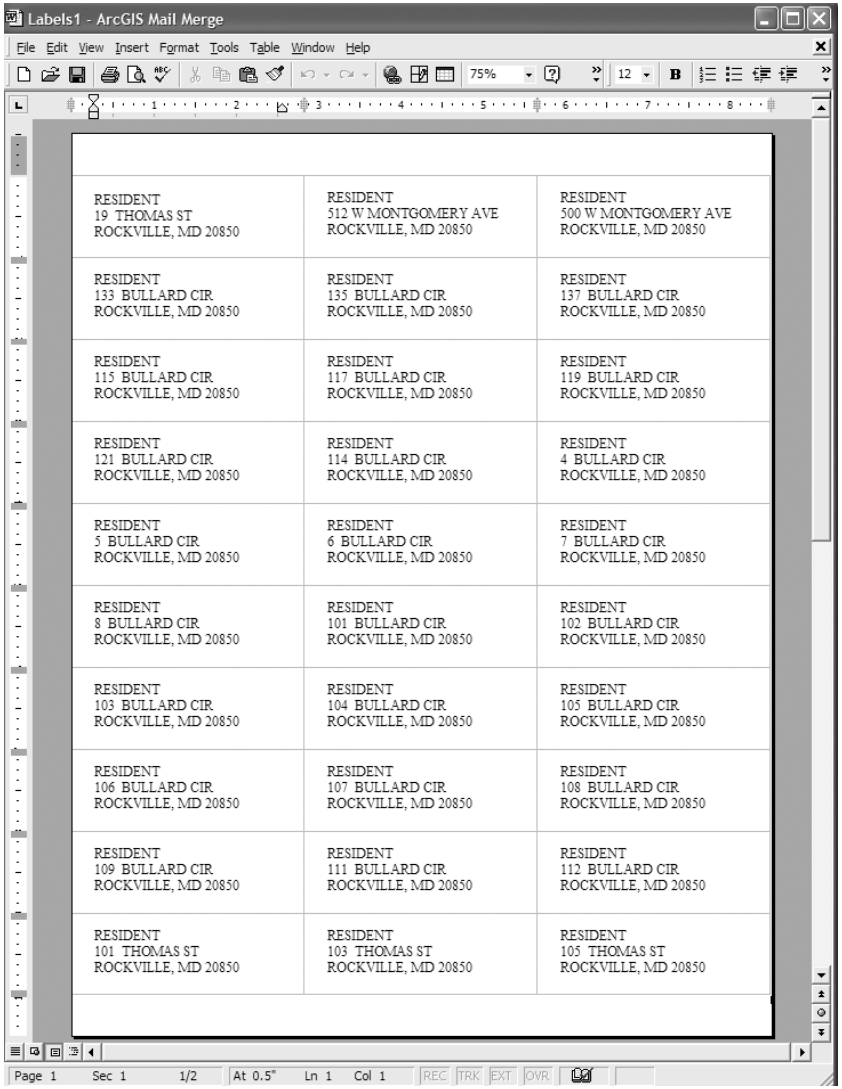
The City of Rockville Printed Map Produced using GIS Technology



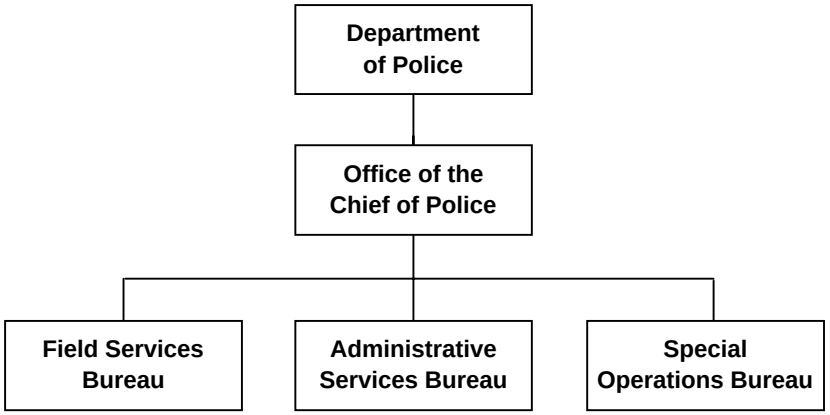
Department of Information and Technology

Custom programmed GIS tool for creating mailing labels. This example demonstrates how mailing labels can be created to reach residents in a specific neighborhood (Chestnut Lodge).

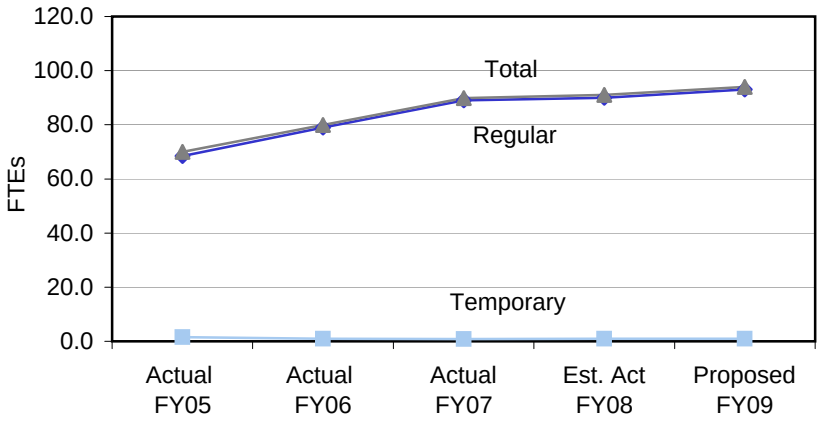




Department of Police



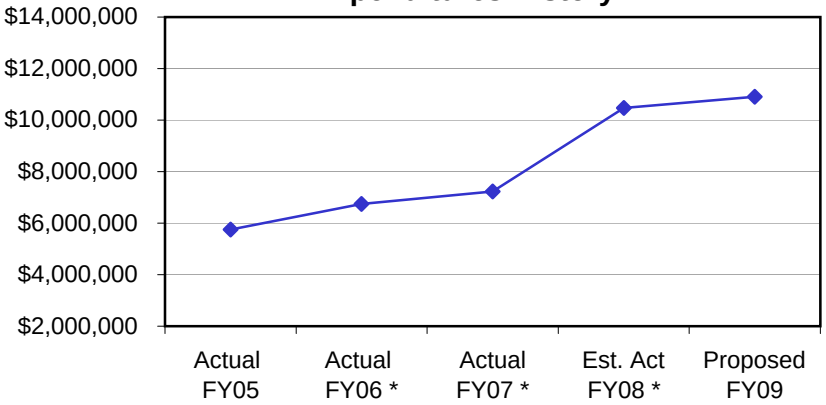
Staffing Trend



Department Mission Statement

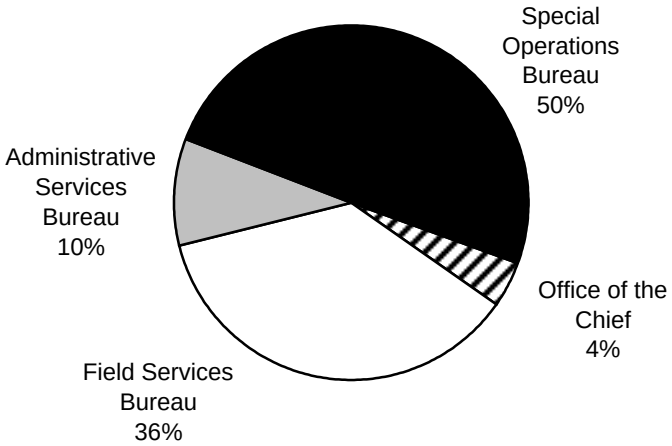
In collaboration with others, the Police Department protects and promotes community safety, ensures the safe and orderly movement of traffic, and seeks solutions to any problems that create fear or threaten the quality of life in Rockville.

Expenditures History



** The increase from FY06 through FY08 is due to the addition of the Speed Camera Program. This Program started mid-FY07 and will continue in FY09.*

Use of Funds



Department of Police

Department Summary

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Division				
Office of the Chief	541,176	569,520	568,270	441,000
Field Services Bureau	2,946,746	3,399,095	3,420,789	3,979,908
Admin. Services Bureau	1,076,192	1,166,908	1,175,246	1,077,915
Special Operations Bureau	2,670,863	4,320,318	5,312,078	5,409,794
Department Total	**$7,234,977**	**$9,455,841**	**$10,476,383**	**$10,908,617**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Type				
Salary and Wages	5,056,261	5,731,900	5,731,900	5,905,600
Benefits	1,263,482	1,557,500	1,557,500	1,541,000
Overtime	419,956	535,200	539,200	495,700
Personnel Sub.	**$6,739,699**	**$7,824,600**	**$7,828,600**	**$7,942,300**
Contractual Services	217,444	1,345,187	2,339,391	2,617,498
Commodities	250,899	261,054	261,044	303,819
Capital Outlays	26,935	25,000	47,348	42,000
Other	0	0	0	3,000
Operating Sub.	**$495,278**	**$1,631,241**	**$2,647,783**	**$2,966,317**
Department Total	**$7,234,977**	**$9,455,841**	**$10,476,383**	**$10,908,617**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Dept. Funds				
Animal License	24,283	22,500	22,500	22,500
State / Federal Grants	674,788	689,400	712,400	630,000
Community Support	75,213	72,000	72,000	72,000
Confiscated Funds	20,470	9,000	9,000	9,000
Parking Meter Rev.	211,565	330,000	230,000	1,248,560
Parking Violations	335,722	386,000	460,000	460,000
Rental Licenses, Fees, Permits & Infractions	445,140	422,000	422,000	442,000
Miscellaneous Rev.	500	1,000	1,000	1,545
Redlight Camera	N/A	750,000	800,000	800,000
Speed Camera	81,991	1,684,200	4,084,200	4,800,000
Subtotal	**$1,869,672**	**$4,366,100**	**$6,813,100**	**$8,485,605**
Fund Contribution				
General Fund (110)	5,712,420	6,301,177	6,269,719	6,283,786
Parking Fund (320)	(371,383)	(399,648)	(373,648)	(1,371,108)
Special Activities (350)	200	0	0	0
Speed Camera (380)	24,068	(811,788)	(2,232,788)	(2,489,666)
Subtotal	**$5,365,305**	**$5,089,741**	**$3,663,283**	**$2,423,012**
Department Total	**$7,234,977**	**$9,455,841**	**$10,476,383**	**$10,908,617**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Division (FTEs)				
Regular				
Office of the Chief	5.0	5.0	5.0	4.0
Field Services Bureau	34.0	35.0	35.0	42.0
Admin. Services Bureau	10.5	10.5	10.5	9.5
Special Operations Bureau	39.5	39.5	39.5	37.5
Regular Subtotal	**89.0**	**90.0**	**90.0**	**93.0**
Temporary				
Admin. Services Bureau	0.8	1.0	1.0	1.0
Temporary Subtotal	**0.8**	**1.0**	**1.0**	**1.0**
Department Total	**89.8**	**91.0**	**91.0**	**94.0**

Department of Police

Department Summary

Department Overview:

The Police Department protects and promotes community safety. It is charged with the responsibilities of preserving the peace, protecting life and property, ensuring the safe and orderly movement of traffic, and providing the community with an overall sense of security.

The Police Department is divided into four divisions to accomplish our overall purpose and mission statement.

Office of the Chief of Police: Consists of 4 personnel assigned to two cost centers:

- Management and Support (Chief of Police, Victim Advocate, Administrative Assistant)
- Community Services Office (Community Service Officer)

This work unit oversees and directs the Police Department and provides specific community outreach programs to the public (Citizens Police Academies, Beacon of Safety Program, National Night Out, Crime Prevention Through Environmental Design (CPTED) reviews, etc.).

Field Services Bureau: Consists of 42 personnel assigned to two cost centers:

- Management and Support (Police Captain, Police Lieutenant, Crime Analyst)
- Patrol teams (5 Sergeants and 34 Police Officers/Corporals)

This work unit is the foundation for the Police Department. The men and women assigned to field services provide the visible marked police vehicle patrols of the City, respond to calls for service, and provide primary response and preliminary investigation for police events occurring within the City. The crime analyst collects, analyzes and disseminates crime analysis information. The Accreditation Manager ensures that the Police Department maintains its national accreditation status by conforming to the applicable professional standards of operation and behavior.

Administrative Services Bureau: Consists of 9.5 personnel assigned to two cost centers:

- Management and Support (Administrative Services Bureau Commander, Equipment and Budget Coordinator, part-time Secretary I, temporary civilian service aides)
- Public Safety Communications Dispatch and Property/Evidence Function (Police Communications Supervisor, six Public Safety Communications Dispatchers)

This work unit is composed of civilian personnel who provide administrative support. They provide the communication network for the police officers, act as the 24-hour a day/seven days a week department receptionists for the public, monitor security alarms at all city facilities, handle the safe custody and control of all property and evidence, keep all records, oversee the administration of the budget monies, and develops plans of action for homeland security and emergency preparedness.

Special Operations Bureau: Consists of 37.5 personnel assigned to six cost centers:

- Management and Support (Police Captain)
- Neighborhood Services (Secretary, Records Clerk, 3 Neighborhood Services Officers)
- Parking Enforcement (6 Parking Enforcement Officers)
- Camera Enforcement Program (4 Photo Enhancement Analyst)
- Specialty Patrol/Investigations:
  - Street Crimes Team (Sergeant, 2 Officers/Corporals)
  - Directed Patrol/Town Center Unit (Sergeant, 3 Officers/Corporals)
  - Traffic Unit (2 Officers)
  - Investigations Unit (Sergeant, 2 Officers/Corporals)
- Community Enhancement and Code Enforcement (Supervisor, 5 Housing Codes Inspectors, Landlord/Tenant Specialist, Commercial Property Codes Inspector, 1.5 Secretaries)

This work unit operates in close collaboration with the Field Services Bureau. The Special Operations Bureau provides specialized assignment for traffic control and enforcement, follow-up investigations by investigators, a special unit of officers assigned to specific problems that may occur (e.g., series of burglaries in a specific location, illegal drug activity, etc.). Animal control and licensing, parking enforcement (specifically for parking meters and parking permit areas), and oversight of the red light camera and photo speed enforcement program, community enhancement and code enforcement are all responsibilities of this bureau.

Department of Police

Significant Changes:

Adopted FY08 to Estimated Actual FY08

The Police department is undergoing a changing of the guard. Three long term senior police officials recently retired. The department has promoted some very capable and talented individuals into senior official positions, including two new Bureau commanders and two watch commanders. With new individuals now in charge of budgeting, accreditation, homeland security, and overall bureau staff management, the department is undergoing a generational change that will be exciting and challenging at the same time.

Estimated Actual FY08 to Proposed FY09

For the FY09 budget, the Police Department added a total of three new positions. One new Dispatcher was added to support the workload increases associated with the expanding police operations. This position will provide adequate work rotations without the use of overtime or undue impact on routine communications center operations due to staffing.

Two new Police Officers were added to the Traffic Unit in the Special Operations Division and are fully funded from the Speed Camera Fund. These Officers will enable the department to enhance the overall Citywide effort to enforce traffic laws, target speeders, and work on pedestrian safety issues.

We anticipate a continued positive learning curve over the next year, while at the same time, we will be faced with a second wave of retirements that will impact the Department. The second wave will impact mid-management supervisory position in the sworn ranks, and the senior management position in the Code Enforcement Unit.

We anticipate an expansion of the photo speed camera program, with several new mobile site locations and at least one new fixed site location going on line.

Future focus will concentrate on:

- Ensuring that a high level of visibility and security is maintained throughout the community.
- Focusing the located resources on activities and initiatives that will have the highest impact.
- Striving to hire personnel who reflect the diversity of our customer base.
- Helping to preserve property values through proactive property maintenance enforcement.
- Continue to maximize city police involvement in regional planning efforts for emergency preparedness and disaster planning.
- Continue to find ways to engage the community so residents may play a meaningful role in the problem solving and policing of their community.

Department History:

	Actual FY06	Actual FY07	Est. Act. FY08	Estimate FY09
Number of citizen service requests (CSRs) received and responded to	205*	164	179	180
Percent of employee performance evaluations completed before their anniversary date	100%	92%	92%	100%
Turnover rate	6.4%	4.7%	10.0%	5.0%
Lost time	4.0%	4.8%	5.0%	5.0%

* Starting in FY06, the Community Enhancement and Code Enforcement unit CSR's were added to the Police Department totals.

Police Department Strategic Objectives:

The work plan for the City of Rockville is defined by the Mayor and Council's ten-year vision for Rockville, along with short-term priorities that the city staff strives to achieve in partnership with the Mayor and Council and Rockville residents. The Police Department's strategic objectives focus on this work plan as part of the unified effort to attain these goals.

A Cultural Destination

Police Department Strategic Objectives:

- Maintain a high level of visibility and security throughout the community
- Continue to provide a wide variety of community outreach programs to assist residents such as the Beacon of Safety program, National Night Out, crime prevention through environmental design program, citizen police academies, and school programs and presentations
- Continue to strive for cultural and ethnic diversity within the Police Department organizational structure

Distinct Neighborhoods, One City

Police Department Strategic Objectives:

- Continue to address property maintenance issues through the Code Enforcement and Community Enhancement unit of the Police Department, with particular emphasis on identification and licensing of rental homes

- Continue to assist in the development and implementation of a pedestrian safety action plan to promote community safety, protection of life and property, and regulation of safe and efficient vehicle and pedestrian traffic
- Enhance the Police Department's patrol plans that address the continuing growing service needs of the City, with particular emphasis on Town Center, King Farm, Twinbrook and Fallsgrove communities

Community Engagement

Police Department Strategic Objectives:

- Continue to provide for a comprehensive public safety communication strategy, including but not limited to:
  - Reverse 911 Notification System
  - Rockville Alert Messaging System
  - Neighborhood Watch Program
  - Crime Statistic Booklets prepared for all active Homeowners and Civic Associations

Exceptional Services

The City of Rockville Police Department continues to be recognized nationally as a model practitioner of community policing, and constantly receives inquiries from across the United States about our community outreach partnership programs.

The department also continues to be in full compliance with national standards of professional excellence. The Police Department was originally nationally accredited in 1994 and has been reaccredited four (4) times. In the past year, the department has been recognized by the Governor's Council on Crime Prevention for our continuing efforts in the "Chief's Challenge" and "Click-it or Ticket" traffic safety programs and has also received the "Pacesetters" award.

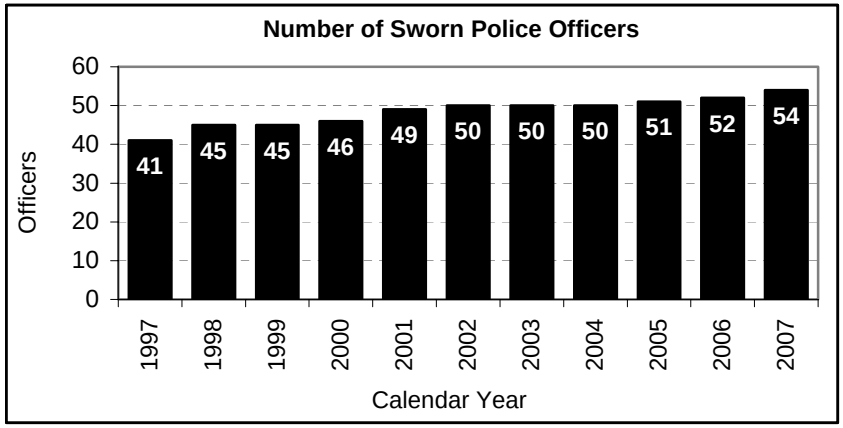
In 2007, eleven members of the police department were recognized for meritorious service or valor at the 19th Annual Public Safety Services Award Program.

The department continues its pursuit of exceptional services through the use of modern technology to ensure the community will be afforded the highest levels of efficient and competent public safety action.

Some of the technology used is:

- Real Alert System
- Reverse 911 System
- In-car Camera System
- Mobile Data Terminals
- Mobile Communications Center Van
- Instant information to impacted communities through use of established list-serves

The department will also be adding one (1) additional K-9 team, cross-trained to detect explosive materials, to the list of assets available to protect the community. This team will compliment the existing K-9 team that is cross-trained in narcotics detection.



Police Department's new K-9 "Boomer"

Division: Office of the Chief of Police

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Management and Support	453,367	470,175	468,925	354,575
Community Services Office	87,809	99,345	99,345	86,425
Division Total	**$541,176**	**$569,520**	**$568,270**	**$441,000**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	430,010	435,000	435,000	344,600
Benefits	100,799	116,000	116,000	82,500
Overtime	0	4,800	4,800	4,800
Personnel Subtotal	**$530,809**	**$555,800**	**$555,800**	**$431,900**
Contractual Services	1,161	3,175	2,000	3,175
Commodities	9,206	10,545	10,470	5,925
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$10,367**	**$13,720**	**$12,470**	**$9,100**
Division Total	**$541,176**	**$569,520**	**$568,270**	**$441,000**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
Community Support	75,213	72,000	72,000	72,000
Subtotal	**$75,213**	**$72,000**	**$72,000**	**$72,000**
Fund Contribution				
General Fund (110)	465,963	497,520	496,270	369,000
Subtotal	**$465,963**	**$497,520**	**$496,270**	**$369,000**
Division Total	**$541,176**	**$569,520**	**$568,270**	**$441,000**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Management and Support	4.0	4.0	4.0	3.0
Community Services Office	1.0	1.0	1.0	1.0
Regular Subtotal	**5.0**	**5.0**	**5.0**	**4.0**
Temporary				
Temporary Subtotal	**0.0**	**0.0**	**0.0**	**0.0**
Division Total	**5.0**	**5.0**	**5.0**	**4.0**

Division: Office of the Chief of Police

Division Purpose:

The Office of the Chief of Police oversees and directs the Police Department in the overall pursuit of promoting public health and safety, protection of property, and the protection of personal liberties. The Office ensures effective management of all levels of police services provided to the community by ensuring fiscal soundness, operational effectiveness, and strong community outreach and information sharing.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

The Department maintained a strong relationship with all active civic and homeowners associations throughout the City. We continued to be strongly involved in pre-planning and training in homeland security and emergency preparedness programs.

The Photo Speed Enforcement Program was successfully implemented in this past fiscal year. With the help of a Citizen Review Committee, fifteen sites were selected throughout the community as the targeted areas for both mobile van and fixed site photo speed camera enforcement. Two fixed sites were strategically placed on two high traffic volume streets in front of two of our (Wootton and Rockville) high schools.

The Police Department, through the assistance of a Federal grant, participated in the "Safe Routes to School" program, by providing high visibility and enforcement activities at and around schools throughout the community during the time students were walking to and from school.

Estimated Actual FY08 to Proposed FY09

The Department will be initiating a city-stat internal review program. Through use of crime analysis and tracking of calls for service, the Department will be ensuring that any specific public safety trends or issues are immediately recognized, and proactive plans of action will be put into place.

The Department will be expanding the number of canine units from one (1) to two (2) to ensure that officers have seven-day a week access to this valuable asset.

Cost Center: Management and Support

Objectives:

- Continue to look for innovative ways to maximize efficiency and enhance delivery of service to our customers
- Continue to find ways to engage the community so residents may play a meaningful role in the problem solving and policing of their community
- Review police reports written by RCPD officers to determine which cases are appropriate for follow up. Contact victims of crimes in person or by mail, depending on the seriousness of the crime, provide support, and supply them with information on referrals for further follow-up services
- Participate in the "Every 15 Minutes" drinking and driving awareness program at Rockville High School
- Coordinate with the State's Attorney's Office on domestic violence cases. Follow up with the victims and provide any assistance required including finding alternate lodging, obtaining financial assistance, explaining the criminal justice procedures and accompanying the victim to court
- Provide training to sworn and non-sworn members of the police department in victim services and ways to interact with persons with mental illnesses

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Maintain the percent of citizens rating crime as a moderate, major, or extreme problem in their neighborhood *	10%	10%	10%	10%
Number of victims accompanied to court by the victim advocate in for domestic violence cases	17 of 52 cases**	20 of 60 cases	20 of 60 cases	20 of 60 cases
Provide neighborhood associations with monthly/quarterly crime statistics reports	22	27	27	27

Department of Police

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Maintain the percent of Citizen Survey respondents who feel "very safe" or "reasonably safe": *				
• Walking alone in their neighborhood during the day	93%	93%	93%	93%
• Walking alone in their neighborhood after dark	60%	60%	60%	60%
Maintain the percent of Citizen Survey respondents rating Rockville's crime prevention and community-oriented policing programs "very effective" or "somewhat effective" in deterring crime *	90%	90%	90%	90%
Maintain the percent of Citizen Survey respondents who "strongly agree" or "agree" that: *				
• Rockville Police are honest and can be trusted	90%	90%	90%	90%
• Rockville Police are helpful and cooperative	90%	90%	90%	90%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

** Victim advocate was out on medical leave for 3 months.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Chief of Police	1.0	1.0	1.0
Homeland Security Coordinator (Lt.)	1.0	1.0	0.0
Administrative Assistant	1.0	1.0	1.0
Crime Analyst	1.0	1.0	0.0
Victim Advocate	0.0	0.0	1.0
Cost Center Total	**4.0**	**4.0**	**3.0**

Cost Center: Community Services Office

Objectives:

- Improve communication with neighborhood associations and business communities
- Continue public safety programs and presentations to a diverse Rockville community
- Offer the Drug Abuse Resistance Education (D.A.R.E.) program to at least half of the elementary schools in Rockville

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Organize the residential units in Town Center into Neighborhood Watch groups	0	2	2	3
Continue outreach to dormant Neighborhood Watch groups to make them active	1	3	3	3
Continue outreach efforts in the Twinbrook business community. Visit every business four times per year and hold two Business Watch meetings	50%	100%	100%	100%

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Community Services Officer	1.0	1.0	1.0
Cost Center Total	**1.0**	**1.0**	**1.0**

Supplemental Information:

The Rockville City Police Department is dedicated to educating young people about the possible long reaching ramifications of drinking alcohol, poor driving and the impact it has on them as well as their friends, classmates and families. “Every 15 Minutes” is a two-day program focusing on high school juniors and seniors, which challenges them to think about drinking, personal safety, driving habits and the responsibility of making mature decisions when lives are involved.

Division: Field Services Bureau

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Management & Support	190,079	199,495	221,189	511,808
Patrol Teams	2,756,667	3,199,600	3,199,600	3,468,100
Division Total	**$2,946,746**	**$3,399,095**	**$3,420,789**	**$3,979,908**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	2,038,121	2,317,900	2,317,900	2,847,300
Benefits	538,908	645,000	645,000	735,900
Overtime	306,912	374,700	374,700	324,700
Personnel Subtotal	**$2,883,941**	**$3,337,600**	**$3,337,600**	**$3,907,900**
Contractual Services	0	0	0	0
Commodities	54,725	61,495	62,070	72,008
Capital Outlays	8,080	0	21,119	0
Other	0	0	0	0
Operating Subtotal	**$62,805**	**$61,495**	**$83,189**	**$72,008**
Division Total	**$2,946,746**	**$3,399,095**	**$3,420,789**	**$3,979,908**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
State/Federal Grants	674,788	689,400	712,400	630,000
Confiscated Funds	20,470	9,000	9,000	9,000
Subtotal	**$695,258**	**$698,400**	**$721,400**	**$639,000**
Fund Contribution				
General Fund (110)	2,251,488	2,700,695	2,699,389	3,340,908
Subtotal	**$2,251,488**	**$2,700,695**	**$2,699,389**	**$3,340,908**
Division Total	**$2,946,746**	**$3,399,095**	**$3,420,789**	**$3,979,908**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Management & Support	1.0	1.0	1.0	3.0
Patrol Teams	33.0	34.0	34.0	39.0
Regular Subtotal	**34.0**	**35.0**	**35.0**	**42.0**
Temporary				
Temporary Subtotal	**0.0**	**0.0**	**0.0**	**0.0**
Division Total	**34.0**	**35.0**	**35.0**	**42.0**

Division: Field Services Bureau

Division Purpose:

The Field Services Bureau (FSB) preserves public order, protects lives and property, and reduces criminal activity through its proactive patrols and strict enforcement of State and City laws. The Bureau consists of police officers assigned to patrol duties, providing primary response and preliminary investigation for police events within the City.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

There were no significant budgetary changes. As a result of a thorough workload assessment of the patrol teams one corporal was promoted to sergeant and the midnight shift was placed on a twelve-hour workday schedule. The additional Sergeant's position was assigned to supervise a second patrol shift on midnights. In addition there was the reassignment of K-9 officers to a patrol team. This increased the number of officers assigned to a permanent patrol team while maintaining access to the unit itself. The Crime Analyst was reassigned to FSB. Lastly, there was the reassignment of one Police Lieutenant to FSB. They will act as Deputy Bureau Commander and Patrol Watch Commander. This position will also be responsible for the accreditation program formerly housed in the Administrative Services Bureau.

Estimated Actual FY08 to Proposed FY09

The continued growth of the community will present challenges to the Field Services Bureau in maintaining the high level of visibility and mobility within the neighborhoods. The increase in calls for service normally associated with increased population and density may impact upon speed of response to non-emergency calls.

One additional K-9 position was added to Field Services. It is anticipated this unit will be fully functional by the end of FY 09. In addition, the K-9 unit will be cross-trained in the detection of explosive devices.

Cost Center: Management and Support

Objectives:

- Ensure proper staffing standards are maintained while maintaining fiscal responsibility of the overtime budget
- Ensure that overtime funded by grants are fully reimbursed
- Increase the sharing of reported crime trends in the City and provide geographic statistics to officers and citizens groups
- Maintain documentation to prove compliance with accreditation standards when the Commission on Accreditation for Law Enforcement Agencies (CALEA) assessors evaluate the department every three years

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of regular overtime budget spent	100%	100%	100%	100%
Percent of contract overtime budget spent	100%	100%	100%	100%
Comply with the 446 national accreditation standards applicable to the department	100%	100%	100%	100%

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Bureau Commander (Captain)	1.0	1.0	1.0
Deputy Bureau Commander (LT)	0.0	0.0	1.0
Crime Analyst	0.0	0.0	1.0
Cost Center Total	**1.0**	**1.0**	**3.0**

Supplemental Information:

Accreditation is a process where state and local law enforcement agencies can voluntarily demonstrate that they comply with national standards, which are an indication of professional excellence.

The benefits of accreditation are:

- Nationwide recognition of professional excellence
- A method of executing daily agency operations under a professional format
- Continued planning, programming, and development
- Better community understanding and support
- State and local government confidence in the agency
- State of the art impartial guidelines for evaluation and change
- Proactive management and information systems to give feedback on policies and procedures
- Better coordination with neighboring agencies and various components of the criminal justice system
- Access to the latest in law enforcement practices, via interfacing with other accredited agencies
- Pride, satisfaction and confidence, in the agency and confidence that comes with success

Cost Center: Patrol Teams

Objectives:

- Be the primary responder for police events within the City
- Implement the Automated Field Reporting system in the Public Safety Communications System

Performance Measures:

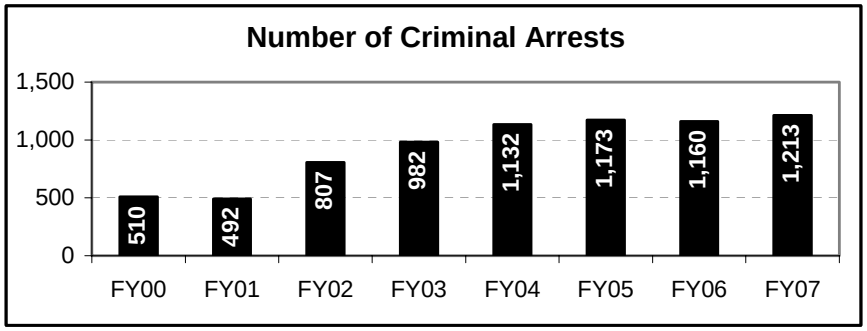
	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Maintain the number of police events in which a City Police unit is the primary unit	72%	74%	74%	74%
Percentage of officers using Automatic Fingerprint System*	100%*	100%	100%	100%

* It is anticipated the County will have this system fully functional along with eJustice.

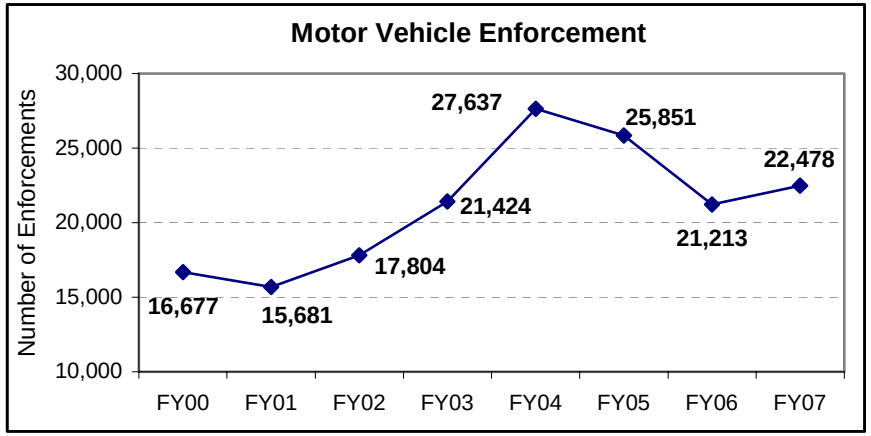
Regular Positions:

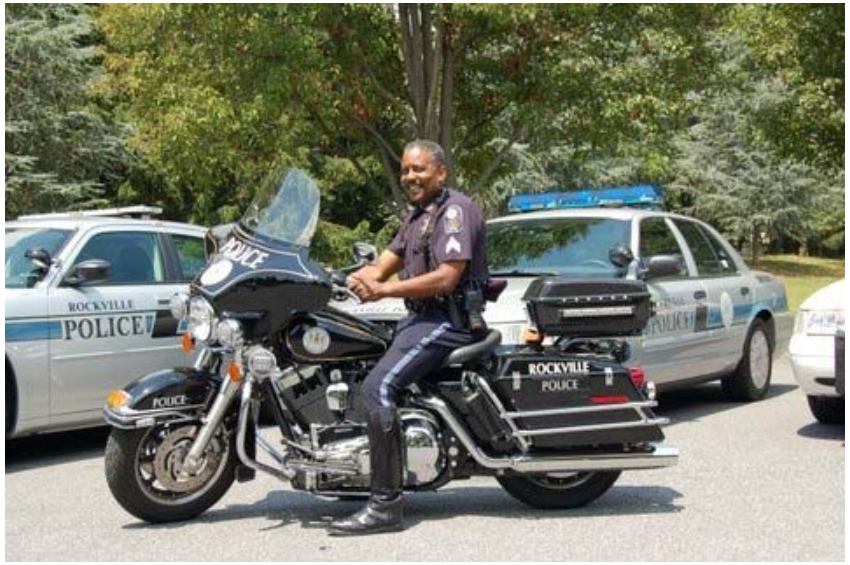
Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Sergeant	5.0	5.0	5.0
Officer and Corporal	28.0	29.0	34.0
Cost Center Total	**33.0**	**34.0**	**39.0**

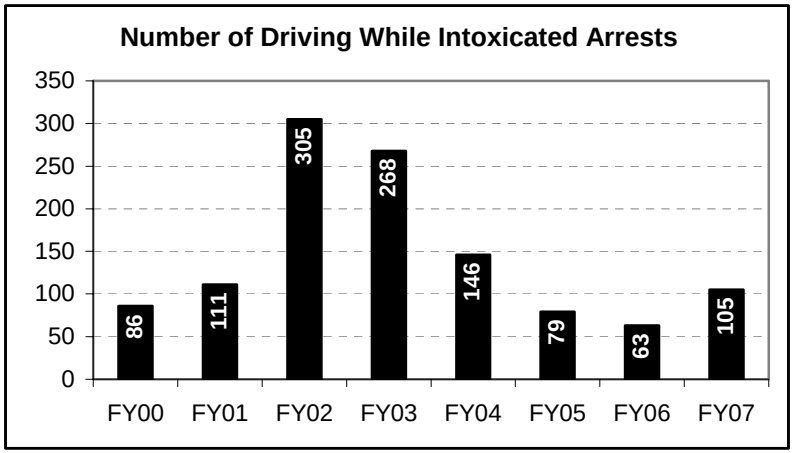
Supplemental Information:



Department of Police







Division: Administrative Services Bureau

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Management / Support	538,573	573,111	580,930	482,656
Public Safety Communications Dispatch Property / Evidence Function	470,673	514,587	515,816	593,714
Victim Advocate	66,246	78,210	77,500	0
Every 15 Minutes	700	1,000	1,000	1,545
Division Total	**$1,076,192**	**$1,166,908**	**$1,175,246**	**$1,077,915**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	568,034	612,900	612,900	551,500
Benefits	159,709	177,800	177,800	149,800
Overtime	28,781	29,000	29,000	29,000
Personnel Subtotal	**$756,524**	**$819,700**	**$819,700**	**$730,300**
Contractual Services	157,053	154,239	162,058	155,154
Commodities	162,615	167,969	167,259	150,461
Capital Outlays	0	25,000	26,229	42,000
Other	0	0	0	0
Operating Subtotal	**$319,668**	**$347,208**	**$355,546**	**$347,615**
Division Total	**$1,076,192**	**$1,166,908**	**$1,175,246**	**$1,077,915**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
Miscellaneous (350)	500	1,000	1,000	1,545
Subtotal	**$500**	**$1,000**	**$1,000**	**$1,545**
Fund Contribution				
General Fund (110)	1,075,492	1,165,908	1,174,246	1,076,370
Special Activities (350)	200	0	0	0
Subtotal	**$1,075,692**	**$1,165,908**	**$1,174,246**	**$1,076,370**
Division Total	**$1,076,192**	**$1,166,908**	**$1,175,246**	**$1,077,915**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Management / Support	3.5	3.5	3.5	2.5
Public Safety Communications Dispatch Property / Evidence Function	6.0	6.0	6.0	7.0
Victim Advocate	1.0	1.0	1.0	0.0
Regular Subtotal	**10.5**	**10.5**	**10.5**	**9.5**
Temporary				
Management / Support	0.8	1.0	1.0	1.0
Temporary Subtotal	**0.8**	**1.0**	**1.0**	**1.0**
Division Total	**11.3**	**11.5**	**11.5**	**10.5**

Division: Administrative Services Bureau

Division Purpose:

The Administrative Services Bureau provides the department with proper communications technology to ensure officer safety and the technical services required to allow employees to perform their duties in an efficient and effective manner. The Bureau includes public safety communications, monitoring citywide alarm system, records retention, fiscal management, property/evidence control, warrant control, and Homeland Security.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

In January 2008 the civilian Bureau Commander retired. As a result of department wide reorganization a Police Captain became the Bureau Commander. The victim advocate position was moved to the Office of the Chief of Police and the Records Clerk Position was moved to the Neighborhood Services Division. Accreditation Management was placed under a Lieutenant in the Field Services Bureau. Homeland Security was placed under the Police Captain in Administrative Services.

Estimated Actual FY08 to Proposed FY09

One new Dispatcher was added to support the workload increases associated with the expanding police operations. This position will provide adequate work rotations without the use of overtime or undue impact on routine communications center operations due to staffing.

Cost Center: Management and Support

Objectives:

- To participate in regional and local emergency preparedness meetings, exercises, drills, and grant applications
- To conduct internal emergency preparedness meetings and training exercises

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of work time spent on homeland security projects and meetings	20%	25%	35%	35%

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Bureau Commander	1.0	1.0	1.0
Records Management Clerk	1.0	1.0	0.0
Equipment and Budget Coordinator	1.0	1.0	1.0
Secretary I	0.5	0.5	0.5
Cost Center Total	**3.5**	**3.5**	**2.5**

Cost Center: Public Safety Communications Dispatch Property / Evidence Function

Objectives:

- Process and enter each warrant into the State computer system within 72 hours. The department receives approximately 40 criminal/traffic arrest warrants from the court each month. Entering the warrants into the State computer system is a public safety issue for police officers who may encounter wanted persons on the street
- Validate each warrant within 90 days after initial entry and then annually. The State requires that agencies validate warrants that have been entered into the State computer system. This requires the Public Safety Communications Dispatcher to re-run all of the computer checks on the subject and make any updates as needed
- Expeditiously log each after hour contact for emergency situations (such as trees down, traffic lights out, electrical wires down) and forward the information to the appropriate department so the situation can be resolved
- Maintain the property/evidence room in a fashion that meets all State of Maryland and Commission on Accreditation for Law Enforcement

Agencies standards and the property/evidence room passes all announced and unannounced inspections. The department maintains the chain of custody and processes over 550 items of property / evidence in a year

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Enter 100% of warrants into State computer system within 72 hours	574 / 100%	570 / 100%	570 / 100%	550 / 100%
Complete 100% of warrant validations within 10 days of receipt from the State	398 / 100%	350 / 100%	300 / 100%	325 / 100%
Number of after hour emergency contacts made within one hour of initial notification	400	350	366	335
Process 100% of property/evidence items received within two business days	758 / 100%	725 / 100%	675 / 100%	700 / 100%

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Support Services Supervisor	1.0	1.0	1.0
Public Safety Dispatchers	5.0	5.0	6.0
Cost Center Total	**6.0**	**6.0**	**7.0**

Supplemental Information:

The Administrative Services Bureau is responsible through its subordinate units for public safety voice and electronic communications. This bureau also participates in regional and local emergency preparedness exercises and plans.

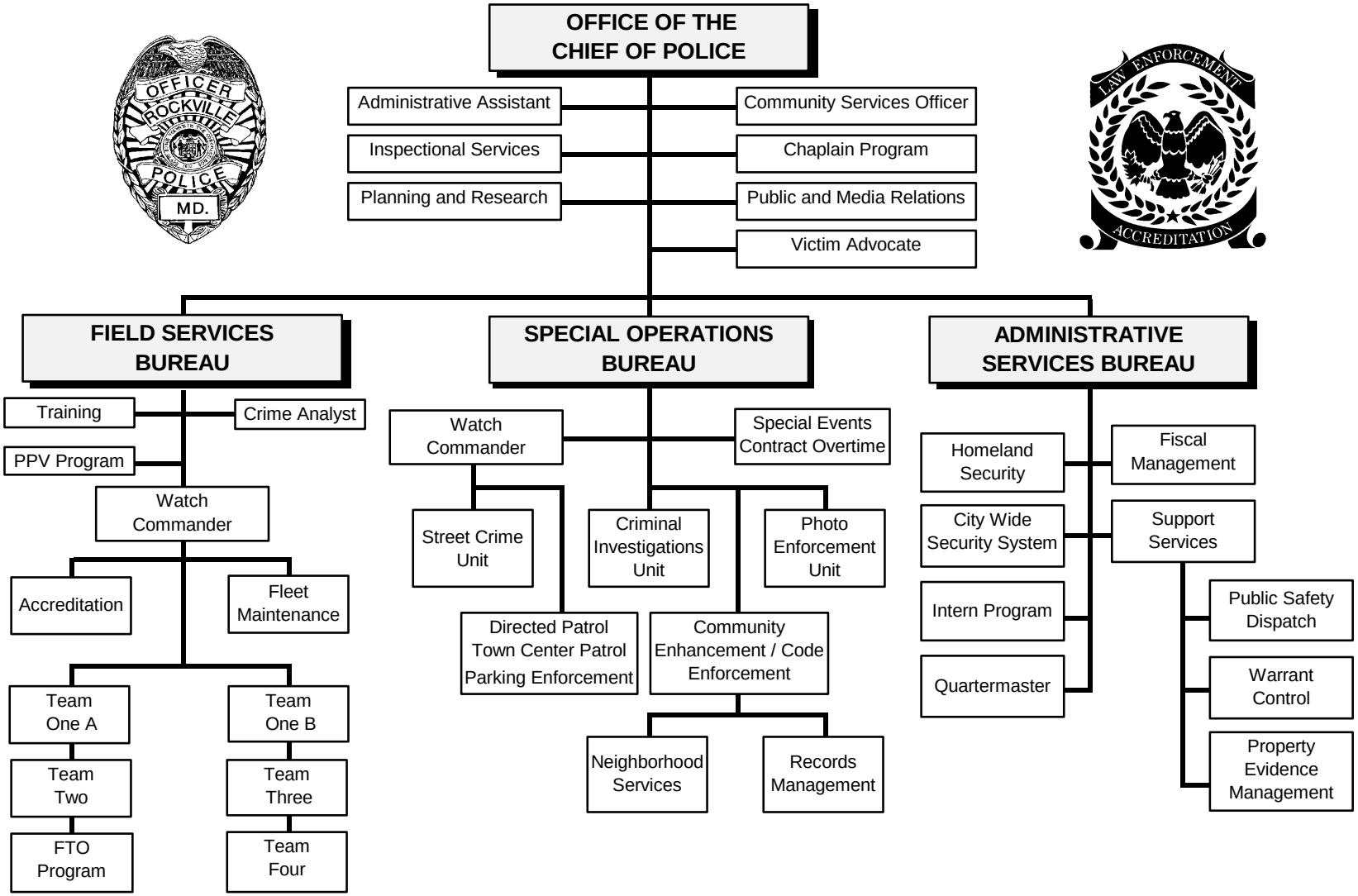
To assist in local emergency plans The City of Rockville Police were awarded a grant to purchase the Mobile Communications Center. The utilization of this vehicle provides on scene commanders and City Officials a platform to carry out critical government functions necessary for continuous public safety services during times of emergency.

The Mobile Communications Center is outfitted with compatible technology of our other regional public safety partners. The Mobile Communications Center can also be seen while it is assisting officers conducting Truck Inspections to ensure that Motor Vehicle Safety laws are being adhered to by trucks traveling the roadways of Rockville.

It is also seen providing a platform for Community Outreach Programs such as Child Finger printing in various Rockville neighborhoods.

The Mobile Communications Center also supports numerous Rockville Special Events such as the July 4 celebrations and Rockville Hometown Holidays event.

POLICE DEPARTMENT
CITY OF ROCKVILLE, MARYLAND



Division: Special Operations Bureau

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Management & Support	243,228	263,800	263,800	126,900
Neighborhood Services	287,332	312,974	310,674	376,674
Parking Enforcement	175,904	316,352	316,352	337,452
Camera Enforcement	136,921	1,372,812	2,366,672	2,644,912
Specialty Patrol/ Investigations	1,265,723	1,388,080	1,388,280	1,268,556
Comm. Enhancement & Codes Enforcement	561,755	666,300	666,300	655,300
Division Total	**$2,670,863**	**$4,320,318**	**$5,312,078**	**$5,409,794**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	2,020,096	2,366,100	2,366,100	2,162,200
Benefits	464,066	618,700	618,700	572,800
Overtime	84,263	126,700	130,700	137,200
Personnel Subtotal	**$2,568,425**	**$3,111,500**	**$3,115,500**	**$2,872,200**
Contractual Services	59,230	1,187,773	2,175,333	2,459,169
Commodities	24,353	21,045	21,245	75,425
Capital Outlays	18,855	0	0	0
Other	0	0	0	3,000
Operating Subtotal	**$102,438**	**$1,208,818**	**$2,196,578**	**$2,537,594**
Division Total	**$2,670,863**	**$4,320,318**	**$5,312,078**	**$5,409,794**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
Animal License	24,283	22,500	22,500	22,500
Parking Meter (320)	211,565	330,000	230,000	1,248,560
Parking Violations (320)	335,722	386,000	460,000	460,000
Rental Licenses, Fees, Permits & Infractions	445,140	422,000	422,000	442,000
Redlight Camera	N/A	750,000	800,000	800,000
Speed Camera (380)	81,991	1,684,200	4,084,200	4,800,000
Subtotal	**$1,098,701**	**$3,594,700**	**$6,018,700**	**$7,773,060**
Fund Contribution				
General Fund (110)	1,919,477	1,937,054	1,899,814	1,497,508
Parking Fund (320)	(371,383)	(399,648)	(373,648)	(1,371,108)
Speed Camera (380)	24,068	(811,788)	(2,232,788)	(2,489,666)
Subtotal	**$1,572,162**	**$725,618**	**($706,622)**	**(2,363,266)**
Division Total	**$2,670,863**	**$4,320,318**	**$5,312,078**	**$5,409,794**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center(FTEs)				
Regular				
Management & Support	2.0	2.0	2.0	1.0
Neighborhood Services	4.0	4.0	4.0	5.0
Parking Enforcement	6.0	6.0	6.0	6.0
Camera Enforcement	4.0	4.0	4.0	4.0
Patrol / Investigations	14.0	14.0	14.0	12.0
Comm. Enhancement & Codes Enforcement	9.5	9.5	9.5	9.5
Regular Subtotal	**39.5**	**39.5**	**39.5**	**37.5**
Temporary				
Temporary Subtotal	**0.0**	**0.0**	**0.0**	**0.0**
Division Total	**39.5**	**39.5**	**39.5**	**37.5**

Division: Special Operations Bureau

Division Purpose:

The Special Operations Bureau preserves public order, protects lives and property, and reduces criminal activity through proactive patrols of hotspot areas and strict enforcement of State and City laws. The Bureau includes personnel assigned to the Criminal Investigations Unit, Directed Patrol Unit, Street Crimes Unit, Photo Enforcement Unit and the Neighborhood Services Unit. The Neighborhood Services Officers ensure that all animal control regulations are enforced. They also supplement the Directed Patrol Unit by assisting with parking enforcement and Police Department coverage during special events. The parking enforcement personnel assigned to the Directed Patrol Unit are responsible for enforcement of parking regulations throughout the City with a special emphasis on the Town Center area. They are also responsible for maintaining and enforcing the 1,500 parking meters installed throughout the City. The parking meter system is designed to assist in ensuring a consistent level of turnover of vehicles visiting local business establishments while parking in a convenient location.

The Community Enhancement and Code Enforcement Unit ensures the health and safety of occupants in residential and commercial/business properties by enforcing the City's Property Maintenance (PM) Code. This unit is responsible for enforcing the Zoning Ordinance as it pertains to residential properties, the Landlord/Tenant (L/T) Ordinance, and the City's single and multi-family rental licensing laws. The unit also issues licenses for the following business activities: Hawker/Solicitor permits, Oversized Vehicle permits, Hotel Licensing and Water Quality enforcement.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

The Photo Enforcement Unit was moved to the Special Operations Bureau so that there would be closer coordination between the Directed Patrol Unit. A "lead position" was also created to assist with the daily management of the program. As the program expands, it is anticipated that this position will become a "supervisor." The unit will be expanding mobile locations and increasing the number of fixed locations. The Photo unit has made significant changes in driver behavior where it has been deployed.

Supervision of the Parking Enforcement Officers was moved from a civilian position to the supervisor of the Directed Patrol Unit. This will allow the former supervisor to perform regular enforcement activities for the new Rockville Town Square public parking garages. For FY08, the Deputy Bureau Commander (Lieutenant) was moved to the Field Services Bureau.

Estimated Actual FY08 to Proposed FY09

Additional officers will be assigned to the Criminal Investigative Unit and the Directed Patrol Unit. A Deputy Bureau Commander (Lieutenant) will also be assigned to assist in Bureau oversight and program management.

Two new Police Officers, fully funded from the Speed Camera Fund, were added to enable the department to enhance the overall Citywide effort to enforce traffic laws, target speeders, and work on pedestrian safety issues.

As the Photo Speed Program expands with additional fixed sites and expanded mobile van hours, additional resources will be added to ensure timely processing of citations. State legislation is being considered during the 2008 legislative session. It is unknown if this legislation will affect Rockville's program.

Cost Center: Management and Support

Objectives:

- Ensure adequate staffing requirements are met while maintaining fiscal responsibility of the overtime budget
- Ensure public safety needs are met during the 25 plus special events held throughout the year by utilizing scheduling adjustments versus overtime
- Ensure officers are afforded training opportunities that enhance their job skills and allow for career development

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
% of overtime and expenditure budget over expended at the end of the fiscal year	25% under	0%	0%	0%
Reduce the number of overtime hours used to staff special events	115 *	175	104	104

* An additional 344 hours of overtime was incurred due to special events held on City Holidays.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Bureau Commander (Captain)	1.0	1.0	1.0
Deputy Bureau Commander (Lieutenant)	1.0	1.0	0.0
Cost Center Total	**2.0**	**2.0**	**1.0**

Cost Center: Neighborhood Services

Objectives:

- Ensure dog owners are in compliance with the City's licensing requirement, (All dogs over the age of 4 months must be licensed and vaccinated)
- Actively enforce the animal control ordinances within the City through programs such as rabies clinics and Off-Leash Certification
- Use the NSOs to educate and inform all residents on how to be responsible pet owners
- Process court date requests in a timely manner. On average, 30 persons request a court date each month to contest a parking ticket. Each request requires the coordination of a court date with the issuing officer, processing the contested ticket, forwarding information to the traffic court, and after the court hearing updating the computer records and processing any payment received

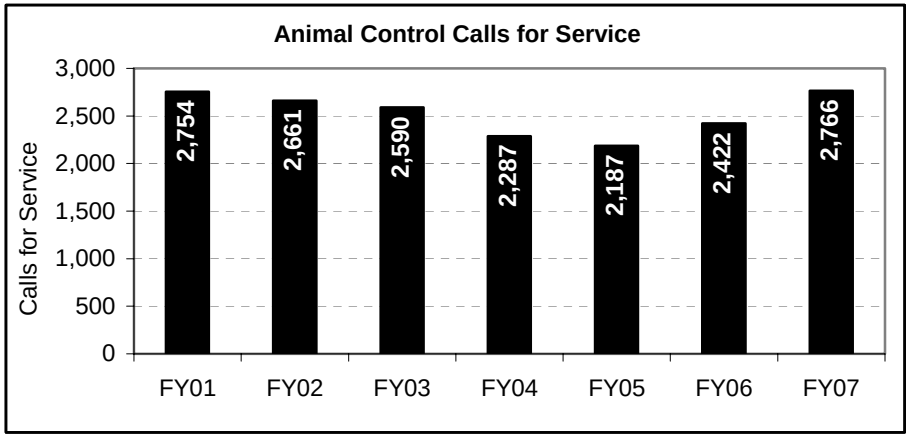
Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Total number of dogs registered	2,772	2,800	2,900	2,900
Number of dog licenses issued	1,507	1,500	1,500	1,500
Number of notices of violation issued	191	400	265	265
Number of warnings issued	324	390	490	490
Number of presentations and programs	16	18	22	22
Total animal review official hearings held	30	23	35	35
Number of parking ticket court date requests processed	200	250	430	600

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Neighborhood Service Officer	3.0	3.0	3.0
Secretary II	1.0	1.0	2.0
Cost Center Total	**4.0**	**4.0**	**5.0**

Supplemental Information:



Cost Center: Parking Enforcement

Objectives:

- Frequently check the residential parking permit districts for violations and take enforcement action through the issuance of parking citations
- Monitor and enforce parking meter violations throughout the City. The City has installed 1500 parking meters throughout the Town Center, N. Stonestreet Avenue, and streets around the Twinbrook Metro Center
- Proactively monitor parking throughout the city to ensure compliance with parking regulations such as fire lanes, handicapped parking and time restrictions
- Monitor and enforce the three (3) public parking garages (964 parking spaces) in the Rockville Town Square area
- Assist the Directed Patrol Unit in various ways to help reduce costs and provide a higher level of service to the community

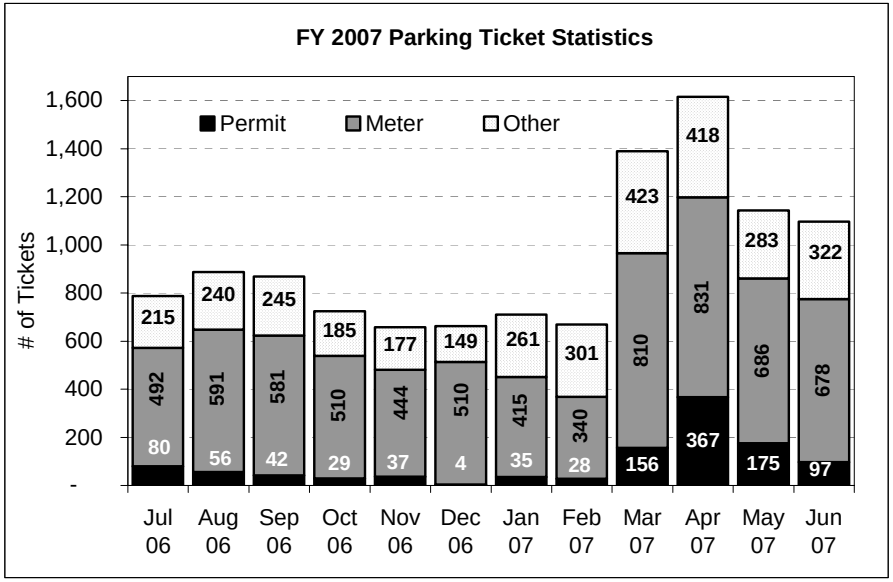
Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of parking permit violations issued	1,015	625	1,900	1,100
Number of parking meter citations issued	6,260	6,500	8,900	12,000
Number of miscellaneous parking citations issued	4,025	3,000	5,400	7,000

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Parking Enforcement Supervisor	1.0	1.0	0.0
Parking Enforcement Officer	2.0	2.0	3.0
Town Center Parking Enforcement	3.0	3.0	3.0
Cost Center Total	**6.0**	**6.0**	**6.0**

Supplemental Information:



Cost Center: Camera Enforcement Programs

Objectives:

- Red Light Camera Program: Reduce the number of intersection related crashes through the issuance of digitally generated citations
- Speed Monitoring Camera Program: Reduce the number of speeding vehicles by implementing the photo speed camera program at selected sites throughout the City

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of Red Light Camera citations issued	12,774	11,180	11,180	11,500
Number of Speed Camera citations issued*	N/A	100,000	100,000	120,000

* The City's Speed Camera program was started in FY08.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Red Light Camera Tech (PT)	0.5	0.0	0.0
Photo Enhancement Analyst	1.0	4.0	4.0
Cost Center Total	**1.5**	**4.0**	**4.0**

Supplemental Information:

During FY07, the department deployed to 12 mobile sites and operated two (2) fixed site locations. A third location (500 block of West Montgomery Avenue) has been approved by the State Highway Administration. In addition, a second mobile speed enforcement van is now operational. This allows for expanded hours of operation.

In FY08, additional sites (both mobile and fixed) will be identified. The City is also amending its contract with the speed camera vendor to add additional fixed pole cameras to the contract. With the maturity of the program, the department will reconvene the Citizen Advisory Board to identify future sites for mobile speed enforcement. In addition, the City will also identify ways to spend revenue generated by the program. The red light camera program will be adding two additional cameras, bringing the total to eleven.

A supervisory position will also need to be created to assist in the daily management of the unit and assist with statistical and analytical work that is necessary to complete reports.

Cost Center: Specialty Patrol / Investigations

Objectives:

- Responsible for complete follow-up investigation of property crimes and crimes against persons cases initially handled by Rockville City patrol officers. Examples of cases the Criminal Investigative Unit investigate are: sexual assaults (not rape), robbery (non-commercial), thefts, vandalism and burglary
- Reduce the number of pedestrian related incidents, speeding complaints, other traffic control device violations (i.e. stop signs) and vehicular crashes throughout the City. The Directed Patrol Unit is a specialty unit with primary responsibility for enforcing traffic regulations throughout the City through education, saturated patrols and selective enforcement. Targeted areas are both self-initiated and complaint driven
- Identify and target individuals that commit criminal activity in the City of Rockville. The Street Crimes Unit is designed to provide both high visibility and covert surveillance abilities in areas where crime adversely affects the quality of life for residents, merchants and visitors. The Street Crimes Unit typically target locations where loitering and general public nuisance complaints are received

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Meet or exceed the national average of 17% for clearance of property crimes investigated	59%	50%	62%	60%
Meet or exceed the national average of 46% for clearance of crimes against persons investigated	48%	46%	35%	46%
Increase the percent of Citizen Survey respondents rating enforcement of traffic laws as “excellent” or “good” *	80%	80%	80%	85%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of areas targeted for selective enforcement	546	550	550	550
Maintain the number of locations selected to conduct pedestrian safety checks	45	67	67	67
Maintain the number of locations targeted for high visibility and/or covert enforcement effort	26	26	45	45

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
To maintain zero tolerance for controlled dangerous substances (CDS) activity through CDS arrests made for possession *	134	125	125	125
To maintain zero tolerance for CDS activity through CDS arrests made for possession with the intent to distribute *	28	25	25	25

* The number of CDS related arrests is expected to level-off as a result of the street enforcement and the reduction in the number of known CDS areas.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Sergeant	3.0	3.0	3.0
Officer and Corporal	10.0	11.0	9.0
Cost Center Total	**13.0**	**14.0**	**12.0**

Cost Center: Comm. Enhancement / Code Enforcement

Objectives:

- Enhance health and public safety
- Help to preserve property values
- Reduce number of rental properties with property maintenance issues
- Reduce the number of troubled rental properties
- Conduct proactive property maintenance enforcement
- Reduce time required to bring maintenance violation into compliance

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of properties sent a rental license within 45 days of the City receiving an application	69.2%	75%	72%	75%
Percent of property maintenance violations (grass, junk vehicles, trash) brought into compliance within 10 days	75%	80%	80%	80%
Percent of property maintenance violations (painting, repairs, trees) brought into compliance within 30 days	76%	80%	80%	80%
Increase the percent of Citizen Survey respondents rating residential property maintenance code enforcement as “excellent” or “good” *	75%	75%	75%	80%
Increase the percent of Citizen Survey respondents rating commercial property maintenance code enforcement as “excellent” or “good” *	75%	75%	75%	80%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of rental property inspections	1,960	1,950	1,950	2,000
Number of rental properties licensed	751	760	800	825
Number of violation notices issued to rental properties	612	600	600	625

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of Landlord/Tenant (L/T) inquires that do not result in a formal case	2,438	2,800	2,400	2,400
Number of Landlord/Tenant inquires that result in a formal case	56	60	60	65
Landlord/Tenant cases requiring a Landlord/Tenant Commission hearing	3	4	6	8
Number of commercial property complaints received	173	155	155	150
Number of commercial property maintenance violation notices issued	71	65	65	60
Number of commercial property inspections	430	450	1,200**	475
Number of residential properties inspected (non-rental)	4,620	4,500	4,500	4,600
Number of residential complaints (non-rental)	648	650	650	675
Number of property maintenance violations issued (non-rental)	1,245	2,000	2,000	2,000
Total number of citations with fines issued	168	180	180	150
Number of cases requiring court appearances	22	40	40	35
Number of troubled properties*	13	18	18	20

* Troubled properties are defined as properties for which the City has opened three or more property maintenance cases during a one-year period (with any number and type of violations).

** A citywide survey of commercial properties was completed in fiscal year 2008

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Supervisor of Comm. Enhancement/Code Enforcement	1.0	1.0	1.0
Housing Codes Inspector	5.0	5.0	5.0
Landlord/Tenant Specialist	1.0	1.0	1.0
Commercial Property Codes Inspector	1.0	1.0	1.0
Secretary II	1.5	1.5	1.5
Cost Center Total	**9.5**	**9.5**	**9.5**

Supplemental Information:

All rental properties must pass an inspection for property maintenance, health and safety deficiencies every two years, prior to the issuance of a rental license. Multi family dwellings (apartments) are inspected and licensed annually.

All hawkers/solicitors need to apply for a permit to operate in the City of Rockville. All permits are for that particular event.

During the fall of 2007, the Mayor and Council adopted a City Ordinance concerning vacant and boarded properties that requires property owners to replace openings with proper doors or windows. Community Enhancement and Code Enforcement have identified properties and taken the lead in property owner education and compliance. This effort has resulted in the overall improvement of affected Rockville neighborhoods.

Community Enhancement and Code Enforcement Zones:

AREA I – Includes Twinbrook, Twinbrook Forest and neighborhoods east of Broadwood Drive.

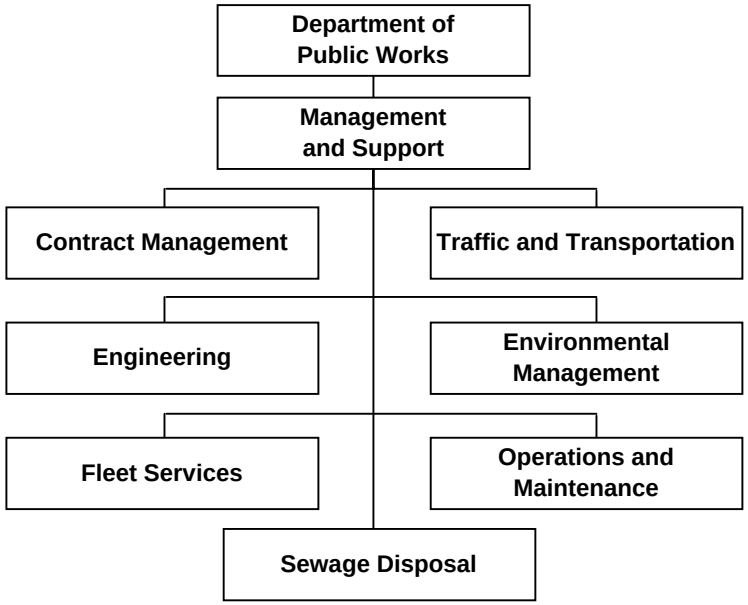
AREA 2 – Includes East Rockville, Burgundy Estates and neighborhoods northeast of Town Center.

AREA 3 – Includes Lynfield, New Mark Commons, Montrose and neighborhoods east of I-270 and south of Maryland Avenue.

AREA 4 – Includes West End, Rose Hills, Fallsmead, Horizon Hills and neighborhoods west of Town Center.

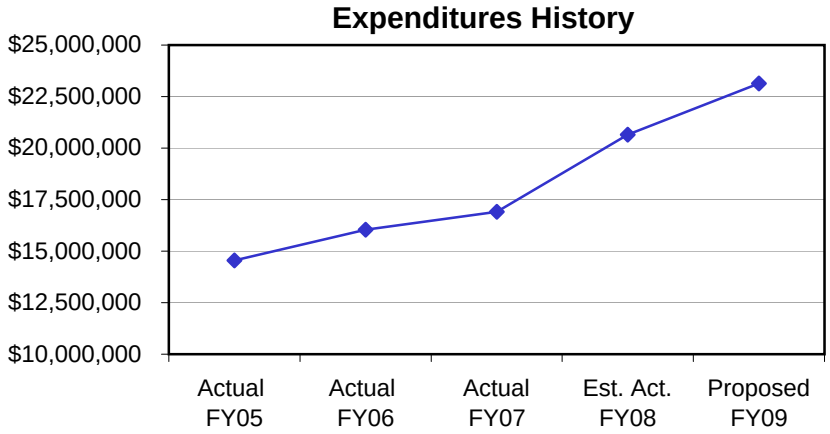
AREA 5 – Includes Lincoln Park, College Gardens, King Farm and neighborhoods north of Darnestown Road and Nelson Street.

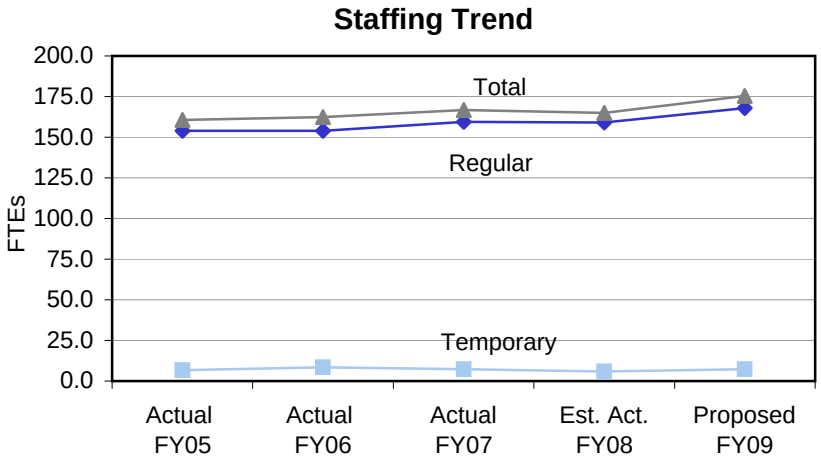
Department of Public Works

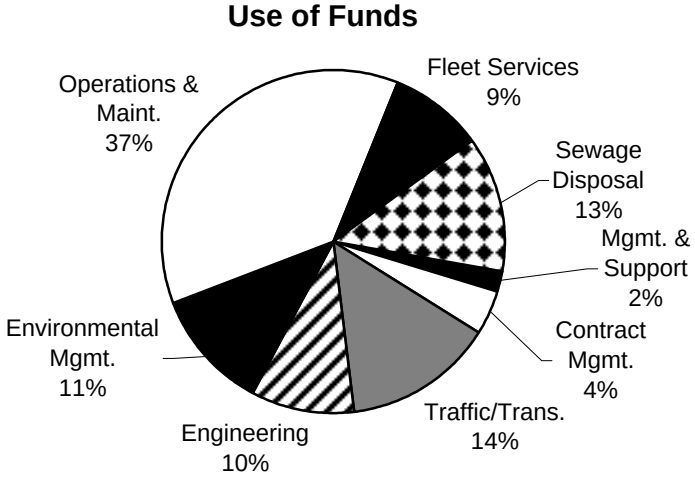


Department Mission Statement

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.







Department of Public Works

Department Summary

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Division				
Management and Support	395,573	416,785	343,222	445,317
Contract Management	830,248	891,152	891,258	981,890
Traffic / Transportation	1,462,638	2,682,527	2,977,842	3,236,460
Engineering	1,154,901	1,495,976	1,653,302	2,262,862
Environmental Management	1,909,917	2,345,123	2,424,033	2,632,062
Operations and Maint.	7,076,137	8,372,015	7,771,592	8,587,473
Fleet Services	1,874,910	1,972,051	2,021,277	2,017,934
Sewage Disposal	2,201,897	2,469,180	2,469,180	2,969,180
Department Total	**$16,906,221**	**$20,644,809**	**$20,551,706**	**$23,133,178**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditures by Type				
Salary and Wages	7,081,747	8,193,850	7,530,061	9,041,567
Benefits	1,955,920	2,373,207	2,260,658	2,364,260
Overtime	502,761	408,050	575,628	526,448
Personnel Subtotal	**$9,540,428**	**$10,975,107**	**$10,366,347**	**$11,932,275**
Contractual Services	4,317,701	5,304,831	5,330,051	6,091,228
Commodities	2,964,385	3,365,121	3,434,468	3,613,714
Capital Outlays	83,707	999,750	136,329	211,450
Other	0	0	1,284,511	1,284,511
Operating Subtotal	**$7,365,793**	**$9,669,702**	**$10,185,359**	**$11,200,903**
Department Total	**$16,906,221**	**$20,644,809**	**$20,551,706**	**$23,133,178**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Funds				
Federal Grant	0	11,400	11,400	0
Permit Fees	213,808	150,000	150,000	200,000
Traffic Signal Fees	4,876	5,000	5,000	5,000
Auctioned Vehicles (110)	0	60,000	60,000	42,000
Auctioned Vehicles (230)	0	0	0	2,000
Subtotal	**$218,684**	**$226,400**	**$226,400**	**$249,000**
General (110)	5,694,709	6,409,545	6,402,583	6,031,085
Water (210)	3,007,231	3,481,344	3,437,807	4,026,868
Sewer (220)	3,554,976	4,011,368	4,041,431	4,604,441
Refuse (230)	3,814,457	4,621,661	3,990,901	4,511,014
Parking (320)	3,287	3,508	5,020	3,784
Stormwater (330)	603,932	924,533	1,106,603	2,161,688
Golf (340)	8,945	13,450	13,450	16,486
Special Activities (350)	0	950,000	1,324,511	1,434,511
Speed Camera (380)	0	3,000	3,000	94,301
Subtotal	**$16,687,537**	**$20,418,409**	**$20,325,306**	**$22,884,178**
Department Total	**$16,906,221**	**$20,644,809**	**$20,551,706**	**$23,133,178**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing by Division (FTEs)				
Management and Support	4.0	4.0	4.0	4.1
Contract Management	11.0	11.0	11.0	12.0
Traffic / Transportation	9.5	9.5	9.5	9.0
Engineering	12.0	10.5	10.5	20.0
Environmental Management	13.0	14.0	14.0	14.0
Operations and Maint.	97.0	97.0	97.0	95.9
Fleet Services	13.0	13.0	13.0	13.0
Sewage Disposal	0.0	0.0	0.0	0.0
Regular Subtotal	**159.5**	**159.0**	**159.0**	**168.0**
Temporary				
Management and Support	0.1	0.1	0.1	0.1
Traffic / Transportation	0.8	1.0	1.0	0.9
Engineering	1.8	2.1	2.1	1.0
Environmental Management	0.0	0.0	0.0	1.3
Operations and Maint.	4.5	2.7	2.7	4.0
Temporary Subtotal	**7.2**	**5.9**	**5.9**	**7.3**
Department Total	**166.7**	**164.9**	**164.9**	**175.3**

Department of Public Works

Department Summary

Department Overview:

The Department of Public Works provides for the effective and efficient acquisition, construction, operation, and maintenance of the City's physical infrastructure to provide transportation, water, sewage disposal, stormwater management, refuse and recycling, fleet management, environmental management, and similar services.

Department-wide strategic goals for FY09 focus on the following in support of the Mayor and Council's goals and objectives:

- Begin implementation of a new refuse and recycling program including once per week, semi-automated refuse collection and single-stream recycling
- Implement an expanded stormwater management (SWM) program to improve the stormwater management, sediment control and storm drain operation, inspection and maintenance, water quality protection programs, and provide watershed stewardship; plan for implementation of future SWM fees
- Initiate a water main rehabilitation program to improve fire flows at fire hydrants, reduce maintenance expenditures for repairing water main breaks, and minimize water quality concerns in the drinking water
- Continue implementing a framework and inventory of practices that will move Rockville toward being a sustainable, energy-saving, and environmentally-sensitive community
- Develop and implement a comprehensive transportation plan that provides safety and mobility for pedestrians, bicyclists, and motorists
- Develop a plan to ensure, to the greatest extent possible, that neighborhoods are shielded from increased traffic in and around the Town Center
- 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 capacity to include the planning and design of a sludge handling system
- Implement automated leaf collection equipment
- Monitor the City's fleet to ensure timely repair and maintenance
- Design, construct, and maintain water supply, and wastewater systems that support existing and planned development and enhance environmental quality
- Design, construct, and maintain stormwater management (SWM) infrastructure that supports existing and planned development and enhances the environmental quality of streams and waterways
- Involve the public in significant discussions with consensus as the goal

Significant Changes:

Adopted FY08 to Estimated Actual FY08

- Negotiate right-of-way agreement with Verizon FiOS
- Plan for implementation of semi-automated, once per week refuse and recycling program
- Begin design of the first year projects of the water main rehabilitation program

Estimated Actual FY08 to Proposed FY09

- 8.15 new FTEs to implement expanded SWM programs
- 1.0 new FTE Deputy Director of Utilities and 3.0 new FTEs in the Water Fund to implement the water main rehabilitation program
- Eliminated 5.0 FTE vacant sanitation worker positions in response to the City's new once-per-week curbside refuse collection and single stream recycling collection program
- Construct first year projects and design second year projects of the water main rehabilitation program
- Increase streetlight upgrades, especially for the east side of Rockville
- Additional funding to implement the Strategy for Sustainable Rockville for Energy Efficiency and Green Building program
- Initiate design on Horizon Hill SWM Retrofit and Woodley Gardens Stream Restoration
- Construct College Gardens Park and SWM pond and Lakewood SWM retrofit
- Additional funding for electricity

- New cost center created for bulk collection that includes whitegoods / scrap metal

The following CIP projects are anticipated to be completed:

- Adclare Water Main
- Alsace Stream Improvement
- Carnation/I-270 SWM Retrofit
- Glen Mill Road Pump Station
- Lewis Avenue Water Main
- Longwood/Pinewood Drainage Improvement
- Maryvale Park/Marsh Retrofit
- Nelson Street Culvert Rehabilitation
- Rockcrest Stream Improvement
- Town Center – Capacity
- Town Center – Shuttle
- Water Distribution Analysis
- Woottons Mill Park – Middle
- Woottons Mill Park – Upper

Department History:

	Actual FY06	Actual FY07	Est. Act. FY08	Target FY09
Number of citizen service requests (CSRs) received and responded to	365	309	337	340
Percent of employee performance evaluations completed before their anniversary date	72.0%	59.0%	76.0%	80.0%
Turnover rate	15.6%	5.0%	10.0%	10.0%
Lost Time	5.9%	6.5%	8.0%	8.0%

Department of Public Works

Emergency Water Main Repair on Anderson Avenue

Aerial Bucket Truck Repairing Street Light

Seasonal Leaf Collection Operations

Snow and Ice Operations

Division: Management and Support

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Management and Support	395,573	416,785	343,222	445,317
Division Total	**$395,573**	**$416,785**	**$343,222**	**$445,317**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	315,316	331,174	260,508	344,293
Benefits	57,494	63,600	54,824	70,708
Overtime	2,306	0	279	0
Personnel Subtotal	**$375,116**	**$394,774**	**$315,611**	**$415,001**
Contractual Services	8,049	11,580	17,211	11,820
Commodities	12,408	10,431	10,400	18,496
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$20,457**	**$22,011**	**$27,611**	**$30,316**
Division Total	**$395,573**	**$416,785**	**$343,222**	**$445,317**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	395,573	416,785	343,222	445,317
Subtotal	**$395,573**	**$416,785**	**$343,222**	**$445,317**
Division Total	**$395,573**	**$416,785**	**$343,222**	**$445,317**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Management and Support	4.0	4.0	4.0	4.1
Regular Subtotal	**4.0**	**4.0**	**4.0**	**4.1**
Temporary				
Management and Support	0.1	0.1	0.1	0.1
Temporary Subtotal	**0.1**	**0.1**	**0.1**	**0.1**
Division Total	**4.1**	**4.1**	**4.1**	**4.2**

Division: Management and Support

Division Purpose:

Provides all oversight functions associated with managing the department and provides coordination between its divisions and other departments.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

None.

Estimated Actual FY08 to Proposed FY09

1.0 FTE new Deputy Director of Utilities will manage the implementation of the City's expanded stormwater management program.

Cost Center: Management and Support

Objectives:

- Improve efficiency of department management functions through training and use of "best practices"
- Provide excellent customer service via phone, in person, and email
- Promote cross-division responses, as appropriate, to resolve community requests and concerns
- Promote High Performance Organization (HPO) principles and initiatives throughout the department

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number / Percent of purchase requisitions processed within 24 hours *	N/A	N/A	N/A	100 / 100%
Number / Percent of purchase requisitions processed accurately *	N/A	N/A	N/A	95 / 95%

* This is a new measure for FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of department staff attending training classes *	N/A	N/A	N/A	65
Average response time to email inquiries through the City's Web site (hours) *	N/A	N/A	N/A	15
Percent of bond releases processed within 24 hours of notice from Chief of Contract Management *	N/A	N/A	N/A	95%

* This is a new measure for FY09.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Director of Public Works	1.0	1.0	1.0
Deputy Director of Utilities	0.0	0.0	0.1
Public Works Administrator	1.0	1.0	1.0
Administrative Assistant II	1.0	1.0	1.0
Secretary II	1.0	1.0	1.0
Cost Center Total	**4.0**	**4.0**	**4.1**

College Garden Park/Pond Project
Departments of Public Works and Recreation and Parks Team Effort

Division: Contract Management

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Contract Management	830,248	891,152	891,258	981,890
Division Total	**$830,248**	**$891,152**	**$891,258**	**$981,890**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	635,837	655,700	655,700	728,600
Benefits	145,233	168,700	168,700	185,300
Overtime	9,728	5,600	12,800	5,669
Personnel Subtotal	**$790,798**	**$830,000**	**$837,200**	**$919,569**
Contractual Services	34,000	53,840	46,746	53,440
Commodities	5,450	7,312	7,312	8,881
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$39,450**	**$61,152**	**$54,058**	**$62,321**
Division Total	**$830,248**	**$891,152**	**$891,258**	**$981,890**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	670,420	721,952	722,058	641,015
Water Fund (210)	42,276	45,100	45,100	46,200
Sewer Fund (220)	42,277	45,100	45,100	46,200
Stormwater Fund (330)	75,275	79,000	79,000	248,475
Subtotal	**$830,248**	**$891,152**	**$891,258**	**$981,890**
Division Total	**$830,248**	**$891,152**	**$891,258**	**$981,890**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Contract Management	11.0	11.0	11.0	12.0
Regular Subtotal	**11.0**	**11.0**	**11.0**	**12.0**
Temporary				
Temporary Subtotal	**0.0**	**0.0**	**0.0**	**0.0**
Division Total	**11.0**	**11.0**	**11.0**	**12.0**

Division: Contract Management

Division Purpose:

To ensure a safe and clean environment for citizens and high quality infrastructure that meets City, County, State and federal regulations and standards by inspecting all capital improvement construction work and construction of infrastructure by developers and citizens who receive City issued permits; and by managing contractual services for the construction, maintenance and repair of City public works infrastructure including streets; sidewalks; and water, sewer, and stormwater management facilities.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

Work to develop a skill and knowledge-based compensation plan along with a tiered advancement system based on a nationally recognized certification system.

Estimated Actual FY08 to Proposed FY09

Added 1.0 FTE Engineer Technician V as part of the Stormwater Management Utility to help the Public Works Department manage the private stormwater management inspection program and the City's stormwater management maintenance program.

Cost Center: Contract Management

Objectives:

- Complete 90 percent of CIP projects within the original contract completion time
- Limit cost over-runs on all CIP projects to five percent of the original contract amount
- Create an incentive plan for all personnel to obtain National Institute for Certification in Engineering Technologies (NICET), Level I or greater, by the end of FY11
- Inspect and provide oversight for the replacement of the City's water lines

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of CIP projects completed within the original completion time *	80%	90%	90%	90%
Percent of CIP project cost over-run above original contract amount *	4%	5%	5%	5%

* These figures are based on a rolling four quarters since CIP projects may span several fiscal years.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Active permits per inspector	75	35	90	95
Number / percent of inspectors receiving NICET certification	4 / 40%	5 / 50%	5 / 50%	6 / 60%

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Chief, Contract Management	1.0	1.0	1.0
Engineering Technician V	1.0	1.0	2.0
Engineering Technician IV	7.0	7.0	7.0
Engineering Technician I	2.0	2.0	2.0
Cost Center Total	**11.0**	**11.0**	**12.0**

Division: Traffic and Transportation

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Protect Neighborhoods	171,744	182,200	166,700	208,000
Mobility	241,802	346,132	328,589	319,096
Accessibility	193,444	290,400	244,526	322,700
Safety/Maintenance	855,648	913,795	913,516	952,153
Trans. Dem. Mgmt. (350)	N/A	950,000	1,324,511	1,434,511
Division Total	**$1,462,638**	**$2,682,527**	**$2,977,842**	**$3,236,460**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	539,810	721,700	645,647	704,300
Benefits	117,716	159,600	153,100	165,000
Overtime	10,293	13,601	13,601	14,100
Personnel Subtotal	**$667,819**	**$894,901**	**$812,348**	**$883,400**
Contractual Services	37,761	44,350	43,707	94,365
Commodities	745,417	780,526	784,526	811,434
Capital Outlays	11,641	962,750	52,750	162,750
Other	0	0	1,284,511	1,284,511
Operating Subtotal	**$794,819**	**$1,787,626**	**$2,165,494**	**$2,353,060**
Division Total	**$1,462,638**	**$2,682,527**	**$2,977,842**	**$3,236,460**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
Federal Grant	0	11,400	11,400	0
Traffic Signal Maintenance	4,876	5,000	5,000	5,000
Subtotal	**$4,876**	**$16,400**	**$16,400**	**$5,000**
Fund Contribution				
General Fund (110)	1,457,762	1,716,127	1,636,931	1,746,949
Special Activities (350)	0	950,000	1,324,511	1,434,511
Speed Camera (380)	0	0	0	50,000
Subtotal	**$1,457,762**	**$2,666,127**	**$2,961,442**	**$3,231,460**
Division Total	**$1,462,638**	**$2,682,527**	**$2,977,842**	**$3,236,460**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center				
Regular				
Protect Neighborhoods	2.25	2.25	2.25	2.25
Mobility	1.75	1.75	1.75	1.5
Accessibility	3.25	3.25	3.25	3.0
Safety/Maintenance	2.25	2.25	2.25	2.25
Regular Subtotal	**9.5**	**9.5**	**9.5**	**9.0**
Temporary				
Mobility	0.8	1.0	1.0	0.9
Temporary Subtotal	**0.8**	**1.0**	**1.0**	**0.9**
Division Total	**10.3**	**10.5**	**10.5**	**9.9**

Division: Traffic and Transportation

Division Purpose:

To provide a safe and efficient street and sidewalk system by ensuring that public streets and sidewalks are designed to City standards; planning roadway and traffic improvements; improving pedestrian and bicyclist safety, connectivity, and facilities; operating and maintaining traffic signals, flashing beacons, speed sensors and street lights; reviewing development applications; coordinating with other governments on traffic funding and planning; and providing staff support to the Traffic and Transportation Commission.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

None.

Estimated Actual FY08 to Proposed FY09

Increase streetlight upgrades, especially for the east side of Rockville.

Additional funding for increases in electricity.

Conduct an evaluation to assess the City of Rockville's inventory and condition of sidewalks, crosswalks, and curbcuts.

Cost Center: Protect Neighborhoods

Objectives:

- Minimize cut-through traffic
- Minimize speeding
- Complete traffic calming projects at the worst speeding locations
- Consult the public on major decisions with consensus as the goal

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of mechanical (tube) traffic counts completed as scheduled	150	140	140	140
Percent of projects implemented at the top five speeding locations	70%	100%	100%	100%
Percent of Citizen Survey respondents rating cut through traffic as "not a problem" or "a minor problem" *	62%	66%	66%	66%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Chief of Traffic and Transportation	0.25	0.25	0.25
Civil Engineer II	0.5	0.5	0.5
Transportation Planner II	1.0	1.0	1.0
Engineering Technician IV	0.5	0.5	0.5
Cost Center Total	**2.25**	**2.25**	**2.25**

Cost Center: Mobility

Objectives:

- Minimize congestion
- Manage transportation demand
- Review development applications using Comprehensive Transportation Review (CTR) methodology
- Maintain 45 traffic signals, seven flashing beacons, and six speed sensor signs
- Coordinate traffic signals to improve the flow of traffic on major roads
- Apply the CTR methodology to all development applications
- Complete a study to assess the City's inventory of sidewalks, crosswalks, and curbcuts

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of new applications completed using the CTR methodology	16	10	15	18
Percent of Citizen Survey respondents rating traffic as "not a problem" or "a minor problem" *	51%	49%	49%	50%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

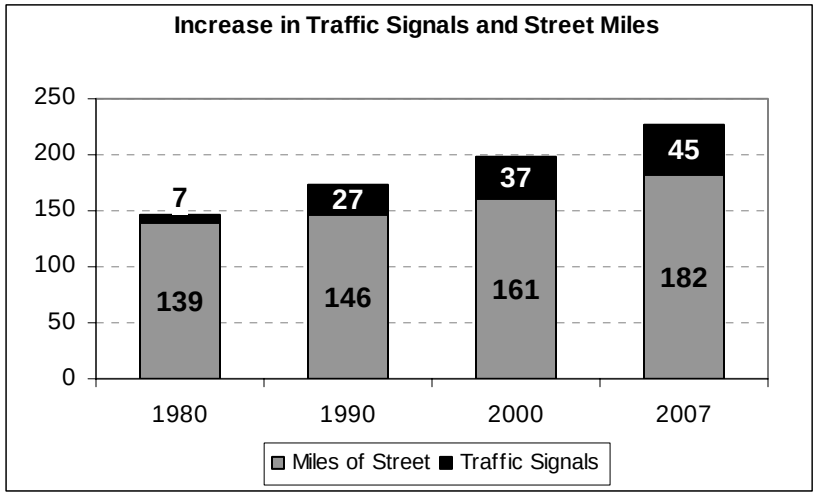
	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of traffic signals maintained	45	46	45	46

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Chief of Traffic and Transportation	0.25	0.25	0.25
Transportation Engineer	0.25	0.25	0.25
Civil Engineer III*	0.25	0.25	0.0
Civil Engineer II	0.25	0.25	0.25
Civil Engineer I	0.5	0.5	0.5
Transportation Planner II	0.25	0.25	0.25
Cost Center Total	**1.75**	**1.75**	**1.5**

* In FY09 the Civil Engineer III position was moved to the Engineering Division.

Supplemental Information:



Cost Center: Accessibility

Objectives:

- Improve pedestrian connections/facilities
- Improve bicycle connections/facilities
- Improve transit access (bus shelters, transportation center)
- Complete the design of two sidewalks each fiscal year as part of the "Safe Routes to School" Program (current potential projects include the vicinities of Beall, Twinbrook, and Ritchie Park Elementary Schools)
- Add bike signage on new shared-road (Class 3) streets by end of each fiscal year 100 percent of the time
- Consult the public on major decisions with consensus as the goal

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Sidewalk installed (in feet)*	3,600	4,500	4,500	5,000
Number of new bus shelters*	7	7	7	8
Percent of Citizen Survey respondents rating ease of travel as "excellent" or "good" by: **				
• Bicycle	44%	47%	47%	48%
• Walking	50%	60%	60%	60%
• Transit	63%	75%	75%	75%
• Car	56%	62%	62%	62%

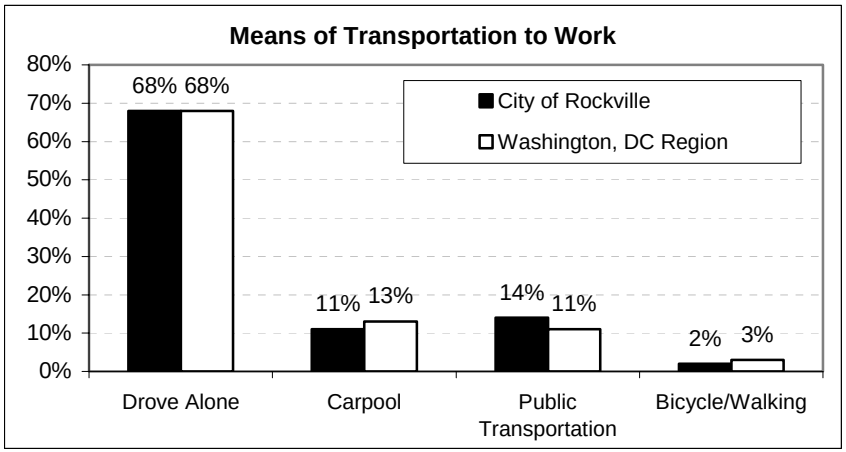
* This is a new measure for FY09.

** The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Chief of Traffic and Transportation	0.25	0.25	0.25
Transportation Engineer	0.5	0.5	0.5
Civil Engineer III*	0.25	0.25	0.0
Civil Engineer II	0.25	0.25	0.25
Civil Engineer I	0.5	0.5	0.5
Transportation Planner II	0.5	0.5	0.5
Traffic & Signal Technician I	1.0	1.0	1.0
Cost Center Total	**3.25**	**3.25**	**3.0**

* In FY09 the Civil Engineer III position was moved to the Engineering Division.



Cost Center: Safety/Maintenance

Objectives:

- Improve vehicular safety
- Improve pedestrian/bicycle safety at intersections
- Maintain and upgrade streetlights
- Manage infrastructure
- Install one additional red light camera in areas with high accident rates (next potential location MD28 at Laird)
- Conduct meetings with four area schools to develop plans to implement "Safe Routes to School," a pilot program to improve safety in school zones
- Improve streetlights in activity centers by adding and upgrading streetlights

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of red light cameras operational	8	9	9	10
Number of streetlights upgraded as scheduled	93	100	100	100
Percent of Citizen Survey respondents rating street lighting as "excellent" or "good" *	60%	70%	70%	72%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Chief of Traffic and Transportation	0.25	0.25	0.25
Transportation Engineer	0.25	0.25	0.25
Transportation Planner II	0.25	0.25	0.25
Engineering Technician IV	0.5	0.5	0.5
Traffic & Signal Technician I	1.0	1.0	1.0
Cost Center Total	**2.25**	**2.25**	**2.25**

Cost Center: Transportation Demand Management

Objectives:

- Establish programs to encourage residents to use alternative modes of transportation
- Work with employers to foster use of alternative modes of transportation
- Reduce single occupant vehicles and reduce congestion
- Provide incentives for use of alternative modes of transportation

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of parking spaces in Town Square that have Zipcar and Flexcar vehicles	N/A	1	1	3
Number of "Community Resource Packages" (packets of custom-tailored information about transportation alternatives in various communities distributed through Citizen and Home Owner Associations, and apartment buildings)	N/A	500	500	800
Number of top ten largest employers participating in a "Commuter Challenge" coordinated by the City	N/A	3	3	6

Division: Engineering

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Administration and Management	213,940	234,976	249,802	430,460
Development Review	219,371	288,400	288,400	475,600
Stormwater Resources Projects	421,393	646,800	830,250	788,700
Water and Sewer Utility Projects	205,612	228,200	187,250	309,101
Engineering	94,585	97,600	97,600	259,001
Division Total	**$1,154, 901**	**$1,495,976**	**$1,653,302**	**$2,262,862**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	716,767	824,576	807,835	1,369,742
Benefits	163,569	199,800	189,279	326,720
Overtime	0	0	0	0
Personnel Subtotal	**880,336**	**1,024,376**	**997,114**	**1,696,462**
Contractual Services	266,972	460,450	644,838	539,650
Commodities	7,593	11,150	11,350	26,750
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**274,565**	**471,600**	**656,188**	**566,400**
Division Total	**$1,154,901**	**$1,495,976**	**$1,653,302**	**$2,262,862**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
Permits and Fees	213,808	150,000	150,000	200,000
Subtotal	**$213,808**	**$150,000**	**$150,000**	**$200,000**
Fund Contribution				
General Fund (110)	(14,362)	57,800	71,758	35,550
Water Fund (210)	152,538	188,400	147,450	432,111
Sewer Fund (220)	275,003	308,676	309,544	245,900
Stormwater Fund (330)	527,914	791,100	974,550	1,308,000
Speed Camera Fund (380)	0	0	0	41,301
Subtotal	**$941,093**	**$1,345,976**	**$1,503,032**	**$2,062,862**
Division Total	**$1,154,901**	**$1,495,976**	**$1,653,302**	**$2,262,862**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Administration and Management	2.0	1.0	1.0	4.0
Development Review	4.0	3.5	3.5	5.35
Stormwater Resources Projects	3.0	3.0	3.0	4.8
Water and Sewer Utility Projects	2.0	2.0	2.0	2.5
Engineering	1.0	1.0	1.0	3.35
Regular Subtotal	**12.0**	**10.5**	**10.5**	**20.0**
Temporary				
Administration and Management	1.0	1.3	1.3	0.0
Stormwater Resources Projects	0.8	0.8	0.8	0.5
Water and Sewer Utility Projects	0.0	0.0	0.0	0.3
Engineering	0.0	0.0	0.0	0.2
Temporary Subtotal	**1.8**	**2.1**	**2.1**	**1.0**
Division Total	**13.8**	**12.6**	**12.6**	**21.0**

Division: Engineering

Division Purpose:

To ensure that the citizens of Rockville enjoy the best environmental standard of living possible by planning and engineering City-constructed infrastructure for water, wastewater, stormwater and stream improvement; evaluating and conducting stormwater, potable water, and wastewater studies; reviewing site development plans to minimize impact on City streams and to ensure that development does not overburden water and wastewater infrastructure; and issuing permits to ensure that developments are engineered to comply with City, State, and Federal regulations. To ensure that roads and sidewalks are designed to City standards, to provide survey support, to prepare easement exhibits for City projects, and to manage the Department of Public Works Geographic Information System (GIS).

Significant Changes:

Adopted FY08 to Estimated Actual FY08

- Designed and constructed off-loading at Gude Drive maintenance complex for single-stream recycling
- Developed water main rehabilitation program to replace water mains nearing the end of their design life. Program will address one quarter of Rockville's water distribution system
- Developed an asset management plan for water, wastewater and stormwater infrastructure
- Negotiated fees and requirement for Verizon FiOS installation program
- Attended training sponsored by the City Manager's Office (Supervisory Skills)
- Developed policy and procedures to address existing and proposed right-of-way and easement encroachments
- Obtain license agreements from private property owners for various right of way encroachments such as private retaining walls, private driveways, landscaping and other private improvements
- Resolved sanitary sewer flow requirements between WSSC and Rockville for the Twinbrook sub basin
- Coordinated removal of un-needed connections located within City manholes initially identified as part of the Cabin John Sanitary Sewer Evaluation.
- Initiated design of the first year projects of the water main rehabilitation program to improve fire flows at fire hydrants, reduce maintenance expenditures for water main breaks, and improve water quality in the drinking water.

Estimated Actual FY08 to Proposed FY09

- Add 5.2 new FTEs to the SWM Fund and develop program implementation to support the expanded SWM program proposed by the amended SWM ordinance
- Expand projects in the CIP to address maintenance concerns at the Water Treatment Plant and the water distribution system
- Initiate design on Horizon Hill SWM Retrofit and Woodley Gardens Stream Restoration
- Complete Phase B of the Water Treatment Plant Facility Plan to identify process improvements to meet increased Environmental Protection Agency (EPA) and the Maryland Department of Environment (MDE) requirements and ensure the solids management process meets future demand
- Construct the first year and design second year projects of the water main rehabilitation program
- Analyze hydraulic conditions between the water plant and the Glen Mill Pump Station to develop an economical and reliable solution to eliminate damages from surge events
- Construct wastewater pump station upgrades to provide back up power generation and improve safety
- Complete commercial water meter replacement program and continue residential water meter replacement program
- Design Phase II of the Beall Avenue steel water main replacement

Cost Center: Administration and Management

Objectives:

- Provide staff with opportunities for continued learning and improvement
- Maintain current information on the City Website for DPW forms and documents, CIP projects, and neighborhood advisories

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Collectively have staff attend 10 technical training or continuing education activities	12	10	40*	10
Collectively have staff attend 10 trainings in non-technical areas	N/A	N/A	N/A	20
Percent of estimated 60 updates to the City's Website completed by October 1	0%**	N/A**	N/A**	100%

* Training includes non-technical training sponsored by Rockville.
** Due to vacant GIS Manager position.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Chief Engineer/Environment	1.0	1.0	1.0
Budget Specialist	0.0	0.0	0.8
Civil Engineer II	0.0	0.0	2.0
Stormwater Administrator	0.0	0.0	0.2
Public Works Data and GIS Specialist	1.0	0.0	0.0
Cost Center Total	**2.0**	**1.0**	**4.0**

Cost Center: Development Review

Objective:

- Support CPDS reviews and permit process by ensuring adequate water, wastewater, and stormwater infrastructure is available to support proposed development and that proposed development mitigates impact on Rockville streams by providing acceptable stormwater management and sediment control
- Perform reviews of Detailed Engineering Plans for the purpose of ensuring proposed roads and utility infrastructure, sediment control and stormwater management (SWM) facilities meet design standards

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Complete 100% of estimated plat reviews by CPDS "need by" date to ensure City meets the 30-day State requirement	100%	90%	100%	100%
Issue all Stormwater Management concept approvals before CPDS permit issuance	100%	100%	100%	100%
Complete 80% of first-submittal engineering permit plan reviews within six weeks	76%	80%	70%	80%
Complete 80% of subsequent engineering permit plan reviews within four weeks	N/A	80%	96%	90%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Estimated number of permits issued	225	225	200	180

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Civil Engineer III	0.5	0.5	0.75
Civil Engineer II	1.0	1.0	2.2
Engineering Technician V	1.0	1.0	0.0
Engineering Technician IV	1.0	1.0	2.0
Permit Technician	0.5	0.0	0.0
Stormwater Administrator	0.0	0.0	0.4
Cost Center Total	**4.0**	**3.5**	**5.35**

Cost Center: Stormwater Resources Projects

Objectives:

- Provide safe and effective conveyance for Rockville's stormwater
- Design and construct SWM and stream restoration projects that are sensitive to community and neighborhood concerns which will enhance Rockville's streams
- Conduct watershed studies to evaluate existing watershed conditions and to identify projects, acceptable to the community that balances environmental improvements with recreational needs
- Implement stormwater resources programs with sufficient funding to meet National Pollutant Discharge Elimination System (NPDES) requirements to ensure Rockville's streams and watersheds are protected, restored, and enhanced
- Manage program expansion and consolidation of stormwater management, storm drainage and water quality protection functions through the SWM utility program

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of projects with design completed	6	3	5	1
Total number of advisories sent	12	8	10	5

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Budget Specialist	0.0	0.0	0.2
Civil Engineer II	2.0	2.0	1.8
Engineering Technician IV	1.0	1.0	2.4
Stormwater Administrator	0.0	0.0	0.4
Cost Center Total	**3.0**	**3.0**	**4.8**

Cost Center: Water and Sewer Utility Projects

Objectives:

- Provide adequate capacity for water and sewer systems to meet the needs of the Master Plan and future development
- Ensure water and wastewater systems meet or exceed regulatory requirements
- Ensure adequate fire flows, reduce water main breaks, and minimize water quality concerns by implementing the water rehabilitation program
- Consult the public on major decisions with consensus as the goal

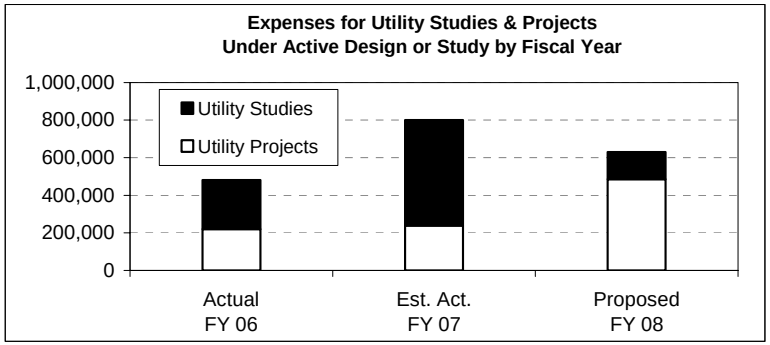
Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of projects with design completed	2	2	4	13
Number of advisories sent	2	4	8	11

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Civil Engineer II	1.0	1.0	2.5
Engineering Technician IV	1.0	1.0	0.0
Cost Center Total	**2.0**	**2.0**	**2.5**

Supplemental Information:



Cost Center: Engineering

Objectives:

- Engineering support for Traffic & Transportation CIP projects
- Integrate Asset Management Program with facility planning

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of transportation projects surveyed or designed	5	5	9	3

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Civil Engineer II	1.0	1.0	0.5
Civil Engineer III	0.0	0.0	0.25
Engineering Technician IV	0.0	0.0	0.6
Engineering Technician V	0.0	0.0	1.0
Public Works Data and GIS Specialist	0.0	0.0	1.0
Cost Center Total	**1.0**	**1.0**	**3.35**

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Division: Environmental Management

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Environmental Management	160,643	378,098	405,012	408,378
Water Treatment Plant	1,749,274	1,967,025	2,019,021	2,223,684
Division Total	**$1,909,917**	**$2,345,123**	**$2,424,033**	**$2,632,062**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	637,820	818,200	776,555	906,500
Benefits	179,626	214,200	237,480	221,300
Overtime	30,054	30,797	46,996	46,996
Personnel Subtotal	**$847,500**	**$1,063,197**	**$1,061,031**	**$1,174,796**
Contractual Services	175,854	292,651	332,073	350,119
Commodities	854,067	952,275	986,066	1,071,647
Capital Outlays	32,496	37,000	44,863	35,500
Other	0	0	0	0
Operating Subtotal	**$1,062,417**	**$1,281,926**	**$1,363,002**	**$1,457,266**
Division Total	**$1,909,917**	**$2,345,123**	**$2,424,033**	**$2,632,062**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	160,643	325,185	353,479	209,685
Water Fund (210)	1,749,274	1,967,025	2,019,021	2,223,684
Stormwater Fund (330)	0	52,913	51,533	198,693
Subtotal	**$1,909,917**	**$2,345,123**	**$2,424,033**	**$2,632,062**
Division Total	**$1,909,917**	**$2,345,123**	**$2,424,033**	**$2,632,062**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Environmental Management	2.0	3.0	3.0	2.7
Water Treatment Plant	11.0	11.0	11.0	11.3
Regular Subtotal	**13.0**	**14.0**	**14.0**	**14.0**
Temporary	0.0	0.0	0.0	1.3
Temporary Subtotal	**0.0**	**0.0**	**0.0**	**1.3**
Division Total	**13.0**	**14.0**	**14.0**	**15.3**

Division: Environmental Management

Division Purposes:

The Environmental Management Division provides Rockville residents and visitors with pure and safe drinking water; develops, promotes and implements programs and actions designed to make Rockville a regional and national leader in sustainability and environmental sensitivity, including energy efficiency, green building opportunities, natural resource stewardship, and reuse and recycling; ensures that the City's own activities are performed in accordance to all applicable State and Federal environmental laws, rules and permits; and supports the Commission on the Environment.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

None.

Estimated Actual FY08 to Proposed FY09

Distributed part of the Division Manager's expenses away from the General Fund and into the Stormwater Management Fund and the Water Fund to more accurately reflect the duties of the position.

Added two (2) part time interns to assist with the workload in inventorying and correcting illegal dry-weather storm drain flows, distributing public outreach and education materials, implementing the site visits associated with the water quality protection ordinance, and preparing required State and Federal reports.

Added funding to implement the *Strategy for a Sustainable Rockville* regarding energy efficiency and stormwater outreach, as well as the Green Building Program targeted for adoption in December 2008.

Additional funding for anticipated purchases of water from the Washington Suburban Sanitary Commission (WSSC), and electricity, chemicals and sediment/sludge disposal for the water treatment plant and pump station operations.

Cost Center: Environmental Management

Objectives:

- Implement and update the City-wide Strategy for a Sustainable Rockville
- Respond and remediate spills and intentional discharges that threaten public heath and the environment, particularly those violating the City's water quality protection ordinance
- Develop a "green" building program for new construction and significant renovations to municipal, commercial, industrial, multi-family residential and single family residential properties
- Implement Environmental Management System (EMS) across all City facilities and activities to ensure the City meets all applicable environmental regulations, including requirements established by the State's National Pollutant Discharge Elimination System (NPDES) permits for stormwater management, water line flushing, municipal pool, and the maintenance facility off Gude Drive
- Create and implement a greenhouse gas emissions reduction strategy
- Provide staff support for the Environment Commission
- Provide Rockville employees, residents and businesses with the information they need to make environmentally sensitive and sustainable choices by producing high-quality outreach materials, training and web page improvements

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of Sustainability actions accomplished (target 66)	22	28	28	42
Develop a green building program for the City	N/A	Introduce May 2008	Introduce May 2008	Adopt Jan. 2009

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Chief of Environmental Management	0.0	1.0	0.7
Environmental Specialist	1.0	1.0	1.0
Engineering Technician IV	0.0	1.0	0.0
Engineering Technician V	0.0	0.0	1.0
Cost Center Total	**2.0**	**3.0**	**2.7**

Cost Center: Water Treatment

Objectives:

- Provide sufficient amounts of drinking water that meets or exceeds all State and Federal water quality standards
- Upgrade the treatment facility to ensure it produces consistent, high quality water
- Monitor and test for contaminants as required by Maryland Department of the Environment to ensure 100 percent compliance 365 days per year
- Perform preventative maintenance as scheduled 97 percent of the time

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of days in compliance - MDE Quality standards	100%	100%	100%	100%
Percent of maintenance completed by scheduled due date	99%	100%	100%	100%
Percent of downtime due to equipment failure	0.02%	0.01%	0.01%	0.01%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of sampling tests conducted	49,600	49,600	49,600	49,600

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Chief of Environmental Management	0.0	0.0	0.3
Water Treatment Plant Superintendent	1.0	1.0	1.0
Water Treatment Plant Operator	7.0	8.0	8.0
Water Treatment Plant Operator Trainee	2.0	2.0	2.0
Cost Center Total	**10.0**	**11.0**	**11.3**

City of Rockville, Water Treatment Plant

Division: Operations and Maintenance

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Street Maintenance	1,532,258	1,749,121	1,785,101	1,522,287
Snow and Ice Removal	211,981	160,070	185,805	160,070
Water Maintenance	973,985	1,185,828	1,131,111	1,226,474
Sewer Maint/Storm Drain	942,832	1,091,091	1,114,430	1,642,852
Refuse Collection	2,176,269	2,747,822	2,337,126	1,915,232
Recycling Collection	559,712	696,401	560,009	933,351
Yardwaste Collection	312,077	347,656	313,780	414,899
Bulk/HAZMAT Collection	0	0	0	318,291
Leaf Collection Program	367,023	394,026	344,230	454,017
Division Total	**$7,076,137**	**$8,372,015**	**$7,771,592**	**$8,587,473**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	3,530,212	4,117,000	3,658,316	4,244,332
Benefits	1,107,022	1,351,307	1,241,141	1,184,532
Overtime	449,896	354,500	498,400	456,442
Personnel Subtotal	**5,087,130**	**5,822,807**	**5,397,857**	**5,885,306**
Contractual Services	1,464,060	1,791,514	1,589,693	1,922,839
Commodities	520,222	757,694	783,142	766,128
Capital Outlays	4,725	0	900	13,200
Other	0	0	0	0
Operating Subtotal	**$1,989,007**	**$2,549,208**	**$2,373,735**	**$2,702,167**
Division Total	**$7,076,137**	**$8,372,015**	**$7,771,592**	**$8,587,473**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
General Fund (110)	1,744,239	1,909,191	1,970,906	1,682,357
Water Fund (210)	973,984	1,185,828	1,131,111	1,226,474
Sewer Fund (220)	942,833	1,091,091	1,114,430	1,249,852
Refuse Fund (230)	3,415,081	4,185,905	3,555,145	4,035,790
Stormwater Fund (330)	0	0	0	393,000
Subtotal	**$7,076,137**	**$8,372,015**	**$7,771,592**	**$8,587,473**
Division Total	**$7,076,137**	**$8,372,015**	**$7,771,592**	**$8,587,473**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Street Maintenance	25.6	25.6	25.6	21.45
Snow and Ice Removal	0.0	0.0	0.0	0.0
Water Maintenance	12.3	12.3	12.3	12.8
Sewer Maint/Storm Drain	13.2	13.2	13.2	20.75
Refuse Collection	28.2	28.2	28.2	17.7
Recycling Collection	11.2	11.2	11.2	11.7
Yardwaste Collection	2.9	2.9	2.9	5.2
Bulk/HAZMAT Collection	0.0	0.0	0.0	2.7
Leaf Collection Program	3.6	3.6	3.6	3.6
Regular Subtotal	**97.0**	**97.0**	**97.0**	**95.9**
Temporary				
Refuse Collection	2.6	1.0	1.0	2.0
Recycling Collection	0.9	0.7	0.7	2.0
Yardwaste Collection	1.0	1.0	1.0	0.0
Bulk/HAZMAT Collection	0.0	0.0	0.0	0.0
Leaf Collection Program	0.0	0.0	0.0	0.0
Temporary Subtotal	**4.5**	**2.7**	**2.7**	**4.0**
Division Total	**101.5**	**99.7**	**99.7**	**99.9**

Division: Operations and Maintenance

Division Purpose:

Water Systems Maintenance: To maintain and repair the water distribution system on a 24-hour basis to ensure the flow of potable water and adequate fire protection by providing proactive preventative maintenance of water mains and service lines; repairing mains, valves and hydrants; and repair and replace water service connections.

Sewer Maintenance / Storm Drain: To maintain and repair sewer systems by providing dependable backup-free and odor-free collection of sewage from homes and businesses; and preventative maintenance and repair of sewer mains, access ways, and laterals.

General Maintenance: To maintain City streets, sidewalks, and stormwater management inlets and pipes in a safe and clean condition; provide for safe movement of vehicular traffic by performing minor construction and repairs; removing snow and ice from streets; installing street signs and lane or line markings; and supervising the work of contractual service providers who perform repair, cleaning, and maintenance work.

Refuse: To provide high-quality collection of recyclables, regular refuse, and large household items to single-family residences by providing once-per-week curbside collection of regular refuse, brush, yardwaste, and single stream recyclables; once-per-month, on-call collection of household hazardous waste; on call collection of bulk items; and regularly scheduled seasonal vacuum leaf collection.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

The City assumed operation and maintenance of additional infrastructure in the Town Center area, the Chestnut Lodge Development, the Southlawn Lane and Ardennes Avenue annexations, the Southlawn Lane water and sewer extensions and the development of Twinbrook Station.

Preparing for implementation of once-per-week curbside refuse collection and single stream recycling collection program.

Estimated Actual FY08 to Proposed FY09

In preparation for the City's expanded stormwater management program and water and sewer projects the division has been reorganized. A new Deputy Director of Utilities will be added to manage the new water and sewer programs. One additional maintenance worker will be added to the sewer program. Two new maintenance workers will be added to the stormwater management program. Also, 4.4 current FTEs have been moved form the general maintenance program to the stormwater management program to better reflect the types of projects they will manage.

Increased maintenance and repairs to the aging wastewater pumping stations.

Begin replacing manual leaf collection units with automated systems.

Implementation of once-per-week curbside refuse collection and single stream recycling collection program. Eliminate five vacant sanitation worker positions in response to the City's new refuse and recycling program. Creation of a new cost center for bulk/HAZMAT collection.

Cost Center: Water Systems Maintenance

Objectives:

- Complete preventative maintenance on water valves, pipelines, pressure reducing valves, and water reducing valves as scheduled 95 percent of the time

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of complaints about disturbed water	80	73	73	80
Percent of fire hydrants in service *	N/A	N/A	N/A	99.8%
Water main breaks per year	67	67	67	67
Percent of preventative maintenance completed as scheduled	90%	90%	75%	90%
Percent of Citizen Survey respondents rating water and sewer services as "excellent" or "good" **	85%	85%	85%	85%

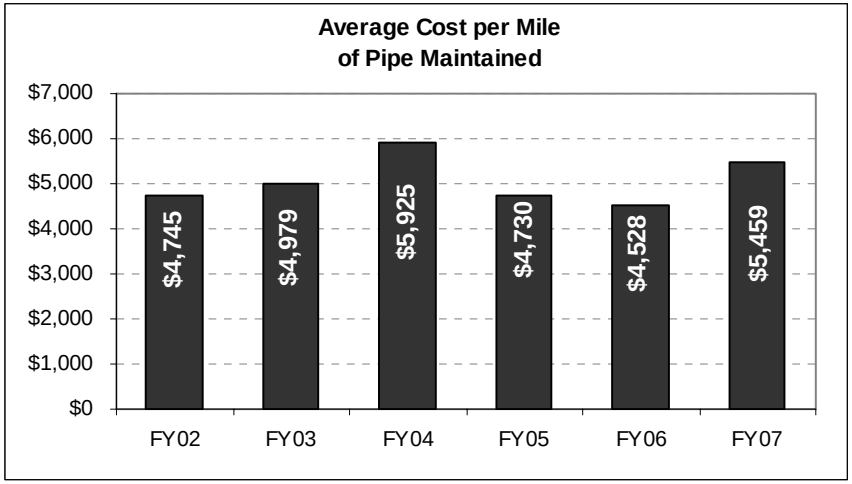
* New measure for FY09.

** The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Deputy Director, Utilities	0.0	0.0	0.5
Operations Maintenance	0.3	0.3	0.3
Operations Maintenance Assistant Superintendent	1.0	1.0	1.0
Utilities Crew Supervisor	2.0	2.0	2.0
Secretary I	1.0	1.0	1.0
Maintenance Worker	5.0	5.0	5.0
Laborer	3.0	3.0	3.0
Cost Center Total	**12.3**	**12.3**	**12.8**

Supplemental Information:



Cost Center: Sewer Maintenance / Storm Drain

Objectives:

- Apply chemical root control to five percent of the 138 miles of sanitary sewer to inhibit root infiltration
- Maintain motors, pumps, and controls of the Fallsgrove and Horners Lane wastewater pumping stations
- Clean 75 percent of the sanitary sewer system mainlines each fiscal year by utilizing either a high velocity sewer flusher or a power rodder
- Perform preventive maintenance on laterals as scheduled 95 percent of the time
- Apply chemical degreaser to both sewer pump stations for reduction of grease buildup
- Perform repairs to 20 storm drain structures

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of preventive maintenance performed by scheduled due date	89%	95%	95%	95%

Workload Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Estimate FY09
Percent of sanitary sewer miles receiving chemical root control application	5%	5%	5%	5%
Miles of main receiving chemical root control	7.5	7.5	7.5	7.5
Total percent of sewer mainlines cleaned	72%	75%	75%	75%
• Percent flushed	70%	72%	72%	72%
• Percent rodded	2%	3%	3%	3%
Storm Drain Repairs	16	20	20	20

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Deputy Director, Utilities	0.0	0.0	0.4
Operations Maintenance Superintendent	0.2	0.2	0.35
Operations Maintenance Assistant Superintendent	1.0	1.0	1.0
Operations Maint. Crew Supervisor I	2.0	2.0	3.0
Operations Maint. Crew Supervisor II	0.0	0.0	0.0
Public Works Management Assistant	1.0	1.0	1.0
Maintenance Worker	6.0	6.0	8.7
Laborer	3.0	3.0	6.3
Cost Center Total	**13.2**	**13.2**	**20.75**

Cost Center: Street Maintenance

Objectives:

- Reduce the number of pothole complaints from residents by a minimum of two complaints per fiscal year
- Increase resident satisfaction on condition of roadways and street sweeping
- Improve safety and mobility by installing, repairing, or replacing 10 percent of the street signs in the inventory per fiscal year

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of pothole complaints by residents	40	38	36	34
Percent of Citizen Survey respondents rating street repairs and maintenance as “excellent” or “good” *	65%	67%	67%	67%
Percent of Citizen Survey respondents rating street sweeping as “excellent” or “good” *	65%	67%	67%	67%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number/percent of street sign work orders completed within 48 hours *	N/A	N/A	N/A	400 / 90%
Number/percent of street signs installed, repaired, or replaced of total inventory	1,524 / 11%	1,350 / 10%	1,000 / 7%	1,350 / 10%

* This is a new measure for FY09.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Operations Maintenance Superintendent	0.2	0.2	0.05
Operations Maintenance Assistant Superintendent	1.0	1.0	1.0
Operations Maint. Crew Supervisor I	3.4	3.4	2.4
Operations Maint. Crew Supervisor II	0.0	0.0	0.0
Secretary II	1.0	1.0	1.0
Traffic Maintenance Worker	2.0	2.0	2.0
Maintenance Worker	10.5	10.5	9.8
Laborer	7.5	7.5	5.2
Cost Center Total	**25.6**	**25.6**	**21.45**

Cost Center: Snow and Ice Removal

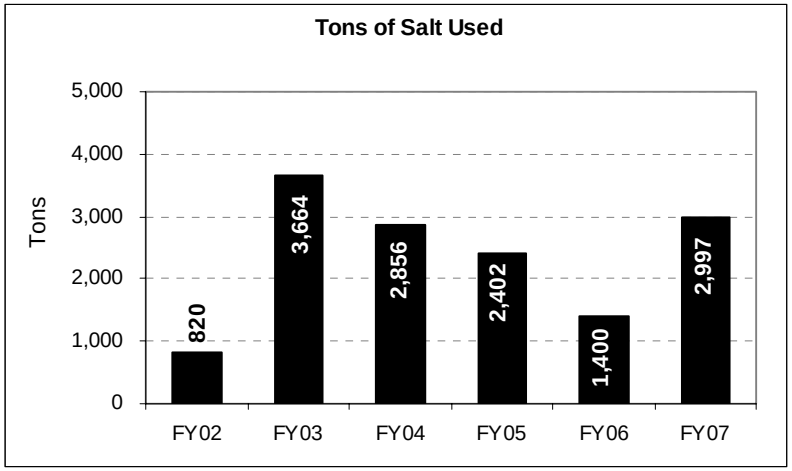
Objectives:

- Increase operational efficiency by calibrating 100 percent of the saltboxes each fiscal year
- Increase the percent of citizens rating the snow and ice removal operations as good or excellent by providing 16 hours of training per employee on equipment use and maintenance by December 1 of each fiscal year

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percentage of citizens rating snow and ice removal operations as "excellent" or "good" *	70%	72%	72%	72%
Number/percent of employees receiving 16 hours of equipment use and maintenance training by December 1	23 / 100%	23 / 100%	11 / 58%	23 / 100%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.



Workload Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Estimate FY09
Number/percent of saltboxes calibrated by December 1	18 / 100%	18 / 100%	6 / 33%	18 / 100%

Cost Center: Refuse Collection

Objectives:

- Transition from twice-per-week refuse collection to once-per-week curbside collection with easy to operate carts
- Increase the efficiency of each route thus improving effectiveness to our customers
- Conduct outreach to inform citizens of refuse implementation to educate the public single stream recycling

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of residents rating the refuse service as "excellent" or "good" *	86%	88%	88%	88%
Percent of Citizen Survey respondents rating the cost of refuse and recycling services as "excellent" or "good" *	50%	50%	50%	50%

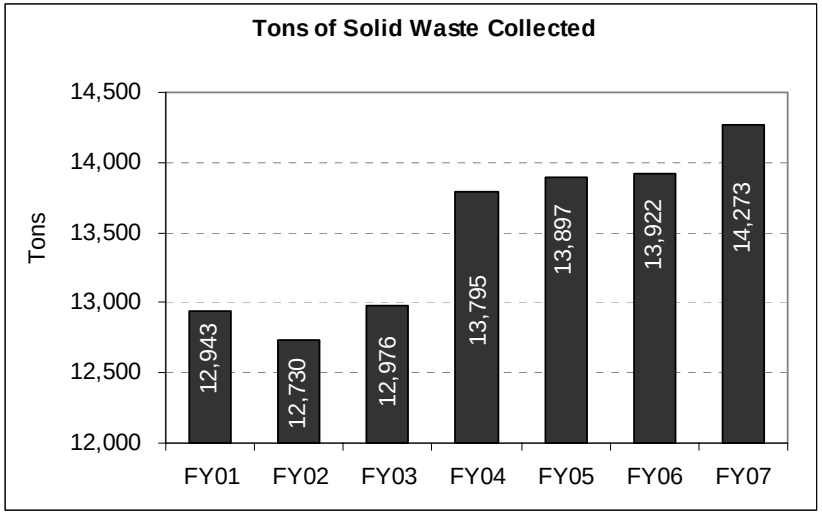
* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of homes per route per two-person crew	770	770	770	850
Number of tons of refuse sent to the landfill	14,273	14,000	16,000	16,000

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Operations Maintenance Superintendent	0.3	0.3	0.1
Sanitation Supervisor	1.0	1.0	0.25
Refuse Crew Supervisor	0.9	0.9	1.1
Maintenance Communications Operator	1.0	1.0	0.25
Sanitation Operator	8.0	8.0	7.0
Sanitation Worker	17.0	17.0	9.0
Cost Center Total	**28.2**	**28.2**	**17.7**



Cost Center: Recycling Collection

Objectives:

- Implement the City's new recycling program
- Achieve a recycling rate of 40 percent

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of waste diverted from landfill due to recycling	35%	40%	35%	40%
Percent of Citizen Survey respondents rating recycling services as "excellent" or "good" *	82%	82%	82%	82%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

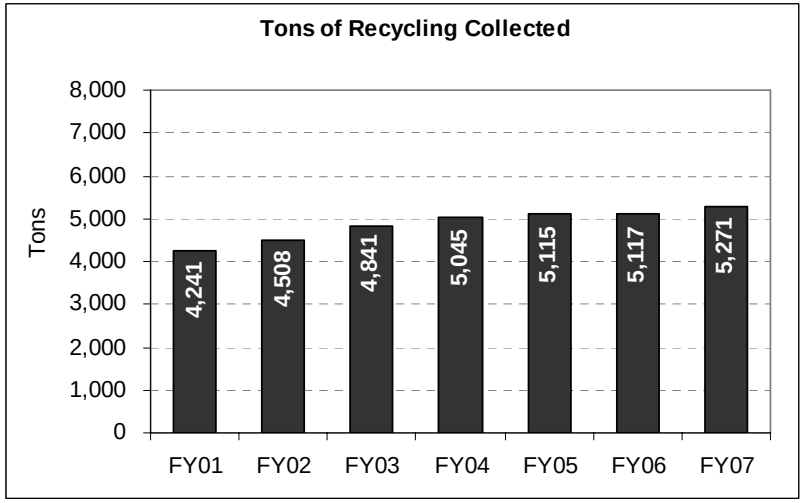
Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Tons of recycling collected	5,271	5,500	6,000	6,100

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Operations Maint. Superintendent	0.0	0.0	0.1
Maintenance Comm. Operator	0.0	0.0	0.25
Refuse Crew Supervisor	1.2	1.2	1.1
Sanitation Supervisor	0.0	0.0	0.25
Sanitation Operator	4.0	4.0	4.0
Sanitation Worker	6.0	6.0	6.0
Cost Center Total	**11.2**	**11.2**	**11.7**

Supplemental Information:



Cost Center: Yardwaste Collection

Objectives:

- To efficiently collect resident yardwaste set out, by minimizing missed collections
- To utilize automation to reduce worker injuries

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent reduction in worker injuries *	N/A	N/A	N/A	4%

* This is a new performance measure for FY09.

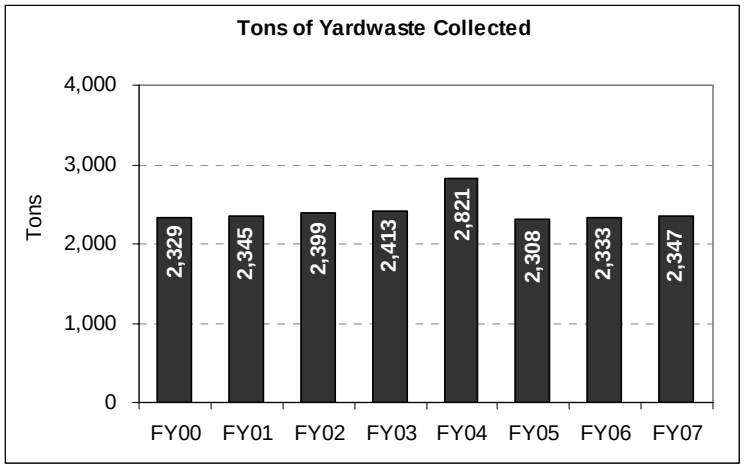
Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Percent of waste diverted from landfill due to recycling yardwaste	11%	11%	11%	12%
Tons of yardwaste collected	2,347	2,500	2,200	2,350

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Operations Maint. Superintendent	0.0	0.0	0.1
Maintenance Comm. Operator	0.0	0.0	0.25
Refuse Crew Supervisor	0.9	0.9	0.6
Sanitation Supervisor	0.0	0.0	0.25
Sanitation Operator	0.0	0.0	1.0
Sanitation Worker	2.0	2.0	3.0
Cost Center Total	**2.9**	**2.9**	**5.2**

Supplemental Information:



Cost Center: Bulk/HAZMAT Collection

Objectives

- To efficiently collect resident call-on-demand bulk set-out, by minimizing missed collections
- To utilize automation to reduce worker injuries

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number / percent reduction in worker injuries *	N/A	N/A	N/A	TBD

* This is a new performance measure for FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Percent of waste diverted from landfill	1%	1%	1%	1%
Tons of bulk/scrap metal collected	139	140	140	400

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Maintenance Communications Operator	0.0	0.0	0.25
Refuse Crew Supervisor	0.9	0.9	0.2
Sanitation Supervisor	0.0	0.0	0.25
Sanitation Operator	0.0	0.0	1.0
Sanitation Worker	2.0	2.0	1.0
Cost Center Total	**2.9**	**2.9**	**2.7**

Cost Center: Leaf Collection Program

Objectives:

- Perform Leaf Collection Program as scheduled 100 percent of the time
- Increase efficiency through automation and decrease time to collect, thereby improving customer service and safety on the street

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of the Leaf Collection Program completed as scheduled	100%	100%	90%	100%
Percent of employees receiving four hours of training by October 1	100%	100%	75%	100%
Percent of Citizen Survey respondents rating leaf pick up services as “excellent” or “good” *	82%	82%	82%	82%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of tons of leaves collected	3,426	3,500	3,560	3,800

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Operations Maint. Crew Supervisor I	0.6	0.6	0.6
Operations Maint. Crew Supervisor II	0.0	0.0	0.0
Maintenance Worker	1.5	1.5	1.5
Laborer	1.5	1.5	1.5
Cost Center Total	**3.6**	**3.6**	**3.6**

Division: Fleet Services

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Fleet Operations and Maintenance	1,874,910	1,972,051	2,021,277	2,017,934
Division Total	**$1,874,910**	**$1,972,051**	**$2,021,277**	**$2,017,934**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	705,985	725,500	725,500	743,800
Benefits	185,260	216,000	216,134	210,700
Overtime	484	3,552	3,552	3,241
Personnel Subtotal	**$891,729**	**$945,052**	**$945,186**	**$957,741**
Contractual Services	129,108	181,266	186,603	149,815
Commodities	819,228	845,733	851,672	910,378
Capital Outlays	34,845	0	37,816	0
Other	0	0	0	0
Operating Subtotal	**$983,181**	**$1,026,999**	**$1,076,091**	**$1,060,193**
Division Total	**$1,874,910**	**$1,972,051**	**$2,021,277**	**$2,017,934**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
Auctioned Vehicles (110)	0	60,000	60,000	42,000
Auctioned Vehicles (230)	0	0	0	2,000
Subtotal	**N/A**	**$60,000**	**$60,000**	**$44,000**
Fund Contribution				
General Fund (110)	1,280,434	1,262,505	1,304,229	1,270,212
Water Fund (210)	89,159	94,991	95,125	98,399
Sewer Fund (220)	92,966	97,321	103,177	93,309
Refuse Fund (230)	399,376	435,756	435,756	475,224
Parking Fund (320)	3,287	3,508	5,020	3,784
Stormwater Fund (330)	743	1,520	1,520	13,520
Golf Fund (340)	8,945	13,450	13,450	16,486
Speed Cam. Fund (380)	0	3,000	3,000	3,000
Subtotal	**$1,874,910**	**$1,912,051**	**$1,961,277**	**$1,973,934**
Division Total	**$1,874,910**	**$1,972,051**	**$2,021,277**	**$2,017,934**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Fleet Operations and Maintenance	13.0	13.0	13.0	13.0
Regular Subtotal	**13.0**	**13.0**	**13.0**	**13.0**
Temporary				
Temporary Subtotal	**0.0**	**0.0**	**0.0**	**0.0**
Division Total	**13.0**	**13.0**	**13.0**	**13.0**

Division: Fleet Services

Division Purpose:

To ensure that the vehicles and equipment within the City's fleet are always well-maintained by providing an efficient, thorough, and effective preventive maintenance and repair program; managing vehicle acquisition and disposition; and managing fuel operations.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

None.

Estimated Actual FY08 to Proposed FY09

Addition of a medium duty truck, a medium duty truck with crane, and a 4-door police sedan.

Cost Center: Fleet Services

Objectives:

- Maintain a 97 percent fleet availability rate
- Complete 80 percent of work orders within 24 hours

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY08
Fleet availability rate	96.5%	97.0%	95.5%	97.0%
Percentage of work orders completed within 24 hours	76.7%	80.0%	84.2%	80.0%

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Fleet Manager	1.0	1.0	1.0
Shop Supervisor	1.0	1.0	1.0
Fleet Clerk	1.0	1.0	1.0
Fleet Mechanic	7.0	7.0	8.0
Fleet Service Mechanic	3.0	3.0	2.0
Cost Center Total	**13.0**	**13.0**	**13.0**

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:

- Unit 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 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.
- Follow written policies to govern fleet procurement.

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

- Fifty (50) vehicles or pieces of equipment 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, 39 units, or 10 percent of the total fleet, were recommended for replacement.
- The mileage guideline was applied through projections of probable mileage of the vehicle recommended for replacement at the time of delivery of the new vehicle.
- For equipment, hours of operation and present condition are the parameters in determining replacement. Standards for the hours of operation vary according to the type of equipment being evaluated.
- Units such as snowplows and material spreaders will be determined by "worst condition" criteria.

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 FY09 are listed below and on the following page. The replacement vehicles for the General (Capital Projects), Water, Sewer, and Refuse Funds are funded through the Vehicles for City Use CIP project on page 160 of the FY09-FY13 Adopted CIP Budget Book.

Community Planning & Development Service / Inspection Service

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
(045) '99 Chevrolet Caviler	✓		✓		$12,240
(098) '98 Chevrolet Blazer	✓		✓		$19,380

Police / Code Enforcement

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
(090) '98 Chevrolet Blazer	✓		✓		$19,380

Police Department, Field Services Bureau

	Meet One or More Replacement Criteria (✓)				
Specific unit replacement is determined at time of new acquisition based on changing circumstances that are inherent in police vehicle operations.					
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Cruiser	✓	✓	✓		$22,440
Cruiser	✓	✓	✓		$22,440
Cruiser	✓	✓	✓		$22,440
Cruiser	✓	✓	✓		$22,440
Cruiser	✓	✓	✓		$22,440
Cruiser	✓	✓	✓		$22,440
Cruiser	✓	✓	✓		$22,440

Police Department, Field Services Bureau

	Meet One or More Replacement Criteria (✓)				
Specific unit replacement is determined at time of new acquisition based on changing circumstances that are inherent in police vehicle operations.					
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Cruiser	✓	✓	✓		$22,440

Department of Public Works / Contract Management

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
(097) '98 Chevrolet Blazer	✓		✓		$19,380
(222) '96 Ford Windstar	✓		✓		$21,840

Department of Public Works, General Maintenance

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
(008) '98 Chevrolet Blazer	✓	✓	✓		$19,380
(311) '99 Chevrolet Stepvan	✓		✓	✓	$37,555
(594) '90 JD 444 E Loader	✓		✓	✓	$171,600
(713) '99 Bartley Trailer	✓			✓	$ 5,200
(740) '97 Craftco Hotbox	✓			✓	$12,482
Saltbox	✓		✓		$8,840
Snowplow	✓		✓		$5,720

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

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
(211) '99 Chev. S10 Pickup	✓		✓		$17,160
(212) '99 Chev. S10 Pickup	✓		✓		$17,160
(219) '99 Ford Ranger Truck	✓		✓		$17,160

(228) '98 Ford E350 Pass Van	✓		✓		$26,000
(229) '98 Ford E350 Pass Van	✓		✓		$26,000
(231) '99 Chev. 2500 Pickup	✓		✓		$20,800
(252) '99 Chev. 2500 Van	✓		✓		$22,880
(279) '99 Chev. C3500 Crew	✓		✓		$23,920
(610) '03 Vermeer Chipper			✓	✓	$50,960

Unscheduled acquisition – no department designation (new)	$24,000
General Fund (Capital Projects Fund) Total	**$778,557**

Department of Public Works, Sewer Maintenance / Sewage Disposal

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
(250) '99 Chev 2500 Pickup	✓		✓	✓	$43,680
Medium Duty Utility Tuck				New	$75,000
				Sewer Fund Total	**$118,680**

Department of Public Works, Water Systems Maintenance

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Medium Duty Utility Tuck				New	$45,000
				Parking Fund Total	**$45,000**

Department of Public Works, Refuse Collections, Leaf Program

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Automated Leaf Collection Unit				✓	$45,350
Automated Leaf Collection Unit				✓	$45,350
Lifters				✓	$49,700
Alley Truck (s)				✓	$163,500
Knuckleboom Truck				✓	$176,800
				Refuse Fund Total	**$480,700**

Golf Course

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
(520) '89 JD Tractor	✓		✓	✓	$40,560
(522) '96 Jacobsen Mower	✓		✓	✓	$40,560
(527) '86 Kubota Tractor	✓		✓	✓	$26,000
				Golf Course Fund Total	**$107,120**

Department of Police, Traffic Unit

	Meet One or More Replacement Criteria (✓)				
Unit Description	Age	Mileage	Maint.	Usage	Estimated Funding
Cruiser				New	22,440
				Speed Camera Fund Total	**$22,440**

Grand Total - All Funds	**$1,552,497**

Division: Sewage Disposal

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Sewage Disposal	2,201,897	2,469,180	2,469,180	2,969,180
Division Total	**$2,201,897**	**$2,469,180**	**$2,469,180**	**$2,969,180**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	0	0	0	0
Benefits	0	0	0	0
Overtime	0	0	0	0
Personnel Subtotal	**$0**	**$0**	**$0**	**$0**
Contractual Services	2,201,897	2,469,180	2,469,180	2,969,180
Commodities	0	0	0	0
Capital Outlays	0	0	0	0
Other	0	0	0	0
Operating Subtotal	**$2,201,897**	**$2,469,180**	**$2,469,180**	**$2,969,180**
Division Total	**$2,201,897**	**$2,469,180**	**$2,469,180**	**$2,969,180**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
None	0	0	0	0
Subtotal	**$0**	**$0**	**$0**	**$0**
Fund Contribution				
Sewer Fund (220)	2,201,897	2,469,180	2,469,180	2,969,180
Subtotal	**$2,201,897**	**$2,469,180**	**$2,469,180**	**$2,969,180**
Division Total	**$2,201,897**	**$2,469,180**	**$2,469,180**	**$2,969,180**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center				
Regular				
Sewage Disposal	0.0	0.0	0.0	0.0
Regular Subtotal	**0.0**	**0.0**	**0.0**	**0.0**
Temporary				
Temporary Subtotal	**0.0**	**0.0**	**0.0**	**0.0**
Division Total	**0.0**	**0.0**	**0.0**	**0.0**

Division: Sewage Disposal

Division Purpose:

To provide for and monitor the flow of wastewater and sewage originating within the City to the District of Columbia Water and Sewer Authority (DCWASA) Blue Plains Treatment Plant by way of the City, Washington Suburban Sanitary Commission (WSSC), and DCWASA 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.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

None.

Estimated Actual FY08 to Proposed FY09

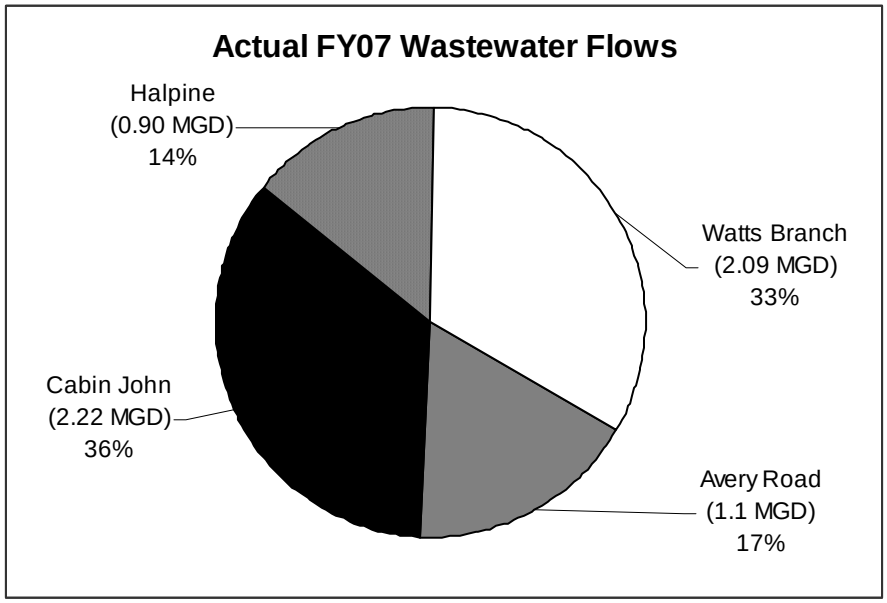
- An additional $117,520 has been included in the FY09 adopted budget to reflect the City's share of increased costs for Blue Plains.
- An additional $75,000 has been included in the FY09 budget to cover Rockville's share of "Excess Flow" charges that DCWASA failed to charge WSSC from 1998 to 2005. The exact amount is being disputed by WSSC; $75,000 is Rockville's anticipated maximum share of this cost.

Cost Center: Sewage Disposal

Objectives:

- Implement Inflow and Infiltration (I/I) projects in Cabin John
- Examine and update agreements for sewage handling and disposal
- Continue monitoring sewage flows in Rock Creek and Watts Branch

Supplemental Information:



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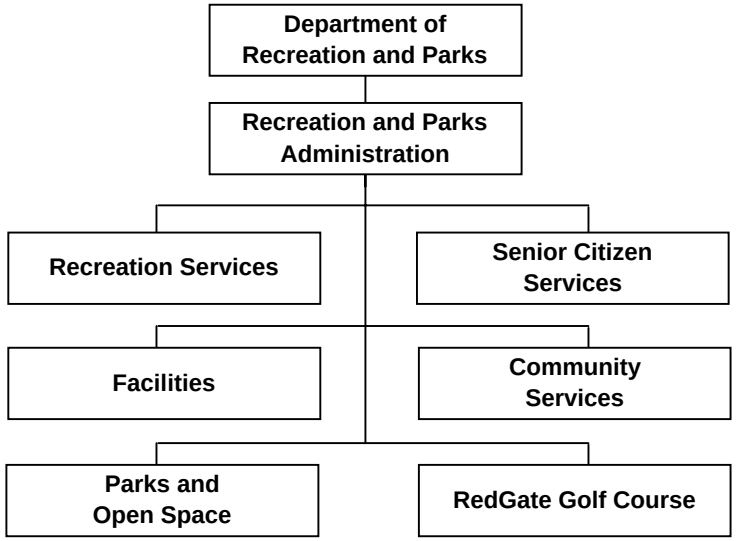
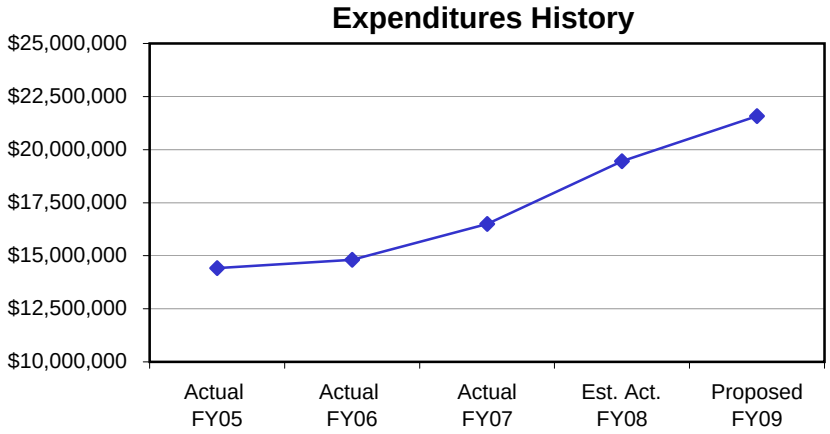
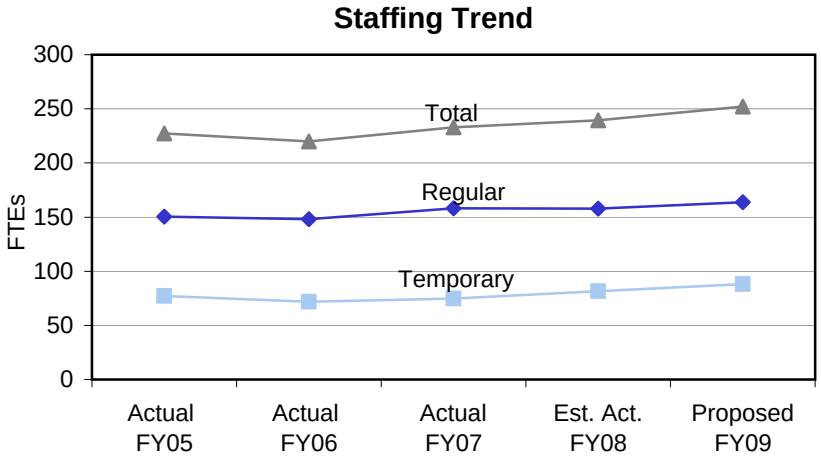
Department of Recreation and Parks

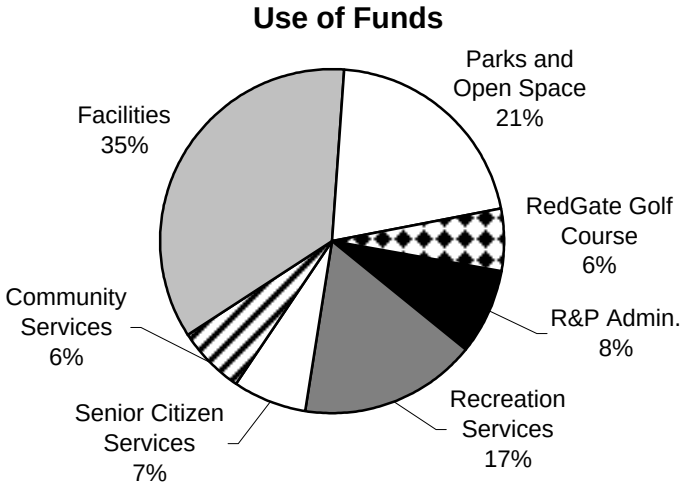


Department Mission Statement

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







Department of Recreation and Parks

Department Summary

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditure by Division				
Rec. & Parks Admin.	1,486,798	1,650,070	1,846,224	1,712,109
Recreation Services	3,274,216	3,733,406	3,711,727	3,651,271
Sr. Citizen Services	1,259,405	1,382,346	1,355,541	1,468,039
Community Services	775,728	1,338,557*	1,293,555	1,386,636
Facilities	5,108,314	5,745,571	5,773,418	7,600,787
Parks & Open Space	3,598,317	4,281,714	4,313,316	4,469,031
RedGate Golf Course	993,862	1,151,832	1,151,832	1,288,251
Department Total	**$16,496,640**	**$19,283,496**	**$19,445,613**	**$21,576,124**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Dept. Expenditure by Type				
Salary and Wages	9,171,205	9,859,897	9,836,029	10,569,446
Benefits	1,944,310	2,319,407	2,320,666	2,431,985
Overtime	204,552	181,719	202,692	211,712
Personnel Subtotal	**$11,320,067**	**$12,361,023**	**$12,359,387**	**$13,213,143**
Contractual Services	2,588,986	3,309,787	3,447,729	4,100,360
Commodities	2,303,447	2,699,947	2,741,028	3,226,753
Capital Outlays	166,473	321,382	365,918	426,334
Other	117,667	591,357	531,551	609,534
Operating Subtotal	**$5,176,573**	**$6,922,473**	**$7,086,226**	**$8,362,981**
Department Total	**$16,496,640**	**$19,283,496**	**$19,445,613**	**$21,576,124**

* The FY08 Adopted Community Services Division expenditure budget includes grant funding for caregiver agencies. Grant funding for caregiver agencies was previously funded out of the Non-departmental section of the Operating budget.

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Dept. Funds				
State / Rec. Grants	311,864	342,490	354,490	313,390
Memberships	517,187	533,850	525,075	610,425
Tickets	425,025	448,200	448,200	448,200
Program Fees	2,480,476	2,708,467	2,616,096	2,851,445
Facility Rental Fees	705,935	802,575	817,100	841,825
Social Services Fees	23,863	25,300	25,300	18,800
Special Events Fees	28,110	20,000	20,000	20,000
Admission Charges	262,761	270,000	270,000	290,000
Swim Team Dues	250,915	275,000	285,000	295,000
Golf Revenues	1,139,501	1,219,173	1,219,173	1,219,173
Comm. Contribution	197,831	192,872	257,798	237,622
Other	101,364	72,050	107,050	108,300
Subtotal	**$6,444,832**	**$6,909,977**	**$6,945,282**	**$7,254,180**
Fund Contribution				
General Fund (110)	10,146,986	12,068,272	12,335,116	13,052,982
Parking Fund	N/A	21,100	21,100	1,046,575
Golf Fund (340)	(145,639)	(67,341)	(67,341)	69,078
Special Act. (350)	50,461	351,488	211,456	153,309
Subtotal	**$10,051,808**	**$12,373,519**	**$12,500,331**	**$14,321,944**
Department Total	**$16,496,640**	**$19,283,496**	**$19,445,613**	**$21,576,124**

Staff Summary by Division (FTEs)	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Rec. & Parks Admin.	11.8	11.8	11.8	11.8
Recreation Services	24.3	23.8	23.8	24.3
Sr. Citizen Services	15.4	14.9	14.9	14.9
Community Services	7.5	8.5	8.5	9.0
Facilities	42.9	42.5	42.5	47.5
Parks & Open Space	46.5	46.5	46.5	46.5
RedGate Golf Course	9.8	9.8	9.8	9.8
Regular Subtotal	**158.2**	**157.8**	**157.8**	**163.8**
Temporary				
Rec. & Parks Admin.	1.7	1.3	1.2	1.2
Recreation Services	31.1	32.0	32.0	33.7
Sr. Citizen Services	5.1	6.8	6.8	7.4
Community Services	0.5	1.6	1.6	1.0
Facilities	28.7	32.1	32.1	36.6
Parks & Open Space	1.7	2.1	2.1	2.6
RedGate Golf	5.9	5.2	5.7	5.7
Temporary Subtotal	**74.7**	**81.1**	**81.5**	**88.2**
Department Total	**232.9**	**238.9**	**239.3**	**252.0**

Department of Recreation and Parks

Department Summary

Department Overview:

The Department of Recreation and Parks participates in citizen input processes and with advisory groups and individual citizens to: assess the recreation and parks needs of individuals and neighborhoods; preserve and improve parks, rights-of-way and open spaces to be green and environmentally sustainable, safe, accessible and aesthetically pleasing; ensure that public buildings are serviced at quality standards; support community and specialized recreation facilities that offer diverse programming opportunities for citizens; encourage community spirit and civic pride via special events and celebrations, offer a wide variety of programs that contribute to lifetime skills, cultural enrichment, physical development and personal fulfillment; and plan, design and construct functional park facilities that balance the needs of participants and the preservation of the environment.

The Recreation and Parks Department is divided into seven divisions:

Recreation and Parks Administration — This division consists of five cost centers that are responsible for: leadership and management of the Recreation and Parks department; stewardship and management of all of the City's parkland, open space and buildings; planning and delivery of high quality Special Events for Rockville residents to enjoy; planning and management of approximately 35 annual Capital Improvement projects including the development of the City's bikeway system; as well as the Bike Program Fund, which supports bicycling education and distribution of equipment; and the Facility and Equipment Fund, which provides funds for purchase of special equipment such as Automated External Defibrillators (AEDs).

Recreation Services — This division consists of thirteen cost centers that provide a wide variety of high quality, diverse, educational and fun-filled recreation and enrichment programs equitably to Rockville residents in friendly and safe environments. These include nearly 1,700 separate programs and offerings with annual participation totaling more than 28,000 registrations in the categories of Arts, After School Programs, Teens, Summer Playgrounds, Summer Camps, Recreation Classes, Childcare, Adult Sports and Youth Sports. The Recreation Administration and Support cost center, with extensive support from the Graphics and Information Technology divisions, produces recreation publications, oversees the operation of the automated registration system "Rock Enroll," and provides management and support to the overall division. Two special activities funds support participation and programming, including the Recreation Fund through which more than 700 annual financial subsidies are provided to residents who would otherwise not be able to afford to participate; and the Friends of the Arts Fund, which supports various cultural projects and programs such as the Concert Band and Community Chorus.

Senior Citizen Services — This division consists of five cost centers that provide for the social, recreational, educational, fitness and wellness needs of a diverse population of active employed, active retired and frail senior citizens. The 36,500 square foot Senior Center is a place where citizens may access information, services and support related to aging issues. The Senior Citizen Support Services, Recreation Services and Sports and Fitness cost centers offer programs and services for transportation, socialization, recreation, leisure, education, trips, fitness, health and wellness in safe and comfortable environments. Staff provides support to Rockville Seniors, Inc. and the Senior Citizens Commission to meet their financial, outreach and Aging in Place goals. Through the Senior Assistance Fund cost center financial assistance is provided to senior citizens who would otherwise not be able to afford to participate or take full advantage of programs, trips and Senior Center membership.

Community Services — This division consists of five costs centers that provide supportive programs and services to help at-risk and disadvantaged youth and families to become self sufficient, make positive life choices, and adjust to societal challenges. The Youth and Family Services cost center provides emergency assistance and response; youth development programs; community outreach; counseling; parenting education; self-sufficiency workshops; and information and referral. The Montgomery County grant-funded Linkages to Learning cost center provides educational support services, youth development activities, counseling, case management and parent support groups for students and their families attending Maryvale Elementary School. The Community Programs Administration and the Community Services Funds cost centers conduct strategic planning and needs assessment, coordinate the City's annual grant program to nonprofit human service agencies, provide staff support to the Human Services Advisory Commission and coordinate special projects such as the Rockville Holiday Drive. The Community Programs cost center covers nonprofit agencies receiving annual grant awards from the City to provide social services addressing residents' basic needs (food, clothing, housing and emergency financial assistance.) This cost center was formally shown in the General Government section.

Facilities — The Facilities Division consists of seven cost centers that comprise the City's major recreation facilities operated in the General Fund: the Rockville Municipal Swim Center; the Civic Center Complex, including Glenview Mansion and F. Scott Fitzgerald Theatre; Lincoln Park Community Center; Twinbrook Community Recreation Center; Thomas Farm Community Center; Croydon Creek Nature Center; and the Skate Park. In addition, the Facilities Maintenance Services cost center provides day-to-day support for recreation programs and has overall maintenance and improvement responsibilities for all of the City's 69 buildings, including the major recreation facilities and other important City buildings such as City Hall, the Water Treatment Plant, the Gude Drive Maintenance Complex, Town Center Parking Garages, Arts and Innovation Center other neighborhood facilities such as Elwood Smith, Rockcrest and Montrose Community Centers, and twenty park shelters and other structures.

Finally, two special activities funds are also included in this division: the Glenview Mansion Fund, which supports improvements to Glenview's furnishings and equipment; and the Nature Center Fund, which supports purchase and creation of exhibits via a retail sales operation.

Parks and Open Space — The Parks and Open Space Division consists of eight cost centers that are responsible for operation, maintenance and improvements to Rockville's 65 parks. The Division is responsible for 872 acres of parkland and more than 25,000 street trees; 61 athletic fields; 142 acres of rights-of-way; installation and care of more than 50,000 annual and perennial flowers in 134 locations. The Parks Administration and Support cost center provides management and support to the overall division. The Forestry Development Review cost center administers Rockville's Forest and Tree Preservation Ordinance as it applies to the review process for development and redevelopment activities. The Parks and Open Space division provides day-to-day support for sports, special events and other recreation programs offered through the Recreation Services and Facilities Divisions.

RedGate Golf Course — This division consists of two cost centers responsible for providing a municipal golf course with excellent daily playing conditions and customer service. The Golf Course Management cost center provides day-to-day maintenance and short- and long-term improvements to the golf course. The Golf Course Clubhouse cost center provides customer service, collection of fees, marketing and scheduling/management of tournaments, outings and events. RedGate Golf Course is operating in a separate Enterprise Fund in which all operating costs are covered by user fees.

Recreation and Parks Department Strategic Objectives:

Distinct Neighborhoods, One City

- Collaborate with civic associations and individual residents to determine short- and long-range needs/desires for neighborhood parks, community recreation facilities and programmed and drop-in services
- Continue to enhance the visual environment of the City and its neighborhoods by maintaining City parks at the highest standards, continuation of the flower bed program and through quality maintenance of the 25,000 publicly-owned trees lining Rockville's streets
- Maintain the City's bike paths, pedestrian bridges and other bike/pedestrian facilities at quality standards to connect neighborhoods, and promote enhanced usage of multi-modal transportation alternatives
- Improve lighting and safety with continuation of block street tree pruning with the initial focus in neighborhoods east of Rt. 355
- Continue supporting neighborhood community events with loan of equipment and "consulting" assistance from the Special Events and Parks staff
- Complete construction of the new meeting room at the Municipal Swim Center to, among other goals, provide a quality City venue for use by adjacent neighborhoods
- Work cooperatively with Rockville's public and private schools in a variety of ways to maximize their availability and benefits to the community during non-school hours
- Continue development of the bikeway plan, in particular projects that improve signage, safe intersection crossings and other safety-related initiatives
- Initiate operations of the new Thomas Farm Community Center under construction in Fallsgrove, to serve western Rockville neighborhoods
- Improve neighborhood aesthetics and environments with projects such as landscape enhancements for the triangle located at Grandin Ave. and Reading Ave. and within Maryvale Park in East Rockville; Veirs Mill Rd. Landscape and Pedestrian enhancements in Twinbrook; Karn Park in the West End, and new landscaping around the Stormwater Management Ponds and at Fallsgrove Park located in the Fallsgrove neighborhood
- Respond to needs identified by neighborhoods and individual citizens during the fiscal year that can be met within budgetary limits
- Continue replanting street trees to sustain the benefits of the Master Street Tree Plan
- Complete the community outreach program associated with the development of the Parks, Recreation and Open Space Plan (PROS), including open houses, stakeholder meetings and a scientific telephone survey
- Continue to meet and exceed the Tree City USA standards of the National Arbor Day Foundation.
- Provide information and referrals to community resources and emergency financial assistance to residents who cannot afford the increased cost of housing and utilities but want to remain in Rockville

A Cultural Destination

- In cooperation with citizens, neighborhoods, businesses, the non-profit sector, cultural associations and City Boards and Commissions, prepare and implement a cultural plan with ambitious goals for cultural amenities, including programs for cultural and entertainment activities throughout Town Center
- Support and encourage the continued development of semi-pro and professional sports teams such as the new soccer team at Richard Montgomery H.S. and the baseball team at Montgomery College
- Continue to spearhead bringing a Science Center to Rockville

- Work with national and international sports organizations to host prestigious sporting events such as the USGA's Public Links Tournament at RedGate Golf Course, the US Swimming, Inc.'s Eastern Zone Championships at RMSC, as well as regional soccer tournaments and the Maccabian Games
- Continue to provide a wide variety of free and/or low-cost arts and entertainment opportunities at City facilities and at outdoor venues in Town Center and at neighborhood parks
- Produce high quality special events in Town Center including Hometown Holidays, Rockville Music and Wine Festival, Rotary Twilight Runfest and concert series
- Support the operation and management of Rockville Arts and Innovation Center and the Metropolitan Center for the Visual Arts at Rockville
- Promote usage of Rockville's newest social and entertainment venue, the Rooftop Terrace at the Arts and Innovation Center
- Complete installation of ten Public Art projects in the new Rockville Town Square
- Conduct calls-for-entry and select outstanding artists for Art in Public Places projects at Thomas Farm Community Center, William Gibbs Artwork in Town Square, Arts and Innovation Center lobby and the Park Road underpass
- Offer ESOL and Citizenship classes for foreign-born residents; provide information on ESOL classes and services to foreign-born residents in several languages
- Enhance Rockville's heritage through responsive management of City-owned historical resources
- Enhance community identity and pride and celebrate diversity with community rituals, events and celebrations
- Encourage community participation at all ages in cultural and artistic endeavors through programs such as the Rockville Chorus, Civic Ballet, Concert Band, Youth Orchestra, the Finest! and the New Attitudes

Green City

- Manage the City's parks, open spaces and rights-of-way to keep them "clean and green"
- Continue aggressive efforts to reduce fossil fuel-based energy consumption and carbon emissions at City buildings by improving the "envelopes" of City buildings and implementing alternative energy systems such as solar and geo-thermal
- In cooperation with Public Works and other departments, support and implement the programs and strategies of the Sustainable Rockville Initiative
- Administer the first full year of the upgraded Forest and Tree Preservation Ordinance (FTPO) which is the "greenest" tree ordinance in the State of Maryland
- Promote expansion of recycling in City facilities and at City events. Initiate recycling at City parks on a pilot basis
- Work with the U.S. Environmental Protection Agency Combined Heat and Power Partnership to more efficiently meet the thermal and electrical base loads for selected City facilities
- Encourage life long sustainability behaviors among youth by offering environmental programs in afterschool and teen programs, camps, and at the Nature Center
- Promote biking and walking as alternate modes of transportation using the Bike Safety and Bicycle Recycling Programs and increasing awareness of the bicycle route system to reduce carbon emissions from vehicles
- Take full and efficient advantage of the new Forestry Maintenance Fund with the primary objective to control exotic and invasive plants and improve the quality of Rockville's Urban Forest areas
- Continue administration of the Energy Services Contract with Johnson Controls, Inc. in which energy cost savings offset the cost of environmental and energy savings upgrades at City facilities and other energy-consuming systems such as traffic signals
- In cooperation with neighborhoods, other City departments and the State of Maryland implement plans for retrofit and/or upgrade stormwater management in areas of the City that do not meet current SWM requirements
- In cooperation with Public Works, continue incorporation of park amenity improvements when designing Stormwater Management facilities within parks
- Generate energy savings on a daily basis by promoting sustainable work habits among all City employees
- Seek and apply for grants and other outside funding to support green initiatives
- Operate and continue to enhance the Farmers' Market which provides opportunities to purchase locally-grown produce thereby minimizing energy use in bringing food to the marketplace
- Uphold standard of a City park within a ten-minute walk of every Rockville household
- Ensure application of the City's Environmental Guidelines and all environmental policies as they apply to development activities
- Offer environmental education programs for all ages

- Support additional community vegetable garden plots throughout the City
- Continue working with the Maryland Department of Natural Resources in developing urban tree canopy goals and milestones for Rockville's urban forest

Quality Built Environment

- Work with all City departments to ensure that new developments and re-developments within Rockville provide public parks and green space in accordance with current City standards
- Improve the City government campus to reflect Rockville's status as the County seat of Maryland's preeminent county and as a regional, cultural and entertainment center
- Continue to enhance the visual environment of the City and its neighborhoods by maintaining City parks at the highest standards, continuation of the flower bed program and through quality maintenance of the 25,000 publicly-owned trees lining Rockville's streets
- Maintain the City's bike paths, pedestrian bridges and other bike/pedestrian facilities at quality standards to promote enhanced usage of multi-modal transportation alternatives
- Operate and maintain the Town Square parking garages with the highest standards, including basic infrastructure, pay systems, parking guidance, lighting, safety/security and contracted management services
- Update 6-year improvement plans for all City facilities to maintain and improve them in as-built condition with the overall goal of enhancing enjoyment by all users
- Continue supporting "Safe Routes to School" Program with Police, Public Works and Public Information
- Continue to plan and implement CIP projects aimed at maintaining, preserving and enhancing existing City parks, facilities, rights-of-way and other infrastructure

Exceptional City Services

- Deliver excellent customer service
- Research and integrate best practices into ongoing departmental programming
- Provide family friendly recreation and human services programming that supports the needs of children, parents and grandparents
- Adapt to the growing diversity of facility and program users through adjustments to communication, program and facility content
- Add amenities to parks to encourage participation by foreign-born residents
- Provide high-quality programs for a diverse population at reasonable cost to residents by utilizing grant funding and sponsorship when available
- Continue working with the Information Technology Department to take full advantage of the City's website for both disseminating information and gathering public input.
- Continue to take advantage of the efficiencies provided by the KRONOS time keeping system with the support of the Finance Department. The system allows for more efficient tracking of annual leave, sick leave and bi-weekly payroll. Support efforts to add part-time employees to KRONOS system to increase efficiency
- Maximize benefits associated with the Geographical Information System (GIS), supported by the Department of Information and Technology to verify property ownership, boundary lines, create informational maps, determine busing routes and develop coordinated operations and logistical plans for special events such as Hometown Holidays
- Using the expertise of the Graphics and Printing Division provide high quality, professionally-designed brochures and publications promoting programs and services to residents and visitors
- Improve staff performance via on-line training modules provided by the Human Resources Department in disciplines such as ergonomics, personal safety, sexual harassment and emergency response
- Improve communications with the Rockville Community with continued assistance with neighborhood mailings and notifications, with valuable assistance from the City Manager's Office, including the Neighborhood Resource Coordinators and the Graphics and Printing Division
- Maximize the benefits derived from the "Neo-Gov" On-line Employment Application System, provided by the Human Resources Department, which is generating substantially larger applicant pools for vacant positions
- Improve financial management by continued use of the new Advantage Financial, which has simplified the accounting function for all department Cost Centers and contributed to a paperless organization
- Provide and promote a wide variety of diverse opportunities for volunteers to assist in provision of services
- Generate additional fundraising to provide assistance to low- and moderate-income residents so programs and facilities are accessible to all income levels
- Provide and coordinate assistance to customers whose first language is other than English
- Collaborate with Montgomery County Public Schools and other local government agencies to achieve efficiencies in service delivery

- Continue Community Wellness initiatives to increase awareness of health issues
- Analyze and adopt, if feasible, a property tax deferral program for seniors
- Connect older adults with programs and services by providing transportation to senior center, shopping and medical appointments

Economic Development and Sustainability

- Support existing and prospective new Rockville businesses by promoting availability and use of City parks, facilities and programs among persons who work, as well as live, in Rockville
- Encourage the business community to become more involved in civic and community activities such as Rockville's special events, support of the Recreation Fund, Senior Assistance Fund, the Holiday Drive and the new Recreation and Parks Foundation
- Develop partnerships with the business community to provide class instructors and program topics
- Continue developing partnerships with local venues to increase local entertainment
- Continue Town Center special events and the Farmers' Market to attract visits by residents of Rockville, Montgomery County and the region

Community Engagement

- Provide multiple opportunities and avenues for citizens to engage the Recreation and Parks department and work actively for betterment of services and facilities provided
- Strive to be fully inclusive in citizen input processes so as to reach effective conclusions and achieve as broad a consensus as possible on issues, thereby helping to unite communities
- Develop improved systems for earlier citizen involvement in projects that affect individuals and neighborhoods and result in effective engagement
- Employ a multiplicity of communication techniques to keep citizens fully informed and promote broad and effective citizen participation
- Employ effective measurement tools that gauge the success of public engagement efforts
- Work closely with the Neighborhood Resource Coordinators to ensure concerns and desires of residents and neighborhood associations are addressed in program offerings, park and facility improvement projects and services provided
- Enhance outreach to individuals, neighborhoods, civic associations, property owners, businesses and all others with interests in Recreation and Park services
- Provide support to the work of Recreation and Park Advisory Board, Senior Citizens Commission, Rockville Seniors, Inc., Cultural Arts Commission, Human Services Advisory Commission and the Sister City Corporation.
- In all citizen input processes, provide and coordinate assistance to citizens whose first language is other than English.
- Promote E-government through quality management of "Rock Enroll," RedGate automated tee reservations and other automated systems
- Develop an "e-newsletter" to promote programs and services to community
- Regularly utilize on-line surveys to gather feedback on recreation programs and CIP projects
- Work closely with Neighborhood Resource Coordinators to ensure concerns and desires of residents are addressed in program offerings, facility modifications and services provided
- Provide high-value opportunities for youth to earn Student Service Learning credits by volunteering at programs and facilities

Significant Changes:

Adopted FY08 to Estimated Actual FY08
All of the City's utility costs for City facilities are paid from Recreation and Parks department budgets, with the exception of street lighting, traffic signals and the Water Plant, which are budgeted in Public Works. Due to decreased use, electricity costs are anticipated to be $13,078 or 1.5 percent less than budgeted in FY08. The projected FY08 increase over FY07 actual expenses is $68,820 or 9.29 percent.

The Forestry Development Review Cost Center increased the fee-in-lieu rate for developers from $2.00 per square foot to $5.00 per square foot, to promote more tree saves and on-site plantings.

The Forestry Division completed revisions to the Forest and Tree Preservation Ordinance including, a fund to pay for forest maintenance and increased fees.

The Recreation Fund was upgraded to include benefits for moderate-income residents. Demand for recreation program subsidies has increased by approximately $20,000 for eligible youth and low and moderate-income families. Additional fundraising methods to raise the non-tax supported funds include opportunities for community and business involvement and a citywide golf outing to raise the needed monies to continue to support the program.

Demand for sign language interpreters and companion leaders for individuals with disabilities participating in recreation classes and programs has increased at an annual cost of $8,500.

The Forestry Division shifted focus on street tree maintenance to East Rockville neighborhoods to improve street lighting and enhance safety in response to concerns raised by the results of the Citizens Survey.

Estimated Actual FY08 to Proposed FY09
A total of six new FTEs were added in FY09 in order to maintain enhanced services for the Thomas Farm Community Center, Town Center Parking Garages, King Farm, Town Center and Fallsgrove communities. These positions include a 0.5 FTE Program Specialist in Recreation Services, a 0.5 FTE Youth and Family Specialist in Community Services, and 2.0 FTE Laborers, 1.0 Facilities Management Specialist, 1.0 FTE Thomas Farm Assistant Supervisor, and 1.0 FTE Tradesworker in Facilities.

Produce an energy conservation study for City facilities.

Increase funding for utilities. Electricity costs are anticipated to increase 5.8%. Additional funding to pay for the water and sewer usage at City facilities.

Maintenance of the new I-270 pedestrian bicycle bridge at an annual cost of $6,000.

Complete update to the Parks, Recreation and Open Space Plan.

Emphasis on Aging in Place initiative as a result of the feedback received in the Older Adults Needs Assessment and the Senior Services Long Range Plan.

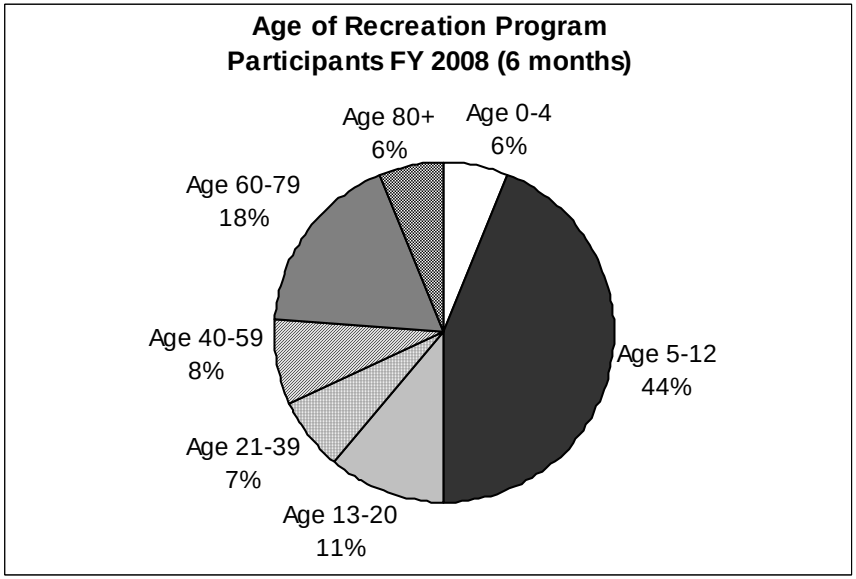
Complete construction, open and operate the new Thomas Farm Community Center.

Open and maintain Phase I and begin construction of Phase II of Mattie J.T. Stepanek Park.

Work with the residents of the Fallsgrove community on park amenities and the design of Fallsgrove Park.

Department History:

	Actual FY06	Actual FY07	Est. Act. FY08	Target FY09
Number of citizen service requests (CSRs) received and responded to	151	150	164	150
Percent of employee performance evaluations completed before their anniversary date	100%	95%	79%	95%
Turnover Rate	18.3%	5.1%	6.0%	6.0%
Lost Time	3.4%	3.5%	3.5%	3.5%



Department of Recreation and Parks

Recreation and Parks Team

Division: Recreation and Parks Administration

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
R&P Admin. and Support	721,872	753,884	980,717	616,384
Wellness Program	N/A	47,316	47,316	49,016
Special Events	738,695	774,242	775,965	795,500
Capital Projects	N/A	N/A	N/A	193,150
Bike Program Fund (350)	20,060	54,465	34,465	37,896
Facility & Equipment Fund (350)	6,171	20,163	7,761	20,163
Division Total	**$1,486,798**	**$1,650,070**	**$1,846,224**	**$1,712,109**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	803,303	837,500	837,500	908,436
Benefits	178,357	206,008	206,008	220,814
Overtime	38,717	39,400	39,400	39,400
Personnel Subtotal	**$1,020,377**	**$1,082,908**	**$1,082,908**	**$1,168,650**
Contractual Services	313,001	323,528	506,501	302,318
Commodities	102,756	134,634	116,232	132,545
Capital Outlays	47,192	91,000	136,583	91,000
Other	3,472	18,000	4,000	17,596
Operating Subtotal	**$466,421**	**$567,162**	**$763,316**	**$543,459**
Division Total	**$1,486,798**	**$1,650,070**	**$1,846,224**	**$1,712,109**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
Special Event Fees	28,110	20,000	20,000	20,000
Interest Income	3,439	700	700	700
Community Contributions	59,708	49,600	49,600	49,600
Subtotal	**$91,257**	**$70,300**	**$70,300**	**$70,300**
Fund Contribution				
General Fund (110)	1,390,511	1,520,442	1,748,998	1,599,050
Special Activities (350)	5,030	59,328	26,926	42,759
Subtotal	**$1,395,541**	**$1,579,770**	**$1,775,924**	**$1,641,809**
Division Total	**$1,486,798**	**$1,650,070**	**$1,846,224**	**$1,712,109**

Staffing Summary by Cost Center (FTEs)	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Regular				
R&P Admin. and Support	3.5	3.0	3.0	3.8
Wellness Program	N/A	0.5	0.5	0.5
Special Events	5.0	5.0	5.0	5.0
Capital Projects *	2.8	2.8	2.8	2.0
Bike Program Fund (350)	0.5	0.5	0.5	0.5
Facility & Equipment Fund (350)	0.0	0.0	0.0	0.0
Regular Subtotal	**11.8**	**11.8**	**11.8**	**11.8**
Temporary				
R&P Admin. and Support	0.1	0.1	0.1	0.1
Special Events	1.6	1.1	1.0	1.0
Bike Program Fund (350)	0.0	0.1	0.1	0.1
Temporary Subtotal	**1.7**	**1.3**	**1.2**	**1.2**
Division Total	**13.5**	**13.1**	**13.0**	**13.0**

* For FY07 and FY08, 1.8 FTEs were funded by the General Fund out of the Administration and Support Cost Center and 1.0 FTE was funded from the Capital Improvements Program Budget. For FY09, 0.8 FTE shifted to the Administration and Support Cost Center and the remaining 2.0 FTEs are funded from the General Fund out of the Capital Projects Cost Center.

Division: Recreation and Parks Administration

Division Purpose:

The Recreation and Parks Administration Division oversees and directs the Recreation and Parks Department, ensuring that services and initiatives are responsive to the goals and objectives defined by the Mayor and Council. Management focus is placed on the following key priorities: citizen participation; interaction with neighborhoods; promoting a green and sustainable community; supporting boards and commissions, committees and task forces; monitoring operating and capital budgets; cost recovery; grant applications; human resource management; volunteer programs; professional development and training; management of capital projects to preserve and improve City parks, buildings and bicycle/pedestrian facilities using sustainable principles; monitoring contracts and purchases; interdepartmental and intergovernmental relations; development review; responsiveness to trends in recreation and leisure services; long-range planning. The Special Events Cost Center provides safe, high quality programs and special events for Rockville residents to enjoy, and to encourage community spirit, feelings of civic pride and hometown identity, raise money for non-profit groups and support economic development.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

Given delay of the construction of the new condominium building on the Regal theater lot. Hometown Holidays will be offered in a format similar to the FY07 event.

Estimated Actual FY08 to Proposed FY09

The opening of the Rockville Town Square and the eventual development of the Regal parking lot will substantially influence the format of events in Town Center. With the loss of the Regal lot, Hometown Holidays will become more of a “street festival” with local and regional musical talent.

Cost Center: Recreation and Parks Admin. and Support

Objectives:

- Promote a green, sustainable Rockville
- Monitor implementation of Revenue and User Fee Policies to improve cost recovery performance of department cost centers
- Support Town Center redevelopment by promoting inclusion of open space, recreational amenities, and incorporation of design elements for future special events, the Farmers’ Market, and arts and cultural events
- Assess the recreation and parks needs and desires of the community through interaction with citizen advisory boards, civic associations, facility committees, task forces, and individuals. Incorporate the assessment of results into long-range planning processes such as the Capital Improvements Program (CIP), and multi-year strategic planning for the operating budget
- Apply for seven grants to support projects and operational budgets
- Promote e-government through continued marketing of Rock Enroll and other automated citizen service initiatives
- Coordinate implementation of a Pedestrian/Bicycle Safety program in schools with the Department of Public Works, Police and Montgomery County Public Schools
- Complete the update of the City’s Park, Recreation and Open Space Plan, with extensive citizen input
- Continue to support the creation of a Science Center in the City of Rockville

Performance Measures:

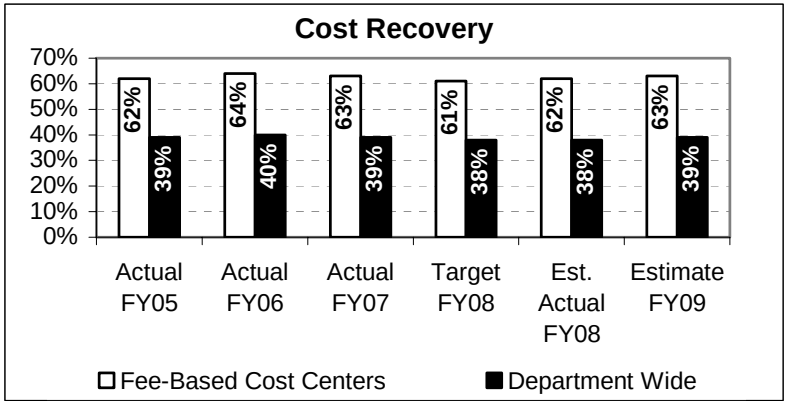
	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of cost recovered by fees - Fee-based Cost Centers	63%	61%	61%	61%
Percent of cost recovered by fees - Department Wide	39%	38%	38%	38%
Percentage of registrations via automated registration system “Rock Enroll”	33%	30%	30%	31%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of meetings with Boards & Commissions, Task Forces, Civic Associations, Community Groups, Etc.	450	450	800	500
Number of grants applied for/received	7 / 6	7 / 7	7 / 6	8 / 8
Bike/Pedestrian Safety programs in schools	6	7	8	8
PROS Plan Community Input Processes	N/A	425	425	50

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Director of Recreation and Parks	1.0	1.0	1.0
Program Support Coordinator	1.0	1.0	1.0
Rec. and Parks Admin. Manager	1.0	1.0	1.0
Wellness Coordinator	0.5	0.0	0.0
Recreation Prog. Devel. Coordinator	0.0	0.0	0.8
Cost Center Total	**3.5**	**3.0**	**3.8**



Cost Center: Employee Wellness Program

Objectives:

- Offer employee wellness programs that encourage people to make behavioral changes that lead to healthier lifestyles
- Offer health screenings to detect potential illness and provide risk assessment
- Provide a high quality, comprehensive health fair to educate employees on health related topics and issues

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Maintain number of Wellness programs / workshops / screenings	20 / 10 / 21	22 / 9 / 21	22 / 9 / 21	22 / 9 / 21
Increase participation in Wellness Programs by 5%	55% 275 / 500	58% 289 / 500	58% 289 / 500	60% 303 / 500

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Increase the percent of internal survey respondents rating wellness programs as "good" or "excellent" to 88%	86%	86%	86%	88%
Increase the number of health fair survey respondents who rate the overall benefit as good or excellent by 2.5%	94.5% 70 / 74	97% 87 / 90	97% 87 / 90	98% 98 / 100

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Wellness Coordinator	0.0	0.5	0.5
Cost Center Total	**0.0**	**0.5**	**0.5**

Cost Center: Special Events

Objectives:

- Strengthen existing relationships with Town Square residents, merchants, and other area entities
- Expand event programming to include local neighborhood parks and community based organizations
- Adapt existing events, such as, Hometown Holidays and the Wednesday Farmers Market around pending Town Center construction
- Continue to work with Town Center merchants and residents to encourage participation and partnering with downtown events

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of Citizen Survey respondents who attended a City-sponsored special event (outdoor concerts, Farmer's Market, July 4th fireworks, Hometown Holidays, or Car Show) at least once*	75%	80%	80%	80%
Percent of Citizen Survey respondents rating City-sponsored special event as "excellent" or "good" *	90%	90%	90%	90%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of persons attending special events (estimate)	140,915	135,000	135,000	145,000
Number of community and non-profit groups participating in City-sponsored events	161	140	189	159
Dollar amount raised for community groups and non-profits through events	$75,000	$55,000	$70,000	$64,000
Number of City-sponsored events held	67	87	91	105

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Special Events Coordinator	1.0	1.0	1.0
Special Operations Supervisor	1.0	1.0	1.0
Events Specialist	1.0	1.0	1.0
Special Operations Technicians	2.0	2.0	2.0
Cost Center Total	**5.0**	**5.0**	**5.0**

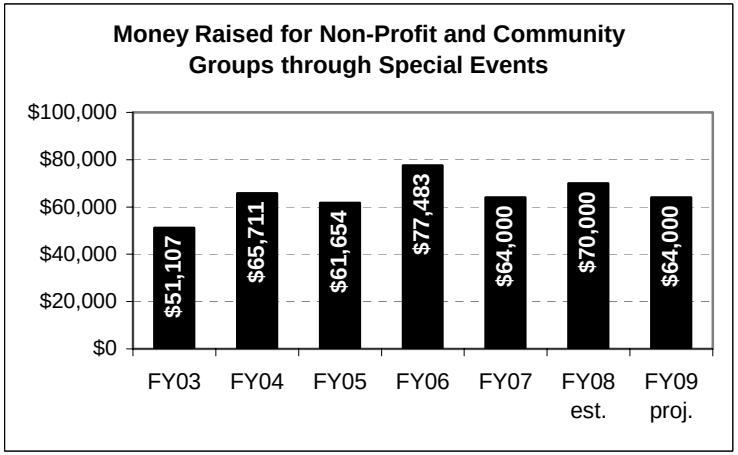
Supplemental Information:

Special Events produces major events, such as Hometown Holidays, Rockville Music Festival, Independence Day Celebration and Rotary Twilight 8K Runfest, designed to enhance civic pride, provide family entertainment, to showcase Rockville to the metropolitan region and to create economic development opportunities for local businesses. Other programs it is responsible for include a weekly Farmers' Market and Out To Lunch Wednesdays (held five months during the summer). Ceremonies such as Veterans Day, Flag Day, Memorial Day Ceremony are smaller in scale than the major events, but play a vital role in creating a sense of community and civic pride. The objective for FY09 is to produce more than 105 diverse, safe and high quality events that attract audiences of up to 145,000.

Another FY09 objective is to encourage community spirit at events by including 159 non-profit and community organizations, as well as supporting the fundraising efforts of these groups by raising $64,000. Organizations participating in City events include youth and adult service organizations, high school marching bands, civic and homeowners associations, veterans groups, and cultural and educational organizations. Special Events coordinates the Community Events Support Program, which provides promotional, equipment

and planning support to more than 29 civic and homeowners associations, school PTAs and neighborhood block parties.

Supplemental Information:



Hometown Holidays

Cost Center: Capital Projects

Objectives:

- Complete eight FY09 Capital Improvements Program projects on time and within budget
- Enhance City neighborhoods through improvements to parks, rights-of way, the urban forest, community centers
- Conduct five-year planning processes for eight CIP projects that fund improvements to the City's infrastructure in parks, rights-of-way and buildings, utilizing input from citizens, civic associations and from City staff at all levels

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
CIP projects completed on time and within budget	90%	95%	95%	97%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
5-year CIP planning processes conducted with citizens and staff	13	9	9	16
Miles of multi-use paths constructed – Bikeway Plan	31	32	32	32

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Parks and Facilities Devel. Manager	1.0	1.0	1.0
Parks and Facilities Devel. Specialist	1.0	1.0	1.0
Recreation Prog. Devel. Coordinator *	0.8	0.8	0.0
Cost Center Total	**2.8**	**2.8**	**2.0**

* Moved to Administration and Support Cost Center in FY09.

Projects managed by the Recreation and Parks Administration Division include:

- Asphalt/Concrete Improvements
- Athletic Court System Improvements
- Fallsgrove Park
- Mattie J.T. Stepanek Park
- Thomas Farm Community Center
- Park Land and Open Space Acquisition
- City Hall
- Police Station
- Park Pedestrian Bridge Replacement
- Ped/Bike Bridge Over I-270
- Pumphouse Improvements
- Rockcrest Recreation Center
- Croydon Creek Nature Center
- King Farm "Farmstead" Park
- Park Shelter Improvement
- Twinbrook Community Center Improvement
- Senior Center Master Plan
- Swim Center - Meet/Fit Room

Planned Improvement Projects

Fiscal Year	Funding	Description
FY 2012	$67,000	Improvements to the Woodley Gardens Park shelter and bathroom
FY 2013	$65,000	Renovate Dogwood Park snack bar

Cost Center: Facility and Equipment Fund (Fund 350)

Objectives:

- The Facility and Equipment Fund Cost Center collects donations from program and event sponsors for the purchase of needed equipment and supplies such as CPR books and teaching materials and AED machines. Contributions to this fund are approximately $7,000 per year

Cost Center: Bike Program (Fund 350)

Objectives:

- Provide educational and recreational opportunities to children and families stressing health and safety
- Conduct annual Ride and Stride for Rockville to raise funds for the Bikeway Enhancement Program and provide health information
- Distribute refurbished bikes, helmets and locks to children who earned them through the bicycle recycling program

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of participants who rate the Ride and Stride for Rockville as good or excellent	100% 5 / 5	100% 10 / 10	100% 10 / 10	100% 15 / 15
Percent of schools conducting Safe Routes to School Programs	50% 6 / 12	50% 6 / 12	67% 8 / 12	67% 8 / 12

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Dollars raised for the Bike Program Fund	$9,453	$10,000	$8,000	$8,500
Number children earning recycled bikes	23	30	30	35
Participants in Ride for Rockville	140	200	150	175

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Program Assistant II	0.5	0.5	0.5
Cost Center Total	**0.5**	**0.5**	**0.5**

Division: Recreation Services

Division Expenditures by Cost Center	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Administration and Support	471,734	517,471	519,401	526,777
Recreation Fund (350)	80,230	52,585	52,585	48,500
Arts	270,565	276,375	290,125	289,375
Friends of the Arts (350)	3,940	189,508	189,508	10,400
Community Recreation	48,755	100,092	100,092	87,904
After School	263,871	292,046	292,046	300,367
Teens	194,867	221,990	222,787	229,787
Summer Playgrounds	142,880	142,763	142,763	182,397
Summer Camps	378,663	454,805	454,805	471,216
Classes	308,726	308,546	308,546	348,403
Childcare	492,322	503,516	470,560	471,879
Adult Sports	221,541	227,585	227,585	233,033
Youth Sports	396,122	446,124	440,924	451,233
Division Total	**$3,274,216**	**$3,733,406**	**$3,711,727**	**$3,651,271**

Division Expenditures by Type	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Salary and Wages	2,053,812	2,111,063	2,081,507	2,194,260
Benefits	340,355	406,016	406,016	402,300
Overtime	19,561	17,786	17,786	22,773
Personnel Subtotal	**$2,413,728**	**$2,534,865**	**$2,505,309**	**$2,619,333**
Contractual Services	449,323	573,863	570,041	609,068
Commodities	324,935	556,093	567,792	368,370
Capital Outlays	0	10,000	10,000	0
Other	86,230	58,585	58,585	54,500
Operating Subtotal	**$860,488**	**$1,198,541**	**$1,206,418**	**$1,031,938**
Division Total	**$3,274,216**	**$3,733,406**	**$3,711,727**	**$3,651,271**

Source of Division Funds	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Departmental Revenue				
Recreation Grants	24,000	52,100	64,100	23,000
Rec. Program Fees	1,918,149	2,076,961	2,009,590	2,106,684
Theme Park Tickets	114,694	140,000	140,000	140,000
Comm. Contribution	64,711	77,372	75,598	70,122
Other	10,595	3,500	3,500	8,000
Subtotal	**$2,132,149**	**$2,349,933**	**$2,292,788**	**$2,347,806**
Fund Contribution				
General Fund (110)	1,113,568	1,199,880	1,250,331	1,301,065
Special Activities (350)	28,499	183,593	168,608	2,400
Subtotal	**$1,142,067**	**$1,383,473**	**$1,418,939**	**$1,303,465**
Division Total	**$3,274,216**	**$3,733,406**	**$3,711,727**	**$3,651,271**

Staffing Summary by Cost Center (FTEs)	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Regular				
Administration & Support	4.5	4.0	4.0	4.0
Arts	2.0	2.0	2.0	2.0
Community Recreation	0.2	0.2	0.2	0.2
After School	2.8	2.8	2.8	2.8
Teens	1.5	1.5	1.5	1.5
Summer Playgrounds	0.2	0.2	0.2	0.6
Summer Camps	1.8	1.8	1.8	1.8
Classes	1.5	1.5	1.5	2.0
Childcare	6.3	6.3	6.3	5.9
Adult Sports	1.5	1.5	1.5	1.5
Youth Sports	2.0	2.0	2.0	2.0
Regular Subtotal	**24.3**	**23.8**	**23.8**	**24.3**
Temporary				
Administration & Support	0.1	0.1	0.1	0.1
Arts	1.1	1.1	1.1	1.2
Community Recreation	0.7	1.2	1.2	2.1
After School	5.3	4.7	4.7	4.8
Teens	2.0	2.3	2.3	2.4
Summer Playgrounds	5.6	5.6	5.6	5.6
Summer Camps	5.6	6.4	6.4	6.7
Classes	2.4	2.0	2.0	2.0
Childcare	3.7	3.8	3.8	4.2
Adult Sports	1.8	1.9	1.9	1.6
Youth Sports	2.8	2.9	2.9	3.0
Temporary Subtotal	**31.1**	**32.0**	**32.0**	**33.7**
Division Total	**55.4**	**55.8**	**55.8**	**58.0**

Division: Recreation Services

Division Purpose:

Deliver safe, innovative, high quality recreation services for citizens by offering programs for pre-school to seniors including classes, workshops, trips, sports, arts, outdoor adventure, at-risk, camps, playgrounds, after school and childcare activities. Provide administrative support, training and/or orientation for regular and temporary staff, leagues, boards and commissions. Work closely with the Information and Technology Department, Graphics and Printing Division, and Communication and Public Information Division to market and promote programs and activities through the publication of seasonal recreation guides, cable television shows, flyers, department website, and other media. Provide 24/7 access to registration using Rock Enroll, the automated online and telephone registration system. Encourage community wellness through initiatives such as Step Up to Health, Walk Rockville, "Reach the Beach," family outings, and physical fitness and nutrition programs.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

- Experienced decrease in childcare enrollment due to changing demographics and competition with other providers.
- Increased Class Division budget to accommodate demand for additional classes fully supported by user fees.
- Increased demand for financial assistance depleted funds available in Rockville Recreation Fund.
- State mandated increase in minimum wage increases part-time employee pay scale.

Estimated Actual FY08 to Proposed FY09

- Expand camp program to include "Reach the Beach" wellness initiative.
- Outdoor Programs division decentralized to offer programs within Teen, Nature Center and Class cost centers.
- Reorganize Teen after-school program to meet the needs and desires of area middle school age children.
- Increase in user fees for rental of gyms and classrooms in Montgomery County Public Schools.
- Combine Childcare and Playground staff to better manage Playground program during the summer months.
- Add a new 0.5 FTE Program Specialist to administer the expansion of classes at the Thomas Farm Community Center as well as the King Farm, Town Center, and Fallsgrove communities.

Cost Center: Recreation Administration and Support

Objectives:

- Provide a wide variety of programs and services to meet the diverse needs and interests of the community
- Focus on fitness, wellness and nutrition programs that benefit the health and well-being of Rockville residents
- Provide online and telephone registration incentives to increase program attendance and increase customer service

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of citizen survey respondents who have participated in a Rockville recreation program *	42%	N/A	N/A	45%
Percent of citizen survey respondents who rated recreational programs as "excellent" or "good" *	90%	N/A	N/A	100%
Percent of citizen survey respondents who rated the variety of recreational programs (classes with staff instruction or supervision) offered as "excellent" or "good" *	90%	100%	100%	100%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Department of Recreation and Parks

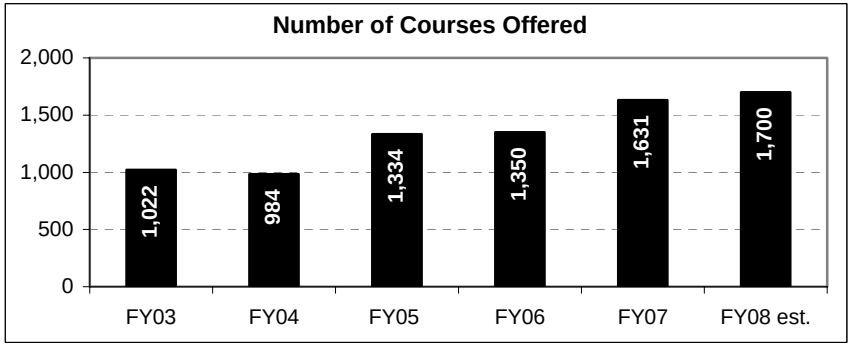
Workload Measures:

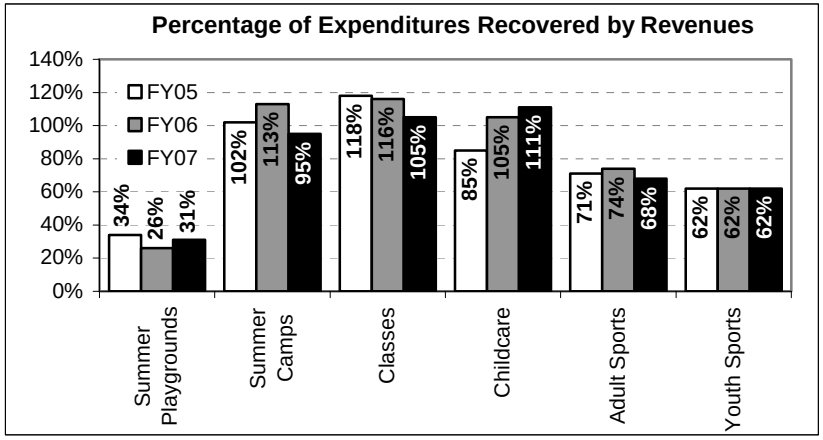
	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of recreation courses offered	1,631	1,700	1,700	1,750
Number of registrations received and processed:				
▪ Residents	20,220	21,000	21,000	21,500
▪ Non-residents	6,787	7,000	7,000	7,200
▪ Total	27,007	28,000	28,000	28,700
Number of programs offered that include fitness/wellness initiatives	1,572	1,600	1,600	1,650

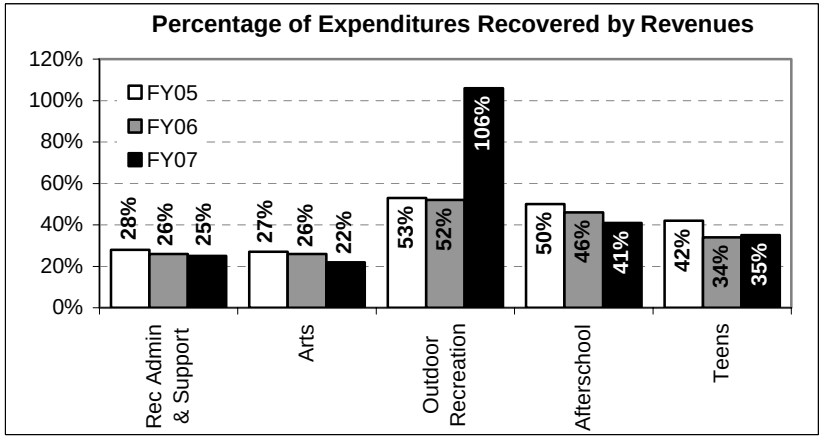
Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Superintendent of Recreation	1.0	1.0	1.0
Secretary III	1.0	1.0	1.0
Secretary I	1.0	1.0	1.0
Bookkeeper/Accountant	1.0	1.0	1.0
Program Assistant II	0.5	0.0	0.0
Cost Center Total	**4.5**	**4.0**	**4.0**

Supplemental Information:







Cost Center: Recreation Fund (Fund 350)

Objectives:

- Award financial support to residents in need for participation in recreation programs
- Increase quantity and amount in donations from individuals, businesses, and service organizations
- Increase sponsorship opportunities through ticket sales, recreation guide, website, direct mail, and special events

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of Recreation Fund grants awarded	550	700	700	700
Dollars raised for the Recreation Fund	$39,631	$45,000	$70,000	$75,000
Dollars raised from MRPA ticket sales	$0	$0	$1,665	$2,000

Cost Center: Arts

Objectives:

- Serve 18,500 people of all ages, ethnic diversity, and abilities through accessible and affordable arts programs
- Provide community members the opportunity to volunteer and participate with the Rockville Civic Ballet, Rockville Concert Band, Rockville Chorus, and Rockville Regional Youth Orchestra as well as the opportunity to attend performances by these performing arts groups
- Support the F. Scott Fitzgerald Literary Conference, Inc. with a staff liaison and in-kind services. Advocate for programs by Rockville Little Theatre, Rockville Musical Theatre, Victorian Lyric Opera Company, and Rockville Art League
- Install site-specific art projects to enhance the visual environment of the vibrant downtown and neighborhood parks and facilities
- Create partnerships with VisArts, Friends of the Rockville Library, and the new businesses and restaurants in downtown to offer visual, performing, and literary arts programming in Rockville Town Square

CIP Projects that Support Activities of the Arts:

- Art in Public Architecture
- Art in Public Places

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Public Art projects approved and installed In Town Center	0	4	4	8
Percent of capacity attendance of City-sponsored performing arts groups	69%	71%	73%	75%
Percent of operating costs recovered by fees	22%	25%	23%	25%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of volunteer hours contributed in the Arts	31,556	31,606	31,606	31,656
Number of volunteers	343	344	344	345
Number of registrants / attendees	17,700	18,000	18,000	18,500

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Arts Programs Supervisor	1.0	1.0	1.0
Arts Programs Specialist	1.0	1.0	1.0
Cost Center Total	**2.0**	**2.0**	**2.0**

Cost Center: Friends of the Arts (Fund 350)

Objectives:

- Solicit donations and contributions from the community to use in support of new arts programs and/or enhancements to existing arts programs
- Receive donations from developers for the art requirement of "Publicly Accessible Art in Private Development" ordinance

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of Arts grants awarded	2	3	3	4
Dollars raised for the Arts Fund	$816	$5,000	$27,147	$5,000

Cost Center: Community Recreation

Objectives:

- Operate Climbing Gym, Skate Park and Bike Safety Program in a safe, clean and pleasing environment
- Offer safe, high quality, and innovative cost efficient activities to serve the needs of a diverse population
- Implement new marketing techniques to attract more residents to participate in outdoor programs to foster community spirit
- Train all staff in CPR/First Aid or First Responder to be prepared for emergency situations
- Solicit and train volunteers to help with programs to decrease cost to participants

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of Staff certified in First Aid, CPR or First Responder	50% 6 / 12	75% 8 / 12	75% 8 / 12	100% 12 / 12
Percent of Participants who rate the quality of the programs as good or excellent	97%	99%	99%	100%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of participants in outdoor activities	1,423	1,650	1,552	1,600
Number of volunteer hours contributed	541	650	563	600

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Recreation Program Manager	0.2	0.2	0.2
Cost Center Total	**0.2**	**0.2**	**0.2**

Cost Center: After School Recreation

Objectives:

- Offer safe, supervised, accessible, appealing, affordable and high quality after school Kidz Clubs for school-aged children and teens at Beall, Maryvale and Twinbrook Elementary Schools, as an alternative for "latch-key kids" and a resource for families who may not be able to afford higher cost alternatives
- Offer an appealing after school fitness program for youth and teens using the medium of performing arts to focus on character building, critical thinking, talent development, developing life skills, and broadening perspectives and cultural awareness and opportunities

- Offer volunteer opportunities to teens seeking to earn Service Learning Credits for school and work experience training through our Junior Recreation Leader program during non-school hours
- Encourage volunteer participation and involvement of parents, care givers, and family members of the youth in City programs
- Encourage neighborhood strength through cultural awareness by offering diverse youth performances and events, such as the Annual African American Heritage Production and the Annual American Indian Festival

Performance Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Percent of people who rate after school programs as good or excellent	90%	90%	95%	95%
Percent of involved parents, caregivers, and family members	16% 261 / 1,632	16% 268 / 1,640	16% 268 / 1,640	20%
Percent of operating costs recovered by fees	41%	41%	41%	41%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of after school programs offered	47	51	51	51
Number of after school program participants served (Kidz Club)	200	220	220	225
Number of volunteer hours contributed	2.920	2,920	2,974	3,000
Number of participants who perform in productions	180	180	180	230

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Recreation Programs Supervisor	0.8	0.8	0.8
Program Assistant	0.8	0.8	0.8
Kids Club Director (3)	1.2	1.2	1.2
Cost Center Total	**2.8**	**2.8**	**2.8**

Supplemental Information:

Youth Program – "The Finest!"

Cost Center: Teens

Objectives:

- Revamp existing programs and our marketing tools to strengthen Rockville's youth and teen awareness and involvement
- Implement at least three cross-neighborhood programs to connect the City's diverse youth population
- Create new programs specifically designed for High School students, life skills training as well as social skills development

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Growth in attendance in teen programs	-17%	5%	0%	20%
Percent of successful cross-neighborhood programs	100% 5 / 5	80% 4 / 5	60% 3 / 5	100% 6 / 6

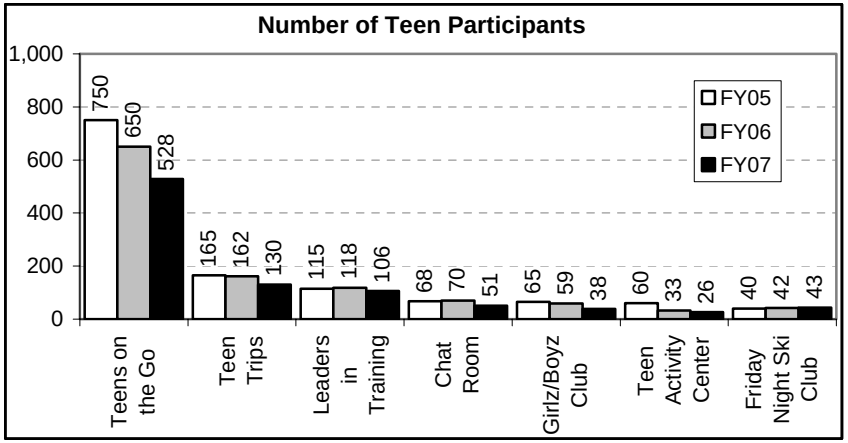
Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of registrants/ attendees in teen programs	922	1,050	1,000	1,200
Number of recreational programs offered	49	50	49	54
Number of High School programs offered	4	5	4	6

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Teen Programs Coordinator	1.0	1.0	1.0
Teen Programs Assistant II	0.5	0.5	0.5
Cost Center Total	**1.5**	**1.5**	**1.5**

Supplemental Information:



Cost Center: Summer Playgrounds

Objectives:

- Operate safe, supervised, high quality, appealing drop-in and registered participation Playgrounds in ten locations throughout the city for children ages 6-12 (and 5 year olds going into 1st grade)
- Offer Junior Leader volunteer opportunities to teens seeking to earn Service Learning Credits for school and work experience training through Summer Playground program

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of participants surveyed that rate Playground program as good or excellent	90%	90%	95%	95%
Number of Junior Leader teen volunteer hours contributed	2,316	2,316	4,089	4,089

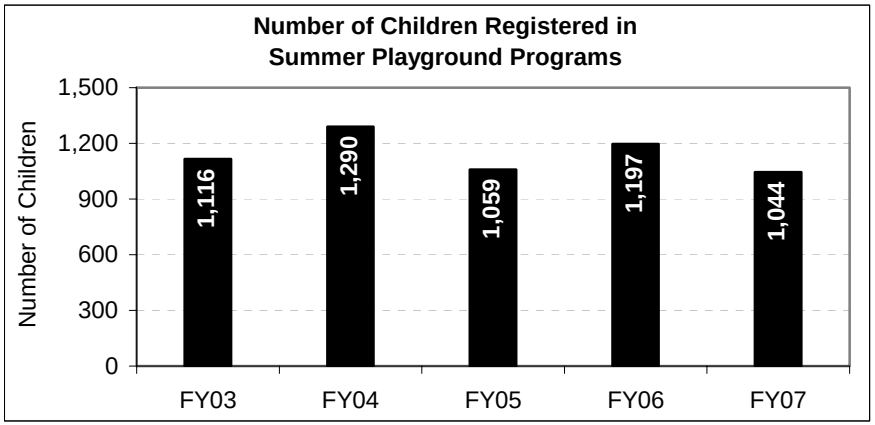
Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of programs offered	39	40	40	40
Number of participants served	1,044	1,044	1,171	1,171
Number of paid and volunteer staff	100	100	128	120

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Recreation Programs Supervisor	0.2	0.2	0.4
Program Assistant III	0.0	0.0	0.2
Cost Center Total	**0.2**	**0.2**	**0.6**

Supplemental Information:



Cost Center: Summer Camps

Objectives:

- Increase and improve activity and fitness levels of campers by implementing a fitness walking program, "Reach the Beach," using pedometers for campers to record their steps and adding up the miles to virtually "reach the beach"
- Offer high quality camps to a diverse population in a cost effective manner
- Adjust camp offerings to best meet the needs of the community and to maximize registration levels

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of camp sessions meeting minimum registration requirements	99%	95%	96%	97%
Percent of operating costs recovered by fees	95%	95%	98%	99%
Percent of campers surveyed who felt fitness level was increased with "Reach the Beach" program	N/A	N/A	N/A	90%

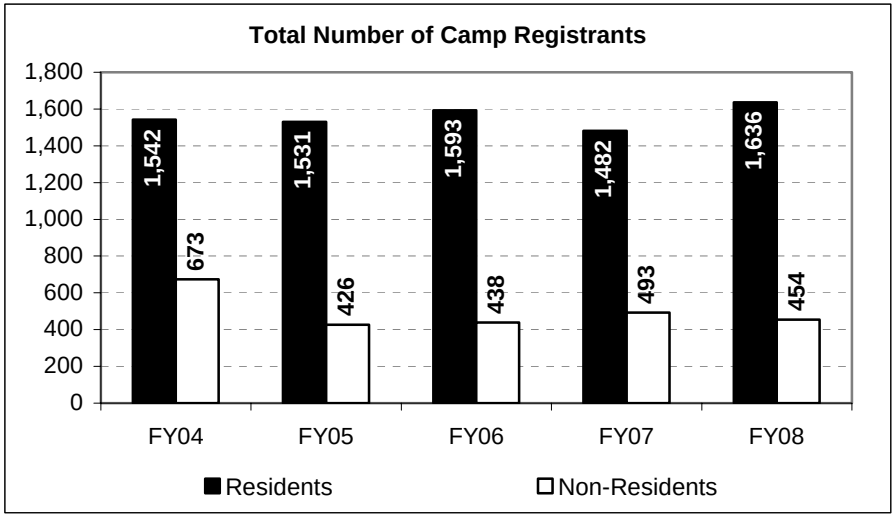
Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number children attending summer camps	1,829	2,090	2,110	2,186
Number of camp sessions offered	87	108	102	106

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Recreation Program Supervisor	1.3	1.3	1.3
Program Assistant III	0.5	0.5	0.5
Cost Center Total	**1.8**	**1.8**	**1.8**

Supplemental Information:



Cost Center: Classes

Objectives:

- Implement a variety of quality recreational opportunities for Rockville youth that enhance and promote their overall quality of life in a safe and pleasant atmosphere
- Increase fitness related programs for all groups by offering a variety of sports and exercise programs to promote a healthier Rockville community
- Offer programs and classes that meet the needs and interests of our diverse community

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of class programs meeting minimum registration	77% 449 / 585	79% 440 / 560	75% 421 / 560	78% 444 / 570
Percent of direct and non-direct operating costs recovered by fees	105%	100%	102%	100%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of registrants served in classes	4,730	4,750	4,650	4,750

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Recreation Program Supervisor	1.5	1.5	1.5
Class Program Specialist	0.0	0.0	0.5
Cost Center Total	**1.5**	**1.5**	**2.0**

Cost Center: Childcare

Objectives:

- Offer high quality, cost efficient daycare emphasizing cultural diversity
- Monitor enrollment of after school programs regularly so that "drop-in" option is accessible to families when needed
- Fill each 5-6 week session of before school programs to at least 75% capacity

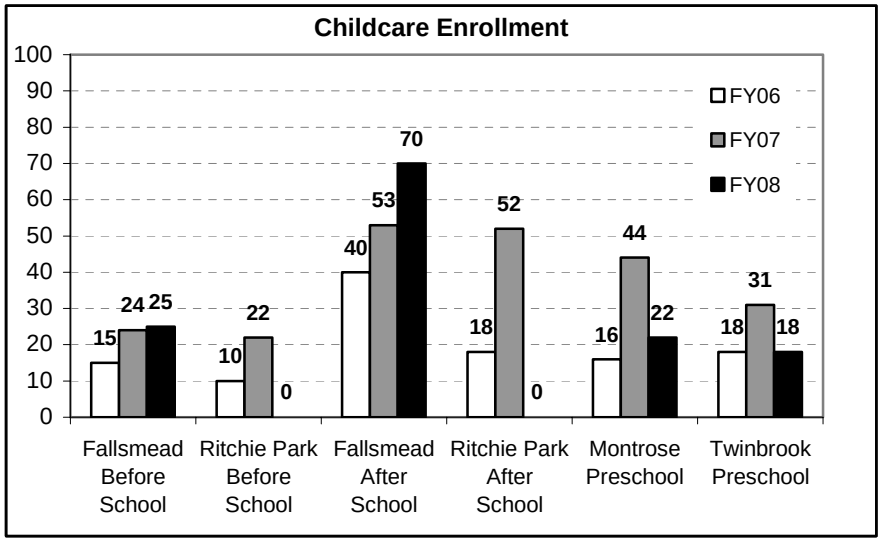
Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Registrations as a percent of capacity:				
• Enrichment Clubs	96% (77 / 80)	100% (55 / 55)	100% (55 / 55)	100% (55 / 55)
• Before School Program	85% (34 / 40)	75% (15 / 20)	95% (19 / 20)	90% (18 / 20)
• Preschool childcare	98% (51 / 52)	90% (46 / 52)	85% (44 / 52)	85% (44 / 52)
Number of children registered in programs:				
• Enrichment Clubs	105	69	70	70
• Before School Program	46	20	25	25
• Preschool childcare	75	50	55	55
Percent of operating costs recovered by fees	111%	102%	102%	105%

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Recreation Programs Supervisor (FT)	1.0	1.0	0.8
Program Assistant III (1)	0.5	0.5	0.3
Enrichment Club Directors (2)	0.8	0.8	0.8
Enrichment Club Leaders (2)	1.2	0.8	0.8
Childcare Preschool Staff (4)	2.0	2.0	2.0
Childcare Preschool Directors (3)	0.8	1.2	1.2
Cost Center Total	**6.3**	**6.3**	**5.9**

Supplemental Information:



Cost Center: Adult Sports

Objectives:

- Offer a variety of sports leagues and events to match the diverse interests and ability levels of our population.
- Review latest softball equipment on the market, including testing of existing equipment, and continue to abide by Amateur Softball Association (ASA) rulings on recent banned items; make changes to our governing rules of play that focus on safety and reduce injuries
- Offer a co-recreational 7 v 7 Ultimate Frisbee drop-in program, on a pilot basis, with a goal of developing a future league

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of new programs offered that were successful	N/A	100% 2 / 2	50% 2 / 1	100% 2 / 2
Percent of all sports programs offered that were successful	100% 12 / 12	100% 14 / 14	93% 13 / 14	100% 14 / 14
Percent of operating costs recovered by fees	68%	70%	70%	72%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of teams served	215	210	211	214
Number of participants served	6,633	6,235	6,415	6,465

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Sports Programs Supervisor	1.0	1.0	1.0
Program Assistant II – PT	0.5	0.5	0.5
Cost Center Total	**1.5**	**1.5**	**1.5**

Supplemental Information:

Adult Sports Program Participation and Resources - FY 2007				
	Number of Teams	Number of Participants	Number of Part-time Staff/Officials	Number of Facilities (fields/gyms)
Men's Basketball	18	216	10	2
Men's Softball (Spring)	69	1,173	20	8
Men's Softball (Fall)	23	391	14	2
Co-Rec Softball (Spring)	24	408	14	6
Co- Rec Softball (Fall)	12	204	8	2
Women's Softball	7	119	5	2
Women's Volleyball	22	264	2	2
Co-Rec Volleyball	36	432	3	4
Sand Volleyball	4	40	1	1
Rockville 10K/5K *	N/A	886	3	2
Community Night Running	N/A	150	1	1
Twilight Runfest	N/A	2,350	6	1
TOTALS	**215**	**6,633**	**87**	**33**

* 10 FT Staff and 75 MCRRC volunteers provide help and assistance for this event.

Cost Center: Youth Sports

Objectives:

- Offer a variety of sports leagues and events to match the diverse interests and ability levels of the Rockville area youth
- Facilitate a smooth transition with youth football program (RFL) from Dogwood Park to Mattie Stepanek Park; partner with Parks Services to control weekend trash issues
- Administer, supervise and manage the on-line registrations via Rock Enroll for the Rockville Baseball Association (RBBA) spring and fall programs
- Encourage coaches certification via National Youth Sports Coaches Association (NYSCA) for head and assistant coaches

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of volunteer head coaches who rated overall quality of the program as excellent or good	100% 166 / 166	100% 241 / 241	100% 255 / 255	100% 284 / 284
Percent of youth coaches certified	100% 390 / 390	100% 395 / 395	100% 405 / 405	100% 334 / 334
Percent of operating costs recovered by fees	62%	70%	67%	70%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of teams served	331	331	331	334
Number of participants served	4,749	4,792	4,792	4,982

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Assistant Sports Programs Supervisor	1.0	1.0	1.0
Sports Program Specialist	1.0	1.0	1.0
Cost Center Total	**2.0**	**2.0**	**2.0**

Supplemental Information:

Youth Sports Program Participation and Resources - FY 2007					
	Number of Teams	Number of Participants	Number of Volunteers	Number of Part-time Staff/Officials	Number of Facilities (fields/gyms)
Baseball	68	850	136	25	24
Football	46	984	115	18	16
Basketball	115	1,323	175	55	22
Soccer	28	440	56	10	12
Softball	27	378	54	8	13
Track and Field	6	240	12	10	3
Wrestling	1	22	2	0	2
T-Ball	10	140	15	3	10
Baseball (Fall)	18	252	30	10	6
Cheerleading	12	120	12	0	2
TOTALS	**331**	**4,749**	**607**	**139**	**110**

Division: Senior Citizen Services

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditure by Cost Center				
Senior Center Operations	410,017	449,849	448,849	492,906
Senior Citizen Support Services	535,285	554,437	559,436	571,599
Senior Assistance Fund (350)	5,474	7,850	7,046	7,120
Senior Citizen Recreation	194,598	240,738	210,738	242,138
Senior Citizen Sports & Fitness	114,031	129,472	129,472	154,276
Division Total	**$1,259,405**	**$1,382,346**	**$1,355,541**	**$1,468,039**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	836,635	904,500	895,500	955,363
Benefits	160,143	183,700	183,700	201,558
Overtime	2,476	2,600	2,600	2,600
Personnel Subtotal	**$999,254**	**$1,090,800**	**$1,081,800**	**$1,159,521**
Contractual Services	101,418	123,662	112,661	117,657
Commodities	153,259	160,034	154,034	183,741
Capital Outlays	0	0	0	0
Other	5,474	7,850	7,046	7,120
Operating Subtotal	**$260,151**	**$291,546**	**$273,741**	**$308,518**
Division Total	**$1,259,405**	**$1,382,346**	**$1,355,541**	**$1,468,039**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
Recreation Grants	8,820	8,000	8,000	8,000
Memberships	53,014	58,250	58,075	59,625
Facility Rental Fees	31,669	31,565	30,740	30,465
Rec. Program Fees	107,526	127,600	112,600	144,560
Social Support Fees	23,863	25,300	25,300	18,800
Interest Income	567	200	200	200
Community Contributions	23,942	21,800	23,500	24,000
Subtotal	**$249,401**	**$272,715**	**$258,415**	**$285,650**
Fund Contribution				
General Fund (110)	1,009,039	1,103,781	1,093,780	1,179,469
Special Activities (350)	965	5,850	3,346	2,920
Subtotal	**$1,010,004**	**$1,109,631**	**$1,097,126**	**$1,182,389**
Division Total	**$1,259,405**	**$1,382,346**	**$1,355,541**	**$1,468,039**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Senior Center Operations	5.0	5.0	5.0	5.0
Senior Citizen Support Services	7.1	6.6	6.6	6.6
Senior Assistance Fund (350)	0.0	0.0	0.0	0.0
Senior Citizen Recreation	1.8	1.8	1.8	1.8
Senior Citizen Sports & Fitness	1.5	1.5	1.5	1.5
Regular Subtotal	**15.4**	**14.9**	**14.9**	**14.9**
Temporary				
Senior Center Operations	1.5	2.2	2.2	2.2
Senior Citizen Support Services	2.7	3.0	3.0	3.1
Senior Citizen Recreation	0.4	0.9	0.9	0.9
Senior Citizen Sports & Fitness	0.5	0.7	0.7	1.2
Temporary Subtotal	**5.1**	**6.8**	**6.8**	**7.4**
Division Total	**20.5**	**21.7**	**21.7**	**22.3**

Division: Senior Citizen Services

Division Purpose:

To meet the social, recreational, educational, fitness and wellness needs of a diverse population of active/employed, active/retired and frail senior citizens. This is achieved through operating a safe, welcoming, high quality and energy efficient multi-purpose facility; providing transportation from every city neighborhood to the center; and offering a wide variety of programs and services both at the senior center and in the community. To work cooperatively with Rockville Seniors, Inc., Rockville Senior Citizens Commission and Woodley Gardens Neighborhood Association and outreach to older adults using multiple marketing techniques and communications strategies.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

In FY08 Senior Citizens Services experienced the following significant changes:

- Carnation Supper Club decreased from weekly to twice/month.
- The need for "Aging in Place" initiatives and mental health services were strongly identified in the Older Adult Needs Assessment.
- Number of taxi books sold through Call 'n Ride, a user-side subsidy taxi program increased by 34 percent.
- Interest expressed by Woodley Gardens neighborhood for enhanced communication resulted in establishment of liaison committee of neighbors, center members and staff.

Estimated Actual FY08 to Proposed FY09

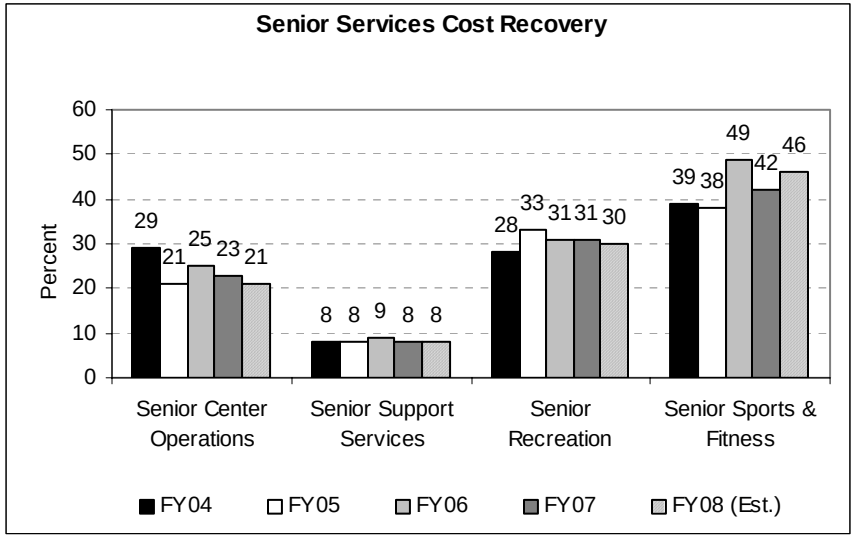
In FY09, the following adjustments have been made to the budget to reflect the changes experienced in FY08:

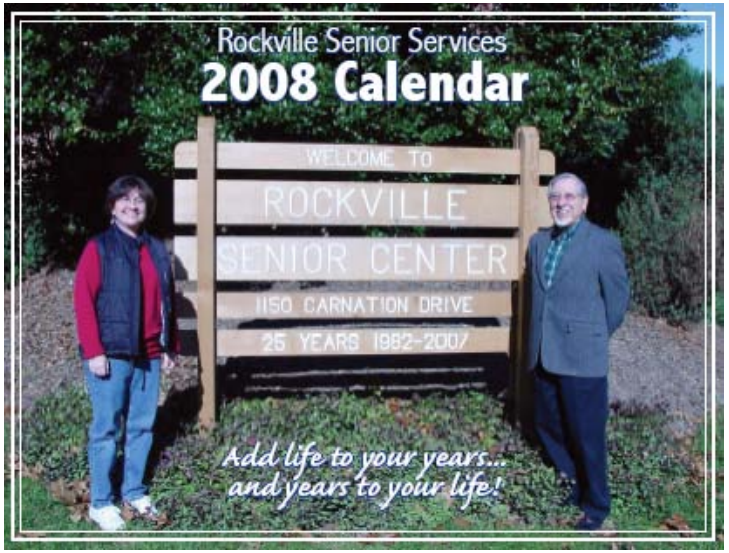
- Expenses and revenues from Carnation Supper Club decreased due to reduction in schedule.
- Increased expense budget for subsidized taxi program due to increased participation.
- Additional funds allocated to marketing efforts.
- Senior Social Services cost center renamed to Senior Support Services.

CIP Projects that Support Activities of the Senior Citizen Services Division:

- Senior Center Improvements

Supplemental Information:





Cost Center: Senior Center Operations

Objectives:

- Increase and retain membership at the Rockville Senior Center by expanding marketing techniques and providing quality programs
- Recruit/retain volunteers by offering a meaningful and rewarding volunteer environment
- Facilitate the fundraising efforts of Rockville Seniors, Inc. (the non-profit fundraising organization for the Senior Center) so that they can achieve their annual goal of $90,000
- Increase rentals of the Center through increased marketing and by providing an attractive and affordable facility for community parties and programs
- Work with center users and neighborhood residents to enhance communication
- Oversee preparation of feasibility study for Center fitness and exercise expansion in conjunction with center users and neighborhood residents

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percentage of senior residents who participate at the Senior Center	18% or 1,847 / 10,060	20% or 2,000 / 10,060	22% or 2,333 / 10,060	23% or 2,400 / 10,348
Percent of Citizen Survey respondents rating satisfaction with Rockville Senior Center programs and services as "excellent" or "good" *	84%	92%	92%	92%
Percent of members by age group:				
▪ 59 and younger	0.9%	1.0%	0.8%	0.8%
▪ 60-69	27.1%	30.0%	24.0%	25.0%
▪ 70-79	45.1%	44.0%	43.5%	44.0%
▪ 80-89	25.0%	23.0%	28.6%	27.2%
▪ 90 and older	2.0%	2.0%	3.1%	3.0%
Membership Retention Rate	72% or 1,053 / 1,456	72% or 1,055 / 1,460	72% or 1,055 / 1,460	73% or 1,080 / 1,480
Percent of individuals receiving free memberships in return for volunteer service	47% or 143 / 303	48% or 145 / 305	48% or 145 / 305	48% or 150 / 310

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of registrations and memberships processed	7,460	8,000	8,217	8,400
Number of new members	291	300	315	325
Number of volunteers	303	305	305	310
Number of hours contributed by volunteers	25,869	26,000	26,000	26,200
Amount of money raised by Rockville Seniors, Inc.	$92,420	$89,260	$85,000	$90,000
Number of rentals	106	100	100	110

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Senior Center Supervisor	1.0	1.0	1.0
Senior Center Secretary II	1.0	1.0	1.0
Senior Center Custodian (2)	2.0	2.0	2.0
Registration Specialist (Secretary I)	1.0	1.0	1.0
Cost Center Total	**5.0**	**5.0**	**5.0**

Cost Center: Senior Citizen Support Services

Objectives:

- Provide door-to-door bus services to the senior center, shopping and trips
- Provide subsidized taxi coupons to meet transportation needs of seniors
- Keep seniors and families informed of resources by providing information and assistance
- Provide wellness screenings, special interest and computer classes, English and citizenship classes, daily lunches and twice-monthly dinners to enhance quality of life
- Research and identify services to support the "Aging in Place" initiative

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of seniors participating in support or wellness services indicating they are more "independent" as a result of service provided*	N/A	N/A	N/A	80%
Number of English Class spaces filled	149 of 180	153 of 180	153 of 180	153 of 180
Number of Citizenship Class spaces filled	45 of 60	47 of 60	47 of 60	47 of 60

* New performance measure in FY09.

Workload Measures:

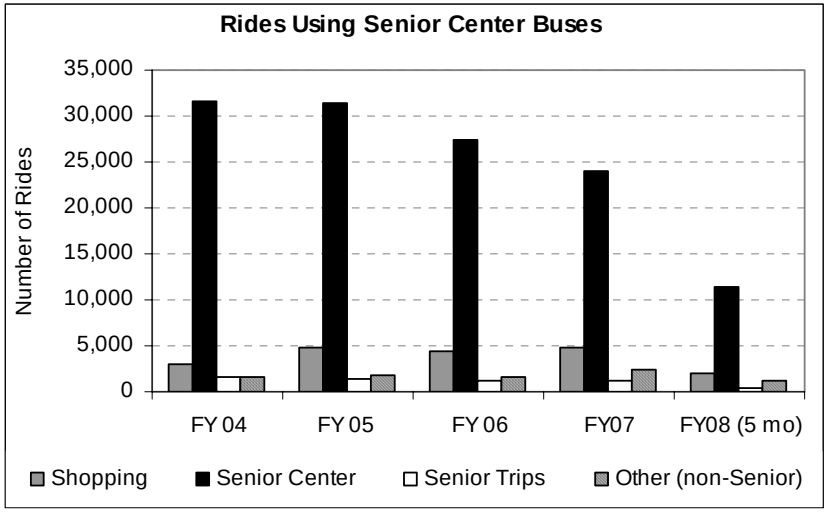
	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of senior bus rides provided	32,377	33,000	33,000	33,000
Number of taxi coupon books sold	1,552	1,750	1,750	1,775
Number of information and assistance requests answered	6,034	6,135	6,135	6,150
Number of meals provided	17,062	16,700	16,700	16,400
Number of wellness screenings and health appointments	4,919	5,100	5,100	5,100
Number of computer classes offered	89	99	99	100
Number of special interest and health classes offered	60	65	65	70
Number of seniors provided with "Aging in Place" services*	N/A	N/A	N/A	75

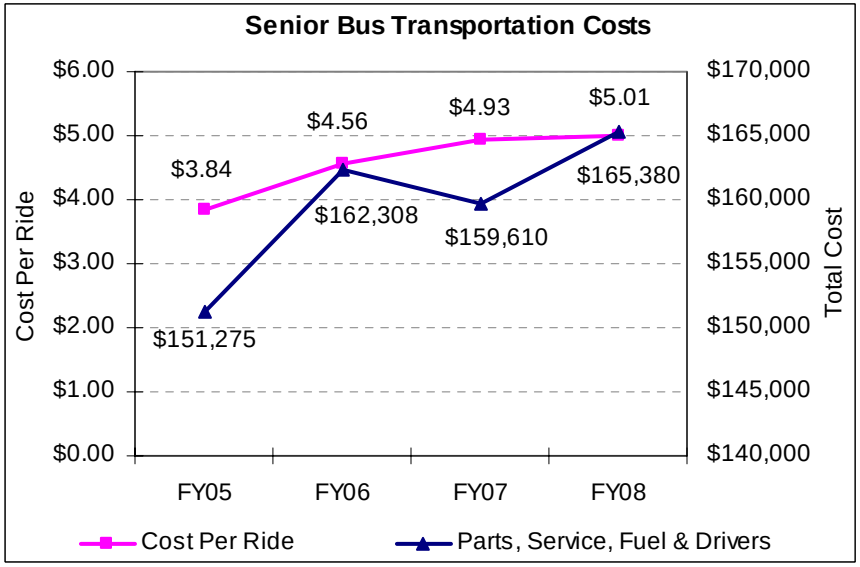
* New performance measure for FY09.

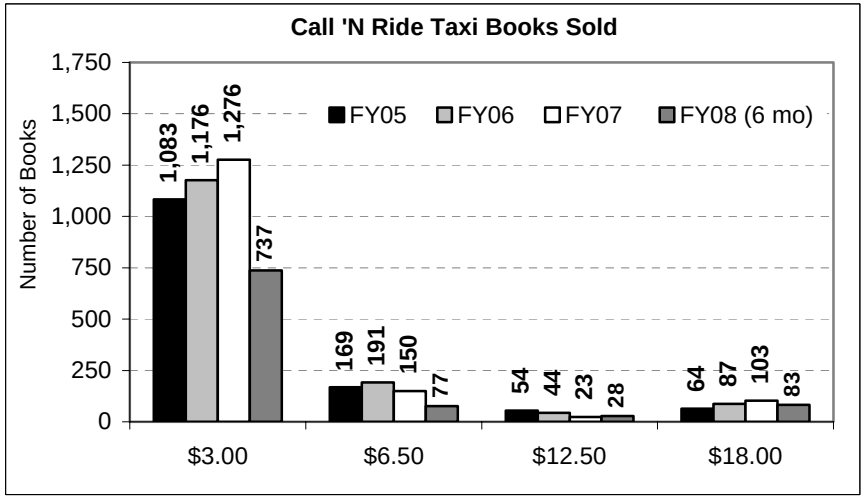
Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Senior Support Services Coordinator	1.0	1.0	1.0
Transportation Supervisor	1.0	1.0	1.0
Secretary II	1.0	1.0	1.0
Transportation Aide	1.0	1.0	1.0
Bus Driver PT	0.8	0.8	0.8
Senior Center Wellness Coordinator	0.5	0.5	0.5
Senior Outreach Worker II (2 PT)	1.8	1.3	1.3
Cost Center Total	**7.1**	**6.6**	**6.6**

Supplemental Information:







Cost Center: Senior Assistance Fund (Fund 350)

To assist those who meet age and income limits by subsidizing costs for center membership, recreation and education programs, club activities and trips. Eligible seniors may receive up to $50 per quarter for trips and up to $50 for programs. Funding comes from interest earned on principal amount, fund raising, community donations, and annual RSI contribution.

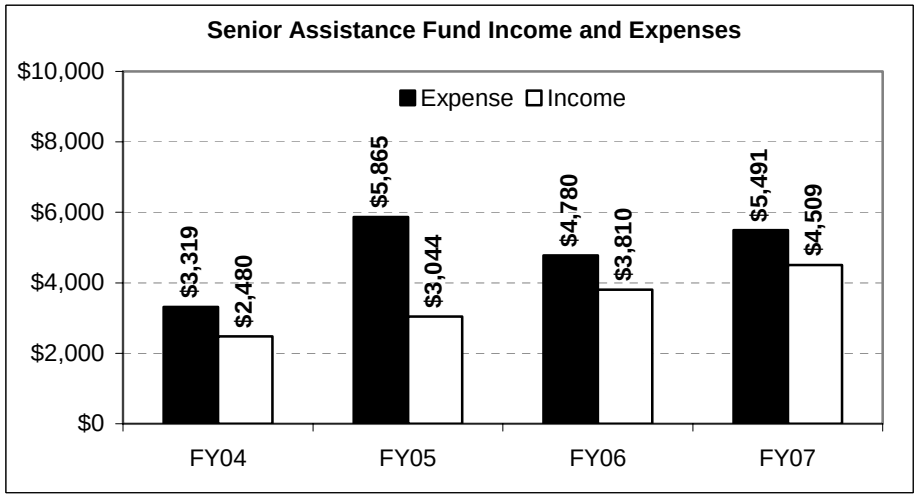
Objectives:

- To provide scholarships to low income seniors for memberships, trips, classes and medical transportation

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of SAF scholarships awarded	193	190	190	200
Dollars raised for the Senior Assistance Fund	$3,760	$3,800	$3,800	$3,900

Supplemental Information:



Cost Center: Senior Citizen Recreation

Objectives:

- Offer education, fine arts, and life skills classes, special events and senior club activities to foster learning and enrichment for the active, older, and increasingly diverse senior population
- Manage a comprehensive trip and tour program offering leisure, educational and cultural day and overnight travel opportunities
- Solicit sponsorship and outside funding to reduce cost of activities to seniors

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of number of trips conducted / trips offered	94% or 30 / 32	94% or 30 / 32	94% or 30 / 32	94% or 30 / 32
Percentage of parties that include sponsorship	100% or 23 / 23	100% or 24 / 24	100% or 24 / 24	100% or 24 / 24

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of participants in:				
• Special Events	1,357	1,360	1,406	1,410
• Classes	874	995	834	880
• Trips	1,098	1,150	1,150	1,150
• Clubs	295	295	260	260
Number of activities offered:				
• Special Events	13	14	15	15
• Classes	41	50	44	48
• Trips	30	30	30	30
• Clubs*	6	6	5	5

* Number of Clubs – each Club meets approximately 10 times per year.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Senior Recreation Coordinator	1.0	1.0	1.0
Program Assistant III	0.8	0.8	0.8
Cost Center Total	**1.8**	**1.8**	**1.8**

Cost Center: Senior Citizen Sports & Fitness

Objectives:

- Manage an extensive, multi-equipped fitness room with a personal trainer to facilitate aerobic fitness and strength training for older adults
- Provide a comprehensive sports and exercise program through classes, sports, leagues, special events, fitness assessments, and tournaments for all levels of fitness in the senior population
- Offer a variety of classes and programs taught by certified instructors to ensure a safe, quality experience

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of Fitness Club members	437	500	450	460
Number of participants served	2,584	2,680	2,848	2,900
Number of programs offered	158	167	167	170

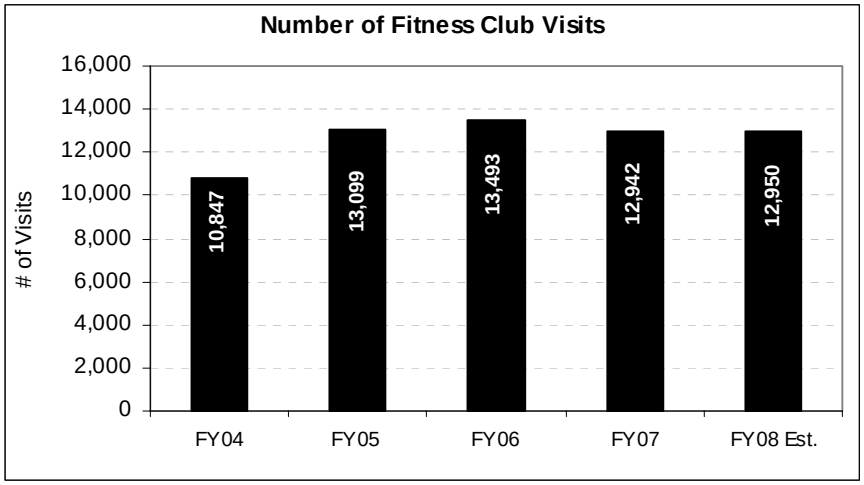
Performance Measures:

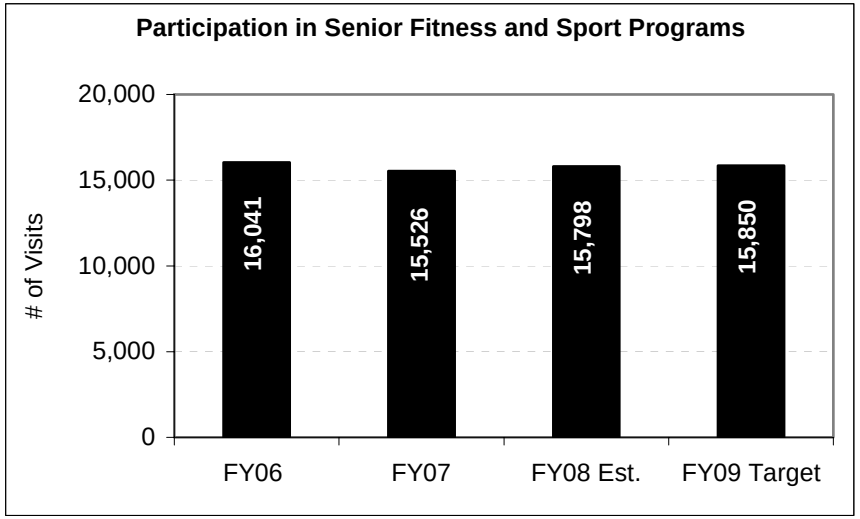
	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percentage of certified instructors	70% 7 of 10	90% 9 of 10	90% 9 of 10	100% 10 of 10
Percentage of seniors completing survey who stated "fitness programs met their needs"	N/A	92% 48 of 52	92% 48 of 52	98% 51 of 52

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Senior Sports & Fitness Specialist	1.0	1.0	1.0
Program Assistant III	0.5	0.5	0.5
Cost Center Total	**1.5**	**1.5**	**1.5**

Supplemental Information:




Participation in Senior Fitness and Sport Programs
# of Visits
20,000
15,000
10,000
5,000
0
16,041
15,526
15,798
15,850
FY06
FY07
FY08 Est.
FY09 Target

Division: Community Services

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures By Cost Center				
Community Programs Administration	236,676	260,106	260,106	266,806
Community Programs	N/A	444,500	444,500	455,650
Community Services Funds (350)	20,576	59,002	14,000	71,248
Youth & Family Services	278,138	336,106	336,106	345,664
Linkages to Learning	240,338	238,843	238,843	247,268
Division Total	**$775,728**	**$1,338,557**	**$1,293,555**	**$1,386,636**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	539,634	564,142	564,142	591,900
Benefits	130,831	145,100	145,100	143,825
Overtime	0	0	0	0
Personnel Subtotal	**$670,465**	**$709,242**	**$709,242**	**$735,725**
Contractual Services	53,972	82,169	82,169	82,423
Commodities	28,800	40,224	40,224	38,170
Capital Outlays	0	0	0	0
Other	22,491	506,922	461,920	530,318
Operating Subtotal	**$105,263**	**$629,315**	**$584,313**	**$650,911**
Division Total	**$775,728**	**$1,338,557**	**$1,293,555**	**$1,386,636**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
County Grants (LTL)	178,229	181,575	181,575	181,575
Youth Service Grants	100,815	100,815	100,815	100,815
Program Fees	4,670	6,000	6,000	6,000
Interest Income	4,078	1,000	1,000	1,000
Community Contributions	22,189	24,000	24,000	24,000
Subtotal	**$309,981**	**$313,390**	**$313,390**	**$313,390**
Fund Contribution				
General Fund (110)	471,437	991,165	991,165	1,026,998
Special Activities Fund (350)	(5,690)	34,002	(11,000)	46,248
Subtotal	**$465,747**	**$1,025,167**	**$980,165**	**$1,073,246**
Division Total	**$775,728**	**$1,338,557**	**$1,293,555**	**$1,386,636**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Community Programs Admin	3.0	3.0	3.0	3.0
Youth & Family Services	2.0	3.0	3.0	3.5
Linkages to Learning	2.5	2.5	2.5	2.5
Community Services Funds	0.0	0.0	0.0	0.0
Regular Subtotal	**7.5**	**8.5**	**8.5**	**9.0**
Temporary				
Community Programs Admin	0.0	0.1	0.1	0.1
Youth & Family Services	0.5	1.5	1.5	0.9
Temporary Subtotal	**0.5**	**1.6**	**1.6**	**1.0**
Division Total	**8.0**	**10.1**	**10.1**	**10.0**

Division: Community Services

Division Purpose:

The Community Services Division provides supportive programs and services to help at-risk and disadvantaged youth and families to become self sufficient, make positive life choices, and adjust to societal challenges. The division utilizes a community-based program model that relies on group programming and emphasizes strategic planning and needs assessment. Services include emergency assistance and response; youth development programs; community outreach; counseling; parenting education; self-sufficiency workshops; and information and referral. Research is conducted to identify innovative approaches and best practices for offering these services. The division also coordinates the City's annual grant program to nonprofit human service agencies, provides staff support to the Human Services Advisory Commission and coordinates special projects such as the Rockville Holiday Drive.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

- Due to extensive toy recalls, the 2007 Rockville Holiday Drive solicited and distributed gift cards for local stores instead of soliciting donated toys. As a result, community volunteers were not needed to assist with a toy distribution in December, thus significantly reducing the level of volunteer involvement.
- The Charlas Outreach program to Latino residents was redesigned. It will consist of quarterly instead of monthly meetings and involve parents at three elementary schools instead of one.

Estimated Actual FY08 to Proposed FY09

- The Youth Services Outreach Worker initiated programming for Latino boys and girls at Richard Montgomery and Rockville High Schools in FY08 that continues in FY09.
- Added a 0.5 FTE and converted another 0.5 FTE into one permanent Youth and Family Specialist position.

Cost Center: Community Programs Administration

Objectives:

- Monitor community demographic trends and best practices and conduct periodic needs assessments related to low-income youth and families
- Coordinate annual application and contracting process for Caregiver Agencies
- Track Caregiver Agency service utilization data on a quarterly basis and conduct site visits
- Work with Community Ministries of Rockville to recruit and involve churches as partners in operation of Holiday Drive
- Document community's human service needs and develop brochures and other materials to publicize available resources
- Promote charitable giving to local nonprofit social service agencies by publishing insert in Rockville Reports, sponsoring Salute to Nonprofits and participating in Montgomery Alliance

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number and percent of Caregiver agencies that receive formal site visit	6 of 24 or 25%	8 of 24 or 33%	8 of 24 or 33%	8 of 24 or 33%
Number of local nonprofit agencies publicized through Rockville Reports insert and Salute to Nonprofits	42	N/A	42	40

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of residents and stakeholders surveyed for needs assessment	152	N/A	N/A	100
Dollar value of grant programs monitored by staff	$426,800	$444,500	$444,500	$455,650

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of new Holiday Drive partners who share major program duties	0	2	2	2
Number of outreach publications describing community needs and/or resources	22	15	31	15

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Community Services Manager	1.0	1.0	1.0
Community Services Specialist / Program Analyst	1.0	1.0	1.0
Secretary III	1.0	1.0	1.0
Cost Center Total	**3.0**	**3.0**	**3.0**

Cost Center: Community Services Funds

Objectives:

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

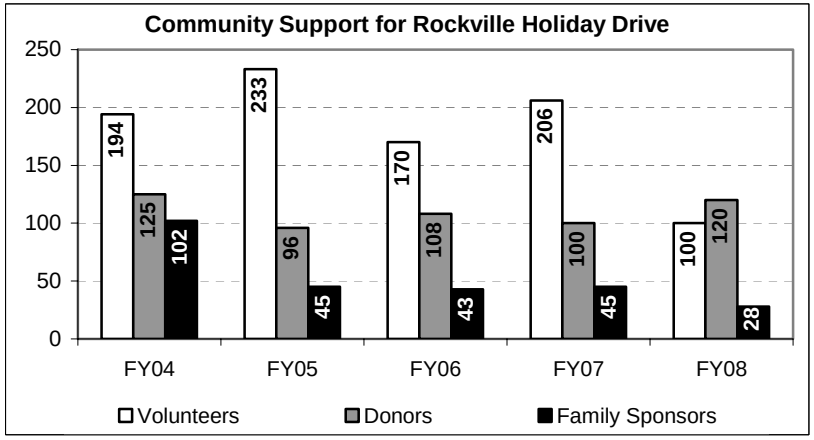
Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of Holiday Drive donors	100	100	120	125
Number of volunteers in Holiday Drive Program	206	200	100	200
Number of residents served by Holiday Drive	2,407	2,500	2,316	2,400

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of families matched with Holiday Drive sponsors	45	45	28	40

Supplemental Information:



Cost Center: Youth & Family Services

Objectives:

- Provide community outreach, information and referrals to ensure that 1,000 or more Rockville residents are able to access needed social services
- Provide eligibility screening for 150 Rockville families applying to Rockville Emergency Assistance Program
- Enroll 90 at-risk youth in youth development program that includes focus on social skills, community service, work skills, school performance, and positive family relations
- Recruit 40 community volunteers to serve as mentors to at-risk youth
- Provide counseling to 30 or more at-risk youth
- Outreach to City-sponsored after school programs and community centers and provide informal counseling as appropriate or requested to 75 youth
- Provide workshops and classes to Rockville residents to increase their financial literacy and parenting skills
- Provide psycho-educational group for at-risk youth to increase their resiliency skills
- Continue community outreach and education to Latino parents in cooperation with Neighborhood Resources Program
- Based on findings from needs assessments, design and implement innovative programs to provide assistance in the areas of housing, employment, financial literacy, juvenile delinquency prevention, and cultural integration

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of REAP recipients who do not return within 18 months	145 of 152 or 95%	153 of 170 or 90%	141 of 144 or 97%	142 of 150 or 95%
Number and percent of at-risk youth completing violence prevention curriculum who show increased conflict resolution skills	35 of 47 or 74%	68 of 90 or 76%	68 of 90 or 76%	68 of 90 or 76%
Number of youth in counseling that will successfully complete goals	30 of 32 or 94%	29 of 30 or 97%	29 of 30 or 97%	29 of 30 or 97%
Number of youth in psycho-educational group who increase their resiliency skills*	N/A	N/A	N/A	9 of 10 or 90%
Number and percent of residents enrolled in parenting classes who gain new skills to handle discipline and communication with their children	39 of 39 or 100%	102 of 120 or 85%	60 of 75 or 80%	92 of 115 or 80%

* New performance measure in FY09.

Workload Measures:

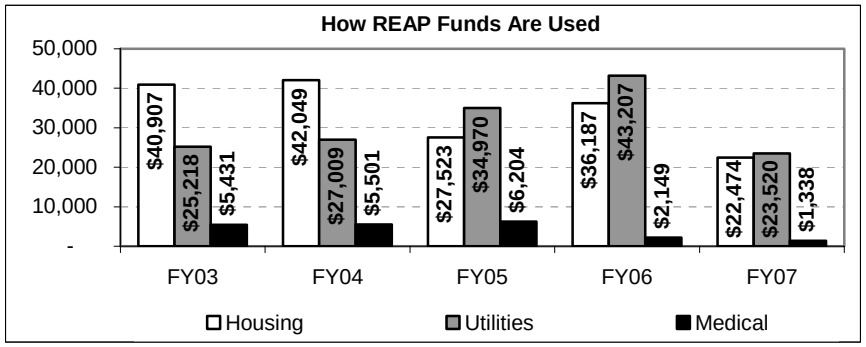
	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of residents who are linked with needed social services	1,018	1,000	1,000	1,000
Number of residents who receive assistance in locating affordable housing	629	500	500	500
Number of REAP applicants approved for emergency assistance	100	170	170	150
Recruit community volunteers to serve as mentors to at-risk youth	24	40	35	40
Number of youth who receive informal counseling through outreach at City-sponsored after school programs / centers	25	100	60	75

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of residents who receive financial counseling	90	100	100	150
Number of residents who receive employment counseling (resume preparation, job links)	356	500	500	500
Number of community meetings / number of Latino or Hispanic parents attending	9/130	12 / 250	3 / 75	4/100

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Community Services Referral Coord.	1.0	1.0	1.0
Community Services Program Coord.	1.0	1.0	1.0
Youth and Family Counselor	0.0	1.0	1.0
Youth and Family Specialist	0.0	0.0	0.5
Cost Center Total	**2.0**	**3.0**	**3.5**

Supplemental Information:



Cost Center: Linkages to Learning

Objectives:

- Provide youth with health and social service referrals, educational support groups, and positive youth development experiences to enable at-risk children at Maryvale Elementary School to reach optimal physical and mental health, achieve academic success and become socially secure in their community (numbers include summer programming, mentoring programs, therapeutic recreation and afterschool homework club)
- Provide culturally-appropriate clinical services, including assessments and counseling, to promote positive youth development
- Provide case management and activities to parents to foster self-sufficiency

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number and percent of youth in counseling that show a decrease in negative school behavior incidents	13 of 13 or 100%	27 of 30 or 90%	27 of 30 or 90%	28 of 30 or 93%
Number and percent of case management cases that meet at least 50% of their goals	19 of 49 or 39%	15 of 45 or 33%	15 of 35 or 43%	15 of 35 or 43%
Number and percent of participants in adult support groups that attend the groups consistently	64 of 75 or 85%	72 of 80 or 90%	72 of 80 or 90%	60 of 75 or 80%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of participants in Linkages to Learning programs and activities	218	200	272	250

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Youth, Family and Community Specialist I	1.0	1.0	1.0
Family Service Aide	0.5	0.5	0.0
Youth and Family Specialist	0.0	0.0	0.5
Outreach and Community Specialist I	1.0	1.0	1.0
Cost Center Total	**2.5**	**2.5**	**2.5**

Cost Center: Community Programs

Objectives:

- To provide social service support to Rockville individuals and families who are experiencing difficulty meeting one or more basic needs related to housing, food, clothing, financial resources, health care and/or family well-being

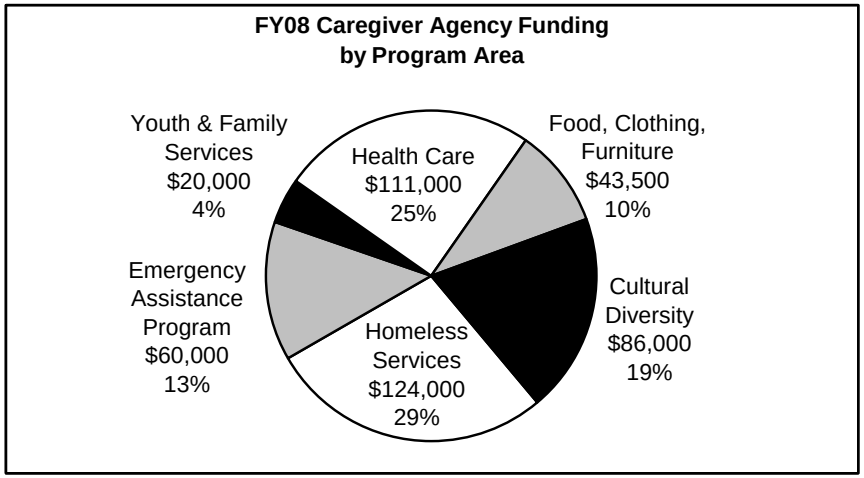
Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number and percent of individuals in transitional housing who move to permanent housing	9 or 60%	5 or 50%	5 or 50%	TBD
Number and percent of individuals in emergency shelters who move to more stable housing	49 or 40%	50 or 38%	50 or 38%	TBD

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of residents receiving emergency shelter	140	142	142	TBD
Number of residents receiving transitional housing	11	12	12	TBD
Number of residents receiving donated food	2,593	2,100	2,100	TBD
Number of residents receiving donated clothing	654	1,100	1,100	TBD
Number of at-risk households matched with family support services	9	11	11	TBD
Number of frail elderly residents receiving homemaker services or grocery deliveries	43	42	42	TBD
Number of adult residents who enroll in English classes	255	381	381	TBD
Number of residents enrolled by CMR in MobileMed program to receive primary health care	178	250	250	TBD

Supplemental Information:



	FY07 Adopted	FY08 Adopted	FY09 Request	FY09 Proposed
Shelters				
Chase Partnership Shelter	10,000	10,000	29,500	11,000
Dorothy Day Place	4,000	6,000	8,000	6,000
Helping Hands Shelter	17,000	18,000	17,000	15,000
Hope Housing	3,500	3,500	11,500	5,000
Horizon House	3,500	3,500	5,000	4,000
Jefferson House	3,500	5,000	9,200	5,000
Men's Emergency Shelter	12,500	15,000	25,000	20,000
Montgomery Ave Women's Ctr	20,000	20,000	20,000	20,000
Rainbow Place Shelter	15,000	15,000	15,000	15,000
Sophia House	10,000	11,000	15,000	11,000
Stepping Stones Shelter	7,000	7,000	7,000	7,000
Welcome Homes	10,000	10,000	10,000	10,000 [1]
Food/Clothing Services				
Interfaith Clothing Center	11,000	11,500	15,000	11,500
Interfaith Furniture Initiative	7,500	7,500	-	-
Manna Food Center Inc.	20,000	21,000	22,050	22,050
Top Banana Home Delivered	3,500	3,500	5,000	3,500
Youth/Family Services				
Friends in Action	10,000	10,000	10,000	10,000
Healthy Families Montgomery	9,500	10,000	10,000	10,000
Rockville SHARP	-	-	25,000	15,000 [1]
Health Care				
Child Center and Adult Services	-	-	12,525	12,525
Kaseman Health Program	50,000	57,500	57,500	55,000
Elderly Ministries	53,500	53,500	53,500	53,500
Cultural Diversity				
Chinese Cultural/Community Ctr	10,000	10,000	10,000	10,000
Korean C.C. of Greater Wash.	5,000	6,000	6,000	6,000
Latino Outreach Program	60,000	70,000	85,000	65,000
Emergency Funds				
REAP	70,800	60,000	60,000	60,000 [3]
Human Needs Total	426,800	444,500	543,775 [2]	463,075

1. FY 2009 funding contingent on establishing a program site in Rockville.

2. In addition to the requests listed above, the City also received $52,376 in requests from organizations that have not received funding in the past and who were not recommended for funding as part of the FY 2009 Proposed Budget.

3. Of the $60,000 funds for REAP, $7,425 will be paid out of the City's Special Activities Fund.

A description of services provided to the community by the organizations requesting funding is detailed below. Organizations are listed alphabetically.

Child Center and Adult Services, Inc. — This program, Positive Aging Project: Mental Health Services, provides mental health services and early intervention services for seniors who attend the Rockville Senior Center.

Chinese Culture and Community Service Center Inc — This program provides English instruction classes to recent immigrants in Rockville and Montgomery County at the Rockville Senior Center, and Lincoln Park Community Center and locations in Montrose community.

Community Ministries of Rockville — This organization was founded in 1967 to work with local governments to serve the needs of residents through education regarding the needs of the poor and displaced, advocacy on their behalf, and direct service to support them. The following programs are sponsored by Community Ministries:

Chase Partnership Shelter — Established in 1986, Chase Shelter provides housing, counseling and training programs to homeless men recovering from drug or alcohol addiction.

Elderly Ministries — Established in 1981, this program provides basic housekeeping and personal care to frail, homebound, elderly persons with chronic disabilities and temporary respite for persons released from hospitals that require limited support.

Hope Housing — Established in 2002, this program provides low-rent housing for single adults with physical and/or mental disabilities. Residents receive case management and other needed supportive services.

Jefferson House — Established in 1991 as a Personal Living Quarters, this program provides affordable housing and ongoing relapse prevention services for homeless men who have finished a formal addiction treatment program.

Latino Outreach Program — Established in 1993, this educational program provides instruction in basic English to Latino adults while their children receive homework tutoring and substance abuse prevention education. Services currently are provided at Maryvale, Meadow Hall and Twinbrook Elementary Schools and two local churches.

Mansfield Kaseman Health Program – This program will work collaboratively with Mobile Medical Care, Inc., providing outreach, scheduling and translation assistance, case management and service coordination to assure that Rockville residents obtain needed medical care.

Rockville Emergency Assistance Program (REAP) — Established in 1982 by Rockville's Mayor and Council, REAP provides short-term, last resource, emergency assistance to Rockville residents to prevent evictions, utility shutoffs and provide limited prescription assistance.

Interfaith Works (formerly Community Ministry of Montgomery County) — This organization was founded in 1962 and includes Christian, Jewish and Buddhist congregations throughout Montgomery County in its membership. Its advocacy and service initiatives include the following five programs:

Friends in Action/Amigos En Accion — Established in 1986, this program links low-income, at-risk families with teams of congregation-based volunteer mentors who assist these families in identifying and building their strengths to become self-supporting.

Furniture Exchange — Established in 2005, this program solicits, stores, and delivers used furniture, free of charge, to low-income families in Montgomery County.

Horizons House — Established in 2001, this program provides low-rent housing for homeless adults with physical and/or mental disabilities. A personal case manager encourages the residents to further their skills and ability to live independently.

Interfaith Clothing Center — Established in 1965, this program collects and distributes free clothing, furniture, and household items to low-income men, women, and children who are referred by public or private service agencies.

Sophia House — Established in 1997 by the Community Ministries of Rockville, Sophia House is now operated by the Community Ministry of Montgomery County. It provides emergency transitional shelter for single women to address their needs for housing and access to community services.

Welcome Homes — Established in 2005, this program provides a small group living environment and case management support for adult women with disabilities who must have around-the-clock supportive services.

Dorothy Day Place — First established in 1985, this transitional shelter provides intensive case management, housing and job counseling, referrals, life skills presentations, and other supportive assistance to women experiencing homelessness. Women stay an average of one year.

Healthy Families Montgomery — Established in 1996 under the sponsorship of Family Services Agency Inc, this program provides home-based services to first-time mothers who are at high-risk for child abuse and neglect. Beginning in the prenatal months, families receive weekly home visits that provide education and role modeling in parenting skills, early childhood development, and health and safety issues along with referrals to health and other community resources.

Helping Hands Shelter — This organization was established in 1986 under the sponsorship of the Mount Calvary Baptist Church. The shelter provides free temporary housing and food to homeless and abused women and children, assists in obtaining low rent housing, and offers social service counseling.

Korean Community Center of Greater Washington — Established in 1986, this agency provides outreach, health care education, case management, English classes, and pedestrian safety training to recent Korean immigrants in Rockville.

Manna Food Center Inc — Established in 1983, this agency receives and stores surplus foods and community food collections for distribution on a once-per-month basis to persons who have been referred by a social service agency. Food supplies also are provided to local shelters, soup kitchens, and other helping organizations.

Men's Emergency Shelter — Established in 1990 by the Montgomery County Coalition for the Homeless, this program provides year-round overnight shelter to homeless men. Using a new, larger facility built in November 2000, this program serves as entry point for men into the homeless services system.

Montgomery Avenue Women's Center — Established in 1984 as the Cordelia House Shelter, this daytime program provides job training, case management, life skills training, psychiatric care, and other supports to homeless women

Rainbow Place Shelter — Established in 1981, this is an emergency winter (November through March) shelter for homeless women 18 years and older that provides three meals a day, clothing, laundry facilities, and showers.

Rockville SHARP — This program provides safe, supervised places where students who are suspended from school can complete their suspensions while receiving academic and emotional support aimed at promoting self-reflection and skill building for more positive life outcomes.

Stepping Stones Shelter — Established in 1980, this organization provides emergency shelter and independent living to homeless families. Its services include provision of shelter, food, housing referrals, counseling programs, health workshops and seminars, employment counseling, clothing, furniture and household items, drug abuse education and counseling, and childcare.

Top Banana Home Delivered Groceries — Established in 1982, this program provides personalized, supportive grocery delivery services to frail, disabled individuals. Participants order their food items by phone from a storehouse/office located in Brandywine, MD; drivers help put groceries away while checking on the participant's well-being.

Division: Facilities

Division Expenditures by Cost Center	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Civic Center Complex	1,046,639	1,153,747	1,171,915	1,224,744
Glenview Mansion (350)	20,834	21,173	20,126	20,000
Croydon Creek Nature Center	165,131	202,679	206,364	252,462
Nature Center (350)	2,302	16,936	10,000	14,339
Facilities Maintenance	1,972,282	2,165,848	2,177,049	2,494,289
Lincoln Park Comm. Center	240,039	279,550	279,550	284,350
Skate Park *	29,428	48,915	48,915	N/A
Swim Center	1,351,346	1,454,596	1,457,372	1,599,950
Thomas Farm Comm. Center	N/A	108,300	108,300	336,550
Town Center Parking Garages (320)	N/A	N/A	N/A	1,046,575
Twinbrook Rec. Center	280,313	293,827	293,827	327,528
Division Total	**$5,108,314**	**$5,745,571**	**$5,773,418**	**$7,600,787**

Division Expenditures by Type	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Salary and Wages	2,369,403	2,634,766	2,649,454	3,020,547
Benefits	533,734	643,383	644,642	713,774
Overtime	56,938	25,748	46,721	50,739
Personnel Subtotal	**$2,960,075**	**$3,303,897**	**$3,340,817**	**$3,785,060**
Contractual Services	831,101	970,662	936,696	1,667,459
Commodities	1,288,934	1,371,139	1,397,079	1,940,241
Capital Outlays	28,204	99,873	98,826	208,027
Other	0	0	0	0
Operating Subtotal	**$2,148,239**	**$2,441,674**	**$2,432,601**	**$3,815,727**
Division Total	**$5,108,314**	**$5,745,571**	**$5,773,418**	**$7,600,787**

* The Skate Park Cost Center was combined with the Recreation Services Division's Outdoor Recreation Cost Center for FY09.

Source of Division Funds	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Departmental Revenue				
Swim Team Dues	250,915	275,000	285,000	295,000
Memberships	464,173	475,600	467,000	549,800
Concessions	11,897	14,500	14,500	16,000
Facility Rental Fee	674,266	771,010	786,360	807,860
Rec. Program Fees	450,130	497,906	487,906	594,201
Theatre Tickets	310,331	308,200	308,200	308,200
Merchandise Sales	3,101	2,700	2,700	2,700
Admission Charges	262,761	270,000	270,000	290,000
Interest Income	1,393	450	450	200
Community Contributions	4,499	5,100	5,100	4,900
Miscellaneous	845	2,000	2,000	2,000
Other Recreation Fees	705	1,000	1,000	1,000
Subtotal	**$2,435,016**	**$2,623,466**	**$2,630,216**	**$2,871,861**
General Fund (110)	2,671,053	3,084,446	3,113,526	3,673,112
Parking Fund (320)	N/A	21,100	21,100	1,046,575
Special Activities (350)	2,245	16,559	8,576	9,239
Subtotal	**$2,673,298**	**$3,122,105**	**$3,143,202**	**$4,728,926**
Division Total	**$5,108,314**	**$5,745,571**	**$5,773,418**	**$7,600,787**

Staffing Summary by Cost Center	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Regular				
Civic Center Complex	10.0	10.0	10.0	10.0
Croydon Creek Nature Center	2.0	2.0	2.0	2.0
Facilities Maintenance	14.0	14.0	14.0	15.6
Lincoln Park Comm. Center	4.2	3.8	3.8	3.8
Swim Center	9.3	9.3	9.3	10.3
Thomas Farm Comm. Center	1.0	1.0	1.0	2.0
Town Center Parking Garages	0.0	0.0	0.0	1.4
Twinbrook Rec. Center	2.4	2.4	2.4	2.4
Regular Subtotal	**42.9**	**42.5**	**42.5**	**47.5**
Temporary				
Civic Center Complex	3.3	4.4	4.4	4.5
Croydon Creek Nature Center	1.5	1.7	1.7	1.8
Lincoln Park Comm. Center	1.6	2.1	2.1	2.1
Skate Park *	0.9	1.7	1.7	N/A
Swim Center	17.0	17.5	17.5	19.2
Thomas Farm Comm. Center	0.0	0.2	0.2	4.5
Twinbrook Rec. Center	4.4	4.5	4.5	4.5
Temporary Subtotal	**28.7**	**32.1**	**32.1**	**36.6**
Division Total	**71.6**	**74.6**	**74.6**	**84.1**

Division: Facilities

Purpose:

The Facilities Division maintains and operates all City buildings safely and efficiently. It ensures their readiness for use, as well as providing high quality, diverse and appropriate programming for six of Rockville's major facilities. The Facilities Cost Center relies on trained professional staff and licensed contractors to service and upkeep all physical facilities to their optimum efficiency and capacity. The Facilities Division is responsible for programming a wide variety of high quality activities for both drop-in use and structured programs, enhancing the participants' quality of life. Such activities include: classes, educational and interpretive programs, workshops, fitness opportunities and special events.

Significant Changes:

Adopted FY08 to Estimated Actual FY08
Electricity costs for FY08 are projected to be 9.2 percent over FY07 costs due to increased utility rates.

Lincoln Park Community Center continues to work with the new residents of the Legacy at Lincoln Park development in the center activities and memberships.

Croydon Creek Nature Center lower level construction was completed creating space for additional programming.

Estimated Actual FY08 to Proposed FY09
A total of five new FTEs were added in FY09 in order to maintain enhanced services. These positions include 2.0 FTE Laborers for the Swim Center and Thomas Farm Community Center, 1.0 Facilities Management Specialist for the Town Center Parking Garages, 1.0 FTE Thomas Farm Assistant Supervisor, and 1.0 FTE Tradesworker.

The Thomas Farm Community Center will add an additional 18,086 square feet of facility space.

Electricity consumption is projected to remain at or near FY08 levels. Electricity rates are expected to increase by 5.8 percent.

Additional funding was added in FY09 for the City's water and sewer usage by City facilities.

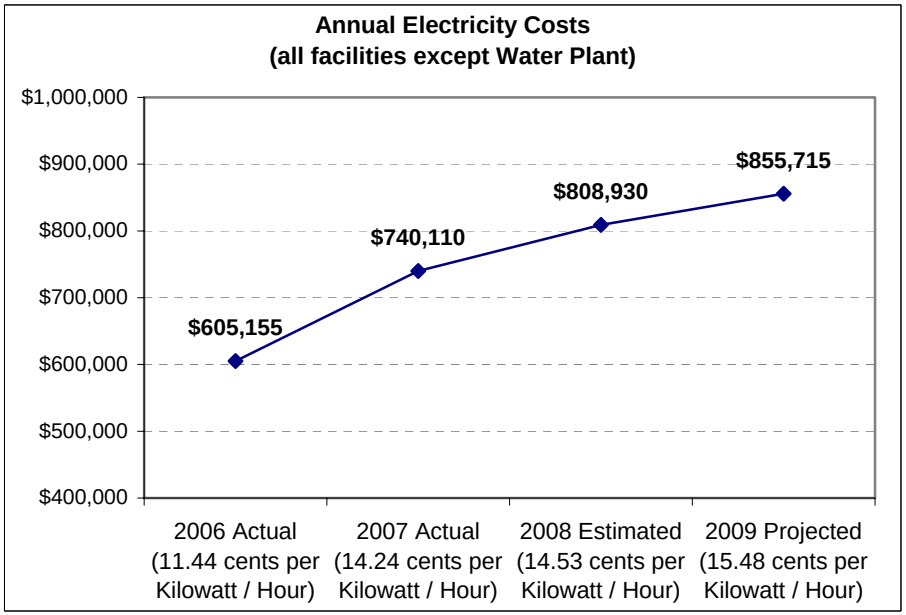
The City will acquire the Old Post Office Building located on North Washington St. The integrity of the physical structure will be maintained until design and construction are completed ($3,000).

The new Town Square rooftop facility will become operational in FY09. Additional personnel and operating expenses will provide for seasonal operations from April through October.

CIP Projects that Support the Activities of the Facilities Division include:

- Civic Center Accessibility Improvements
- F. Scott Fitzgerald Theatre Improvements
- Glenview Mansion Master Plan Improvements
- Rockville Municipal Swim Center Master Plan Improvements
- Swim Center Meet/Fit Room
- Twinbrook Community Recreation Center Improvements
- HVAC Replacement – City Buildings
- Roofing Replacement
- Gude Drive Facility Improvements

Supplemental Information:



Cost Center: Civic Center Complex

Objectives:

- Continue rentals at an income level to offset 75 percent of annual operating costs
- Provide a diverse season of performances at the F. Scott Fitzgerald Theatre with City-sponsored groups and presentations, current Resident Companies (RESCO) and increasing private rentals
- Increase private rentals at Glenview Mansion while retaining City use
- Maintain all facilities at the highest level to ensure customer satisfaction

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of direct costs recovered by fees	74%	75%	75%	75%
Percent of clients rating cleanliness of facilities as good or excellent	98%	100%	100%	100%

Workload Measures:

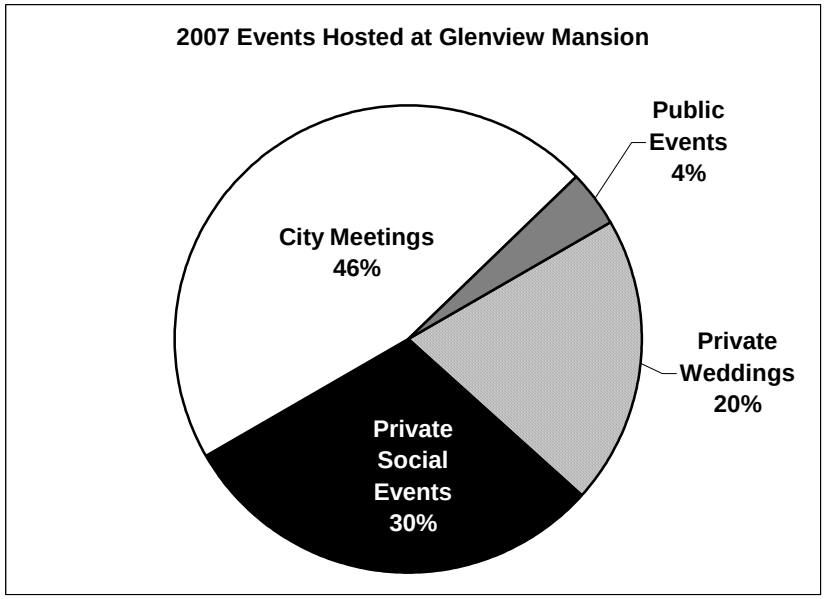
	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of performances at F. Scott Fitzgerald Theatre	City 34 RESCO 40 Private 55	City 34 RESCO 40 Private 57	City 34 RESCO 40 Private 57	City 35 RESCO 40 Private 60
Number of events at Glenview Mansion	255 City 263 Private	255 City 265 Private	255 City 265 Private	260 City 270 Private

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Civic Center Superintendent	1.0	1.0	1.0
Theatre/Civic Center Supervisor	1.0	1.0	1.0
Theatre Production Specialist	1.0	1.0	1.0
Box Office Manager	1.0	1.0	1.0
Secretary/Bookkeeper	1.0	1.0	1.0
Secretary II	1.0	1.0	1.0
Civic Center Facilities Supervisor	1.0	1.0	1.0
Laborer	1.0	1.0	1.0
Facility Supervisor	0.5	0.5	0.5
Maintenance Worker	1.0	1.0	1.0
Program Assist. II (Arts & Innovation)	0.5	0.5	0.5
Cost Center Total	**10.0**	**10.0**	**10.0**

Supplemental Information:

Facilities and rentals managed by the Civic Center Complex include Glenview Mansion, F. Scott Fitzgerald Theatre & Social Hall, Cottage, Rockville Rooftop Terrace, Elwood Smith Community Center, Woottons Mill Park's 177 garden plots as well as park permits at twelve City park/picnic sites.



Cost Center: Glenview Mansion (Fund 350)

The Mayor and Council established the Glenview Mansion Cost Center to assure the continued enhancement and quality upkeep of the mansion's furnishings and architectural details. Revenues received from daytime conferences are credited to this account, with a FY09 $20,000 limit. Donations are also solicited and accepted for this account. The Glenview Mansion Sub-Committee, which consists of representatives from the Recreation and Park Advisory Board, Cultural Arts Commission, Historic District Commission, and Mansion volunteers assist staff with overseeing the use of the funds. The fund purchases items such as rugs, furniture as well as provides supports to special restoration projects.

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of projects awarded	8	4	2	4
Dollars raised for the Mansion Fund	$15,350	$16,000	$19,000	$22,000

Cost Center: Croydon Creek Nature Center

Objectives:

- Increase participation in high quality activities by promoting regular programs at special events, and increasing awareness through direct mailings, announcements and local publications
- Increase opportunities for teens to earn student service hours that focus on environmental sustainability
- Increase public understanding of environmental issues by creating outreach geared towards sustainability

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of visits	15,712	21,000	18,000	19,000
Number of volunteers	249	40	260	275
Number of volunteer hours	1,524	1,800	1,600	1,650

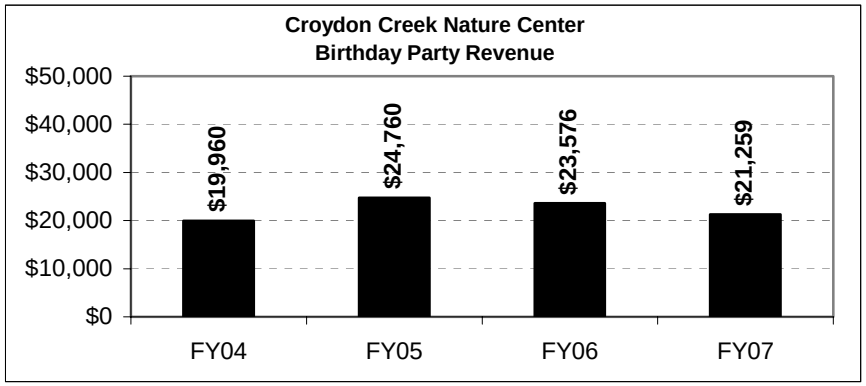
Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of Direct Costs Recovered by Fees	34%	40%	35%	35%
Number of school programs offered	7	12	12	14
Number of school programs aligned with Maryland state learning standards	5	12	12	14
Number of students served by nature center school programs	2,148	2,300	2,300	2,500

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Nature Center Supervisor	1.0	1.0	1.0
Assistant Nature Center Supervisor	1.0	1.0	1.0
Cost Center Total	**2.0**	**2.0**	**2.0**

Supplemental Information:



Cost Center: Nature Center (Fund 350)

The goal of this fund is to raise revenue for facility enhancements at the Croydon Creek Nature Center.

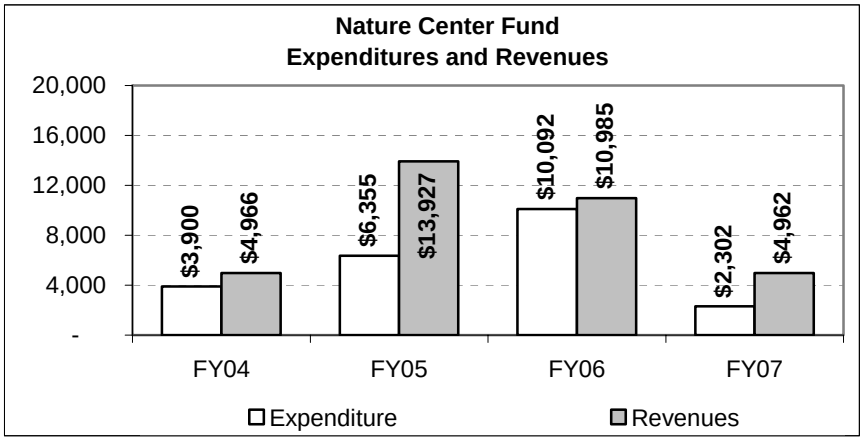
Objectives:

- Open or showcase new exhibits in the lower level of the nature center which will be completed by the end of FY08
- Diversify merchandise so that 50 percent of the products are environmentally sustainable

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of items sold	1,258	720	1,200	1,300
Dollars raised for the Nature Center Fund	$4,962	$5,000	$4,680	$5,070

Supplemental Information:



Cost Center: Facilities Maintenance

Objectives:

- Maintain 854,824 square feet of space in 72 buildings and structures in an as-built condition and appearance through in-house and contract services, including repairs to building structures, roofing, HVAC, daily custodial services, painting and plumbing
- Perform a minimum of two comprehensive quality assurance inspections per facility per year
- Improve temperature, humidity and general air quality conditions and comfort at all occupied facilities by conducting air tests, system balancing, and temperature monitoring and adjustments
- Increase the percentage of respondents rating custodial service as good or excellent from 90 to 92 percent
- Operate and maintain the Town Square Parking Garages with the highest standards, including basic infrastructure, pay systems, garage guidance, lighting, safety/security and contracted management services

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of respondents rating interior maintenance services as good or excellent *	80%	90%	90%	92%

* Internal Customer Satisfaction Survey conducted every two years. Next survey will be conducted in FY 2008.

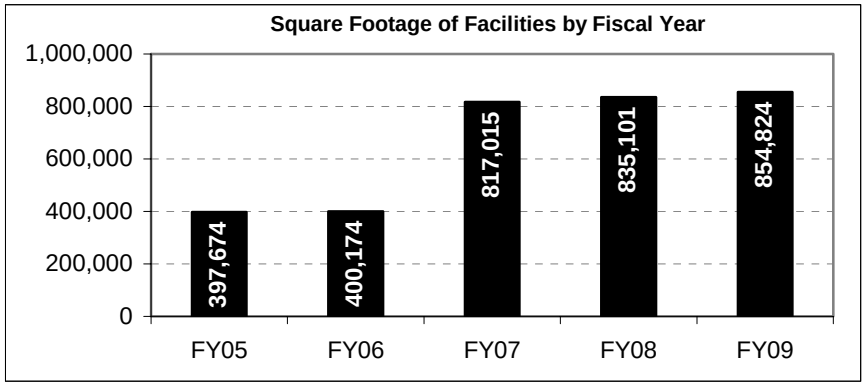
Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of quality assurance inspections completed	130	140	140	145
Number of random air quality inspections completed	90	100	100	110

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Facilities Property Manager	1.0	1.0	1.0
Facilities Engineer	1.0	1.0	1.0
Assistant Facilities Engineer	1.0	2.0	1.6
Carpenter Crew Supervisor	1.0	1.0	1.0
Custodial Crew Supervisor	1.0	1.0	1.0
Facilities Trades Worker	5.0	4.0	5.0
Custodian	4.0	4.0	5.0
Cost Center Total	**14.0**	**14.0**	**15.6**

Supplemental Information:



Cost Center: Lincoln Park Community Center

Objectives:

- Exceed a cost recovery goal of 19 percent for FY09
- Increase the number of rentals from 500 to 525
- Increase the number of visits from 43,000 to 45,000
- Increase the number of program offerings from 400 to 450
- Continue to provide services and activities to the neighborhood youth that need financial assistance
- Provide facility use for more Recreation and Parks programs.
- Provide high quality programs and a well-maintained facility to the patrons
- Establish excellent working relationships with Rockville elementary, middle and high schools to increase use of the center by students

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of direct costs recovered by fees and rentals	21%	17%	20%	19%

Workload Measures:

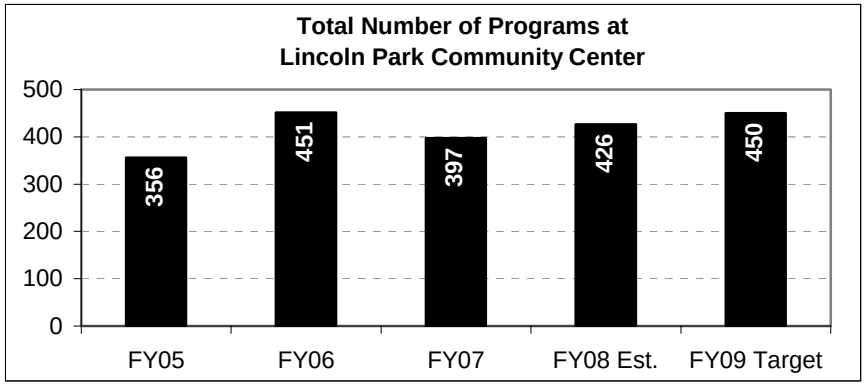
	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of rentals	518	500	519	525
Total number of visits to the center	49,960	43,000	48,615	50,400
Total number of programs	397	400	426	450
Percentage of youth participants benefiting from the Rockville Recreation Fund	92%	94%	94%	94%
Number of students from Rockville schools participating in the after school program	7	8	8	8
Number of Recreation Services program at facility	212	256	240	290
Customer satisfaction surveys from the center rating the service and programs as excellent or good	N/A	90%	100%	95%

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Lincoln Park Community Center Supervisor	1.0	1.0	1.0
Lincoln Park Community Center Assistant Supervisor	1.0	1.0	1.0
Clerk III	0.8	0.8	0.8
Clerk II	0.5	0.5	0.5
Kids Room Director	0.4	0.0	0.0
Activity Instructor I	0.5	0.5	0.5
Cost Center Total	**4.2**	**3.8**	**3.8**

Supplemental Information:

The Lincoln Park Community Center provides a variety of high quality programs for drop-in use and/or structured events within a well-maintained facility. The facility has a gymnasium, ten computers in a learning center, library, multipurpose room and fitness room. The Community Center offers classes, educational programs; special workshops, fitness opportunities; special events; afterschool care that compliments the school curriculum with computer and adventure sports activities; community meetings and gatherings, sporting events, dances and private and business rentals throughout the year.



Cost Center: Swim Center

Objectives:

- Maintain cost recovery in excess of 100 percent of direct operating costs of $1,570,133
- Continue to operate the Rockville Swim Center as the premier indoor-outdoor aquatic center in the area. Swim Center facilities including two indoor pools, two outdoor pools, an outdoor tot pool, interactive sprayground, bankshot basketball, indoor spa, snack bar, indoor and outdoor locker rooms, as well as the new meeting and fitness facilities that will be kept in top physical condition at all times
- Provide high quality instructional, fitness and competitive programs including: the Rockville Montgomery Swim Club, which is the number one ranked swimming club in the United States; nearly 650 classes serving more than 6,500 participants in such varying programs as aqua babies and other children's learn-to-swim classes; aquatic fitness classes; senior-oriented programs and specialized classes such as doctor's orders; and women's synchronized swimming, but also by anticipating the changing needs and desires of Swim Center patrons and adopting programs and opportunities to meet these demands
- Successfully incorporate new meeting and fitness facilities into Swim Center operations so as to provide support for local neighborhood organizations, improve the recreational opportunities to all patrons and to do so while continuing the commitment to a well-managed and cost effective operation

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of direct costs recovered by fees	97%	100%	97%	100%
Hours lost for unscheduled repairs	60*	0	0	0
Percent of clients rating program experience as good or excellent	93%	95%	95%	95%

* Lower Health and Exercise Room only due to water damage from broken pipe.

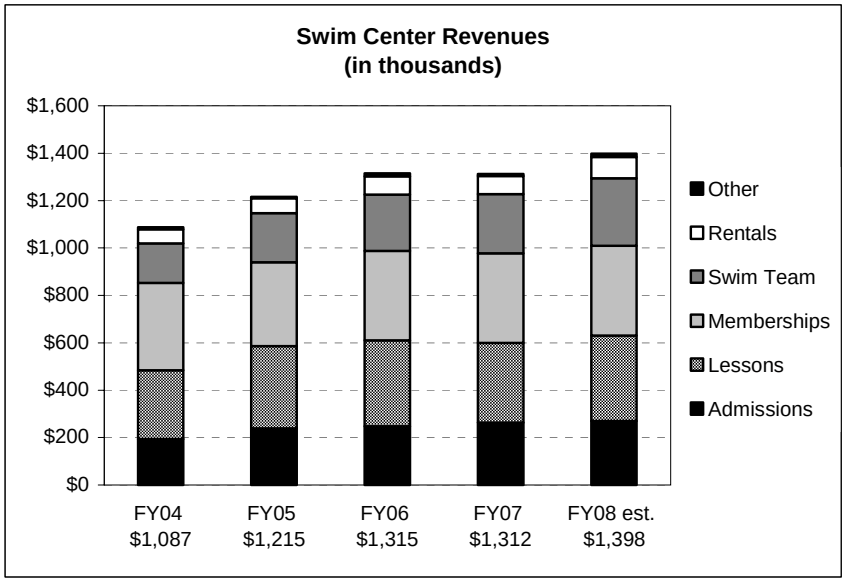
Planned Improvement Projects

Fiscal Year	Funding	Description
FY 2010	$40,000	Construct new covered picnic area adjacent to outdoor Fitness Pool

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Swim Center Superintendent	1.0	1.0	1.0
Aquatics Supervisor	1.0	1.0	1.0
Aquatics Facilities Manager	1.0	1.0	1.0
Secretary/Bookkeeper	1.0	1.0	1.0
Aquatics Facilities Operator	1.0	1.0	1.0
Swim Center Assistant	1.0	1.0	1.0
Head Swim Coach	1.0	1.0	1.0
Lifeguard II	1.0	1.0	1.0
Senior Swim Instructor	0.8	0.8	0.8
Clerk II	0.5	0.5	0.5
Laborer	0.0	0.0	1.0
Cost Center Total	**9.3**	**9.3**	**10.3**

Supplemental Information:



Cost Center: Thomas Farm Community Center

Objectives:

- Plan and market the opening of the first major City facility west of I-270, the Thomas Farm Community Center
- Create program, management and maintenance plans for this center that will include a full-size gymnasium, fitness center, game room, two multi-purpose rooms, locker rooms and gallery/lobby space
- Purchase equipment for facility fit out

Regular Positions:

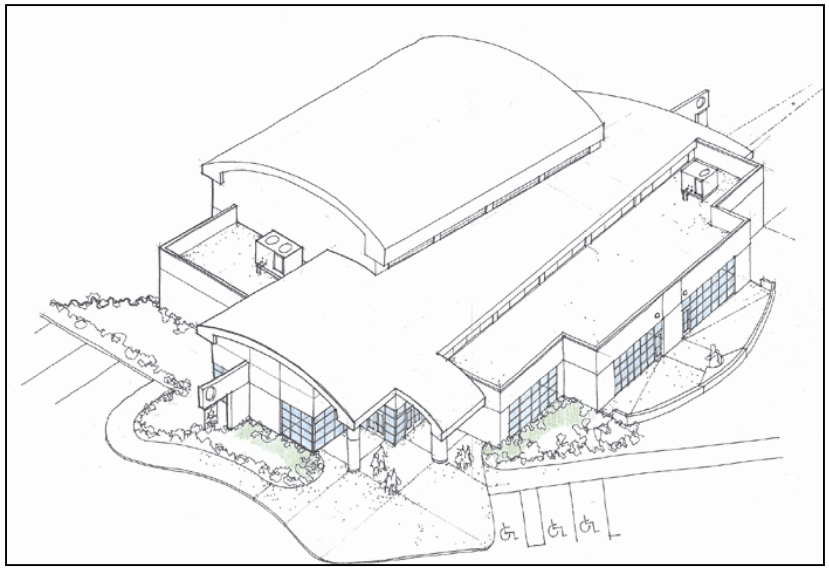
Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Community Center Supervisor	1.0	1.0	1.0
Assistant Community Center Supervisor	0.0	0.0	1.0
Cost Center Total	**1.0**	**1.0**	**2.0**

Supplemental Information:

Thomas Farm Community Center currently under construction will be an 18,000 square foot facility including a fitness room, full-size gymnasium, recreation room, two multi-purpose rooms, kitchen, bathroom and shower facilities, large useable lobby area, storage, office space and parking lot.

The Community Center Supervisor will be hired four to six months prior to the center opening. The Supervisor will prepare for and market the opening of the facility. The Thomas Farm Community Center is partially funded in FY08 and FY09. Full funding will be budgeted in FY10.

Thomas Farm Community Center



Cost Center: Town Center Parking Garages

Objectives:

- Make Town Center public garages customer-friendly, such that users will find them easy to use, safe, and an overall positive experience
- Develop an annual budget to ensure that sufficient funds are available to carry out necessary operating and capital costs.
- Help customers become comfortable using the Pay-by-Space Multi-Space Meters, including ensuring that signage is sufficient.
- Ensure that directional signage is sufficient, both inside and outside of the garages
- Oversee the parking management contract, by ensuring that the garages have the highest level of cleanliness, maintenance and that customer service is excellent
- Coordinate all maintenance activities within the garages
- Coordinate with retail owner (Federal Realty)
- Coordinate with Events staff to ensure that parking needs are met when there is greatly increased demand
- Coordinate with Police both on security and on policies with respect to parking enforcement
- Maintain equipment: Multi-Space Meters, Parking Guidance System, Security Cameras

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of customers rating their overall satisfaction with parking in Town Square as "good" or "excellent"	N/A	75%	61%	75%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Average annual % of occupancy				
• Free and paid parking	N/A	25%	25%	25%
• Paid parking only	N/A	35%	35%	35%
Number of emergency work orders	N/A	TBD	20	30
Managing employee monthly accounts	N/A	N/A	360	400

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Facilities Management Specialist	0.0	0.0	1.0
Assistant Facilities Engineer *	0.0	0.0	0.4
Cost Center Total	**0.0**	**0.0**	**1.4**

* Moved from Facilities Maintenance in FY09.

The 355 Town Center Parking Garage

Cost Center: Twinbrook Community Recreation Center

Objectives:

- Meet a cost recovery of 50 percent of direct costs budgeted for FY09
- Maintain the number of visits to the center by recognizing the changes in the community's interests and initiating new marketing strategies
- Continue to schedule the number of programs, such as, fitness, dance and art classes for children, teens and adults, sports leagues, wellness events, senior activities, special events, drop-in activities and afterschool programs, to meet the myriad needs of the community
- Increase the number of rentals to generate additional revenues

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of direct costs recovered by fees	48%	50%	48%	48%

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Total number of visits to the center	71,921	70,000	72,000	72,000
Number of programs	1,402	1,350	1,415	1,415
Number of rentals	146	135	160	160

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Comm. Rec. Center Supervisor	1.0	1.0	1.0
Comm. Rec. Center Assistant Super.	1.0	1.0	1.0
After School Director	0.4	0.4	0.4
Cost Center Total	**2.4**	**2.4**	**2.4**

Planned Improvement Projects

Fiscal Year	Funding	Description
FY 2010	$40,000	Conduct a feasibility study to determine the possibility of a facility expansion

Supplemental Information:

Twinbrook Community Recreation Center has a full-size gymnasium, nine computers in a learning center, two multipurpose rooms, a fitness room, locker rooms and an annex building. Services provided include after school care, classes, workshops, community meetings and gatherings, sporting events, dances, private and business rentals and special events throughout the year. The after school program provides tutoring, crafts, games, physical fitness, field trips and other age appropriate activities to 30 children during the school year.

The number of programs at Twinbrook Community Recreation Center represents the number of times a room is used for a specific activity. For example, basketball games are played on ten weekends, January through March, with six games on Saturday, and seven games on Sunday. This is reflected as 130 programs; approximately 17 classes are offered each semester for eight weeks, which is reflected as 136 programs using space in the center; and Twinbrook Discovery using the annex 268 times.

Division: Parks and Open Space

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Parks Admin. & Support	461,699	516,777	516,777	550,429
East Parks Services	451,798	486,441	486,441	462,497
West Parks Services	459,802	475,704	475,704	493,258
Athletic Fields Services	471,839	512,361	512,361	516,224
Horticulture Services	645,132	857,599	861,357	896,053
Rights-of-Way Services	346,758	412,240	412,240	443,315
Urban Forestry Maintenance	575,251	816,336	816,336	844,562
Forestry Development Review	139,724	136,100	136,100	146,950
Park Maint. Fund (350)	N/A	N/A	50,000	50,000
Forest and Tree Preservation (350)	46,314	68,156	46,000	65,743
Division Total	**$3,598,317**	**$4,281,714**	**$4,313,316**	**$4,469,031**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	2,049,528	2,233,200	2,233,200	2,307,820
Benefits	494,577	607,900	607,900	609,734
Overtime	69,613	69,403	69,403	69,400
Personnel Subtotal	**$2,613,718**	**$2,910,503**	**$2,910,503**	**$2,986,954**
Contractual Services	739,501	1,111,586	1,115,344	1,190,650
Commodities	187,230	222,852	250,696	255,356
Capital Outlays	57,868	36,773	36,773	36,071
Other	0	0	0	0
Operating Subtotal	**$984,599**	**$1,371,211**	**$1,402,813**	**$1,482,077**
Division Total	**$3,598,317**	**$4,281,714**	**$4,313,316**	**$4,469,031**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
Interest Income	4,119	1,000	1,000	1,000
Community Contributions	22,782	15,000	80,000	65,000
Miscellaneous Revenue	60,625	45,000	80,000	80,000
Subtotal	**$87,526**	**$61,000**	**$161,000**	**$146,000**
Fund Contribution				
General Fund (110)	3,491,378	4,168,558	4,137,316	4,273,288
Special Activities (350)	19,413	52,156	15,000	49,743
Subtotal	**$3,510,791**	**$4,220,714**	**$4,152,316**	**$4,323,031**
Division Total	**$3,598,317**	**$4,281,714**	**$4,313,316**	**$4,469,031**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Parks Admin. & Support	6.0	6.0	6.0	6.0
East Parks Services	6.5	6.5	6.5	6.5
West Parks Services	8.0	8.0	8.0	8.0
Athletic Fields Services	7.5	7.5	7.5	7.5
Horticulture Services	7.0	7.0	7.0	7.0
Rights-of-Way Services	3.5	3.5	3.5	3.5
Urban Forestry Maintenance	5.7	6.0	6.0	6.0
Forestry Development Review	2.3	2.0	2.0	2.0
Regular Sub Total	**46.5**	**46.5**	**46.5**	**46.5**
Temporary				
Parks Admin. & Support	0.0	0.0	0.0	0.5
Horticulture Services	0.6	0.7	0.7	0.7
Rights-of-Way Services	0.6	0.6	0.6	0.6
Urban Forestry Maintenance	0.5	0.8	0.8	0.8
Temporary Subtotal	**1.7**	**2.1**	**2.1**	**2.6**
Division Total	**48.2**	**48.6**	**48.6**	**49.1**

Division: Parks and Open Space

Division Purpose:

The purpose of this division is threefold: (1) to maintain 65 City parks and open space areas, 142 acres of rights-of-way and 27 acres of facility grounds in conditions that are safe, attractive and ready to function as designed; (2) to provide the highest level of playing conditions on the City's 61 athletic fields and (3) to promote, protect and enhance the urban forest throughout Rockville. Trained professionals perform maintenance activities in a safe, timely and efficient manner, using the highest workmanship standards and quality materials. Division responsibilities include turf maintenance, landscaping, minor construction, tree maintenance, athletic field maintenance, snow removal, playgrounds, installation of flowerbeds, tree planting, support of special events and Forest and Tree Preservation Ordinance administration.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

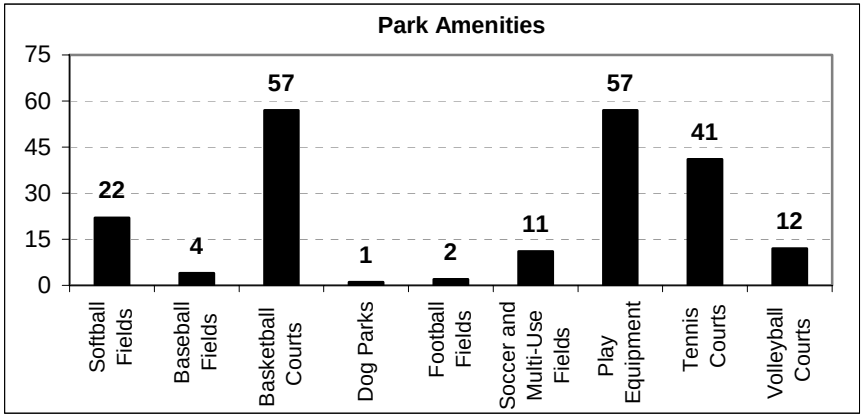
- Initiate maintenance of Karn Park ($2,000)
- Initiated contract maintenance of the Town Plaza in Town Center ($21,300)
- Added 11 flower beds throughout the City ($8,500)
- Completed upgrades to Friends Park
- Increased support for the Community Services Division, including delivery of supplies, furniture and assistance with special projects
- Urban Forestry Cost Center increased the fee-in-lieu from $2.00 per square foot to $5.00 per square foot and increased the warranty and maintenance period from two to five years, which should promote enhanced onsite tree saves
- Completed revisions to the Forest and Tree Preservation Ordinance, including establishment of a fund to pay for forest maintenance, invasive plant control, and increased review fees.
- Reorganized recycling collection for City facilities
- Initiated block street tree pruning within the Twinbrook Community
- Designed improvements to Maryvale Park in coordination with the stormwater management upgrades
- Initiated maintenance of 3 new athletic fields at Mattie Stepanek Park
- Added additional Hansen/INFOR maintenance management software licenses allowing for more simultaneous logins to the system

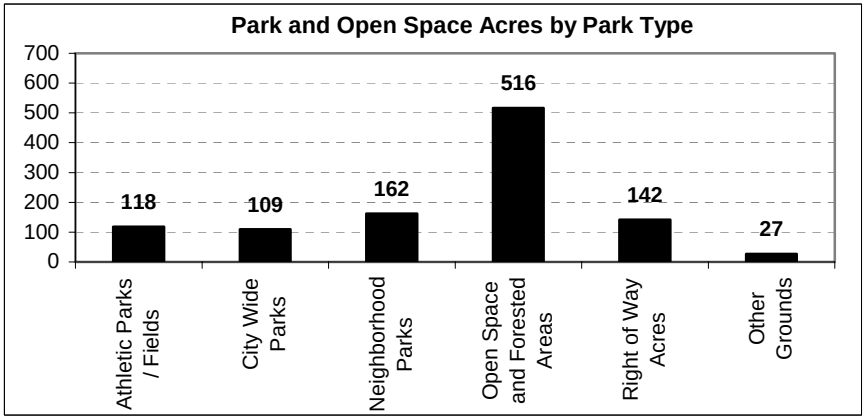
Estimated Actual FY08 to Proposed FY09

- The Division anticipates creating a second Community Garden site within the City. The Community Garden Committee will oversee the program
- Initiate maintenance of Fallsgrove Park
- Anticipate increased activity at the King Farm Farmstead with the completion of the hay-drying shed conversion to picnic shelter, the Bike Recycling Program and a new special event
- Complete final conversion of Dogwood Park, when Rockville Football League is relocated to Mattie J.T. Stepanek Park
- Initiate program to utilize funds collected for forest maintenance, including invasive plant control
- Initiate park maintenance for Phase II of Mattie J.T. Stepanek Park
- Cost recovery for Forestry Development Review is anticipated to increase from 35% to 50% because of increased review fees
- With the addition of the new Right of Way laborer, increase park trash collection and bikepath maintenance throughout the City
- Initiate grounds and facility maintenance at the Old Post Office Building ($3,000)
- Initiate maintenance of Thomas Farm Community Center

CIP Projects Supporting the Activities of the Parks and Open Space Division

- Asphalt/Concrete Improvements
- Athletic Court System Improvements
- Ballfield Equipment Replacement
- King Farm "Farmstead" Park and Mattie J.T. Stepanek Park
- Playground Equipment Replacements
- Courthouse Square Fountain Plaza
- Park Land and Open Space Acquisition
- Park Pedestrian Bridge Replacement
- Park Shelter Improvements
- Park System Sign Replacement
- Outdoor Security Lighting
- College Gardens Park Improvements
- Gateway Welcome Signs
- Veirs Mill Road Landscaping Enhancements
- Fallsgrove Stormwater Management Pond Enhancements
- Dog Park and Exercise Areas
- Fallsgrove Park
- Thomas Farm Community Center
- City Hall Improvements
- Exotic/Invasive Plant Management
- Maryvale Park Improvements





Cost Center: Parks Administration and Support

Objectives:

- Process 100 percent of the 2,000 service requests through the Hansen Maintenance Management System
- Service 200 pieces of maintenance equipment while maintaining a 95 percent availability rating
- Provide a minimum of one training opportunity to 75 percent of the 56 employees in the division
- Process 2,800 division contract payments, requisitions and accounting functions
- Provide administrative and dispatch services during emergency snow, ice and storm damage cleanup at City facilities and grounds and for routine maintenance requests and customer service
- Inventory and manage all division assets in the Hansen Maintenance Management System
- Assist with service request and work order management for the Division
- Maintain play equipment and bridge inspection files for the Division

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of Service Requests processed through the Hansen Management System that were emergency Service Requests	23%	20%	25%	20%
Percentage of maintenance standard quality assurance inspections that passed *	85%	80%	80%	80%
Percent of fleet equipment repairs made within three days	99%	95%	98%	95%
Include 44 employees, 75% of FTEs, in at least one training program	58 / 100%	44 / 75%	58 / 100%	44 / 75%
Percent of citizens rating the appearance of parks and grounds as excellent or good **	83%	90%	90%	90%
Average number of days to resolve CSR	4	5	4	5

* Each inspection must meet 85 percent of the standards to pass.
** The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Department of Recreation and Parks

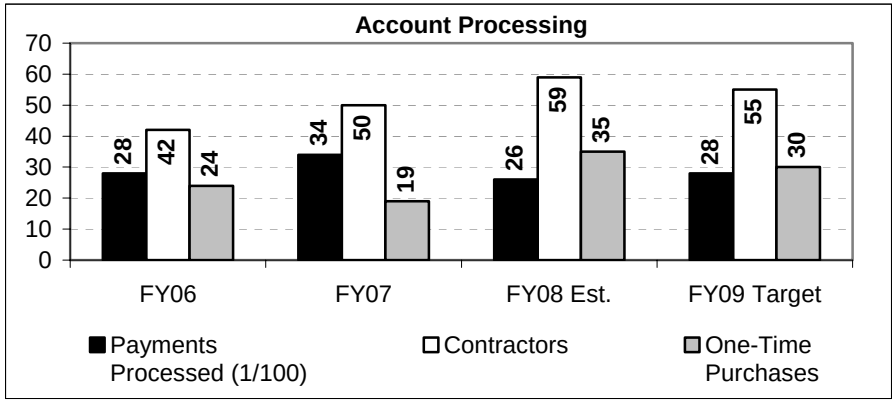
Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of total Service Requests processed through the Hansen Management System	2,050	2,500	1,800	2,000
Number of fleet equipment repairs	252	250	250	250
Number of Citizen Service Requests (CSR) processed	101	75	80	75

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Superintendent of Parks and Facilities	1.0	1.0	1.0
Parks and Facilities Admin. Supervisor	1.0	1.0	1.0
Secretary III	1.0	1.0	1.0
Parks Management Assistant	1.0	1.0	1.0
Parks Equipment Mechanic	1.0	1.0	1.0
Parks Sanitation Operator	1.0	1.0	1.0
Cost Center Total	**6.0**	**6.0**	**6.0**

Supplemental Information:



Mark Twain School Athletic Park

Planned Improvement Projects

Fiscal Year	Funding	Description
FY 2012	$64,700	Dog Park and Exercise Areas

Cost Center: East Parks Services

Objectives:

- Provide high quality maintenance for 23 parks and open space areas totaling 106 acres and 15 acres of facility grounds, including but not limited to mowing, litter/leaf/graffiti removal and hardscape maintenance
- Provide maintenance and safety inspections for 25 public playgrounds based on manufacturer's and industry recommendations
- Perform a minimum of two documented comprehensive maintenance standard inspections per park per year
- Perform emergency snow, ice and storm damage cleanup at City facilities and grounds
- Support the Recreation Division's summer camps, special events and facilities operations with the delivery, removal and installation of furniture, equipment and related items

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of maintenance standard quality assurance inspections that passed *	78%	80%	80%	80%
Total number of graffiti incidents / percent responded to within 48 hrs	29 / 100%	30 / 100%	30 / 100%	25 / 100%

* Each inspection must meet 85 percent of the standards to pass.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of playground safety inspections *	288	388	388	388
Number of scheduled mowings/number of mowings completed	308 / 216	308 / 250	308 / 218	308 / 225
Number of non-routine Work Orders completed	150	120	120	120
Number of emergency Work Orders completed	8	10	10	10
Number of maintenance standard quality assurance inspections completed	36	36	36	36

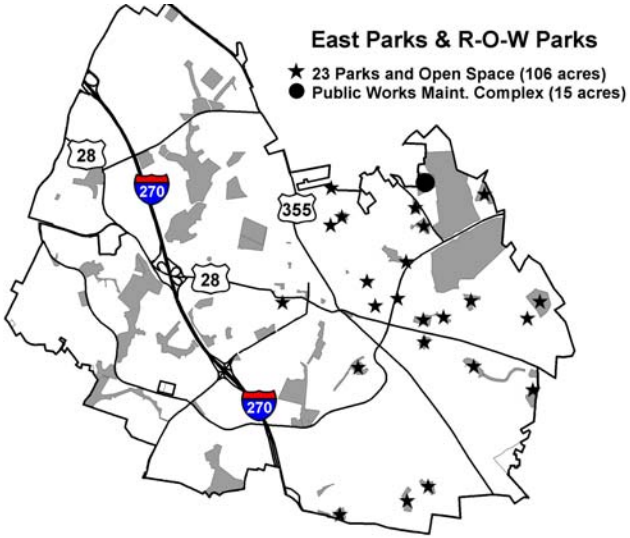
* Inspections identify and correct safety related issues.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Parks Maintenance Supervisor	0.5	0.5	0.5
Crew Supervisor	1.0	1.0	1.0
Maintenance Worker	1.0	1.0	1.0
Laborer	4.0	4.0	4.0
Cost Center Total	**6.5**	**6.5**	**6.5**

Planned Improvement Projects

Fiscal Year	Funding	Description
FY 2011	$18,230	Repairs to pedestrian bridge at Maryvale Park



Cost Center: West Parks Services

Objectives:

- Provide high quality maintenance for 22 parks and open space areas totaling 457 acres, including but not limited to mowing, litter/leaf/graffiti removal and hardscape maintenance
- Provide maintenance and safety inspections for 24 public playgrounds based on manufacturer's and industry recommendations
- Perform a minimum of two documented maintenance standard inspections per park per year
- Perform emergency snow, ice and storm damage cleanup at City facilities and grounds
- Provide routine and emergency repairs and installations for electric and security systems
- Support the Recreation Division's summer camps, special events and facilities operations with the delivery, removal and installation of furniture, equipment and related items

Department of Recreation and Parks

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of maintenance standard quality assurance inspections that passed *	100%	80%	100%	95%
Number of graffiti incidents / percent responded to within 48 hours	54 / 95%	25 / 95%	30 / 95%	35 / 95%

* Must meet 85 percent of the standards to pass inspection.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of playground safety inspections *	288	288	288	288
Number of scheduled mowings/number of mowings completed	310 / 285	310 / 280	310 / 285	310 / 285
Number of non-routine Work Orders completed	75	110	110	100
Number of emergency Work Orders completed	82	80	80	80
Number of maintenance standard quality assurance inspections completed	44	44	44	44

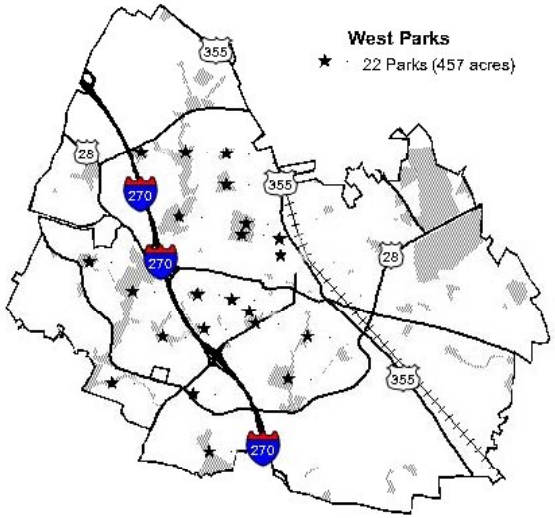
* Inspections identify and correct safety related issues.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Parks Services Manager	0.5	0.5	0.5
Crew Supervisor	1.0	1.0	1.0
Maintenance Worker	1.0	1.0	1.0
Laborer	5.0	5.0	5.0
Groundskeeper	0.5	0.5	0.5
Cost Center Total	**8.0**	**8.0**	**8.0**

Planned Improvement Projects

Fiscal Year	Funding	Description
FY 2009	$5,500	Landscaping enhancements at Horizon Hill Park



Cost Center: Athletic Field Services

Objectives:

- Maintain 61 athletic fields in a safe and functional condition for scheduled sport leagues, team games and team practices
- Provide athletic field maintenance and turf grass management support for four Montgomery County School fields that serve the Rockville community and are part of the City's Adopt-A-Field Program
- Perform emergency snow, ice and storm damage cleanup at City facilities and grounds
- Provide staff support for City wide special events

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of practices and games completed	5,975	5,800	6,500	6,600
Percent of Citizen Survey respondents rating athletic fields, such as baseball, soccer or football, as "excellent" or "good" *	75%	90%	90%	90%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

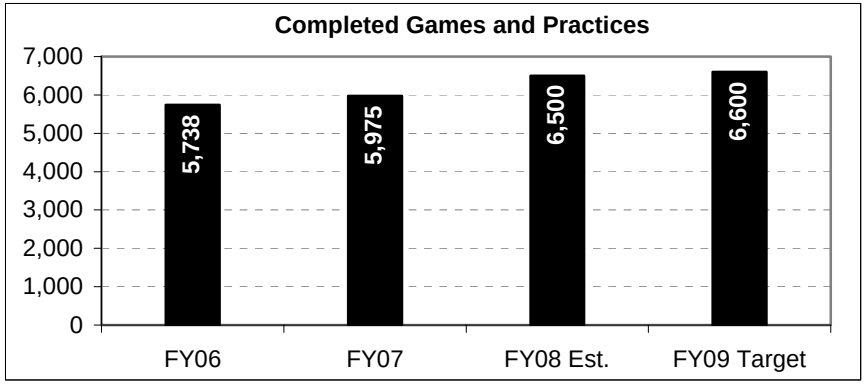
	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Municipal and public fields maintained *	59	61	61	61
Number of non-routine Work Orders completed	5	10	10	15
Number of emergency Work Orders completed	3	5	5	5

* The number of athletic fields maintained is based on the number of uses at each field. For example, Dogwood Park lower field is used for both baseball and football, therefore it was counted as two fields maintained.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Parks Services Manager	0.5	0.5	0.5
Athletic Field Supervisor	1.0	1.0	1.0
Sports Field Specialist	1.0	1.0	1.0
Maintenance Worker	1.0	1.0	1.0
Laborer	4.0	4.0	4.0
Cost Center Total	**7.5**	**7.5**	**7.5**

Supplemental Information:



Cost Center: Horticulture Services

Objectives:

- Provide horticultural and hardscape maintenance for 20 parks and open space areas totaling 341.5 acres and 4 acres of facility grounds through the combination of in-house staff and contractual services
- Administer the policies of the Master Street Tree Plan with the goal to ensure that each suitable planting space in the City is planted, unless conditions prohibit doing so, through replanting trees following removals from City rights-of-way. The goal is to replant 90 percent of all suitable spaces; an average of 300 trees per year
- Plant and maintain 134 flowerbeds totaling 29,980 square feet, provide color from spring to fall with the installation of spring bulbs by December

and summer annuals by May, establish new flowerbeds as sites are identified

- Perform a minimum of two documented comprehensive maintenance standards per year per park
- Perform emergency snow, ice and storm damage cleanup at City facilities and grounds
- Provide staff support for City wide special events

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of street trees planted/percentage of inspected sites planted	350 / 74%	300 / 80%	550 / 85%	300 / 80%
Percent of maintenance standard quality assurance inspections that passed *	100%	80%	80%	80%
Number of graffiti incidents/percent responded to within 48 hours	14 / 100%	15 / 100%	14 / 100%	15 / 100%

* Each inspection must meet 85 percent of the standards to pass.

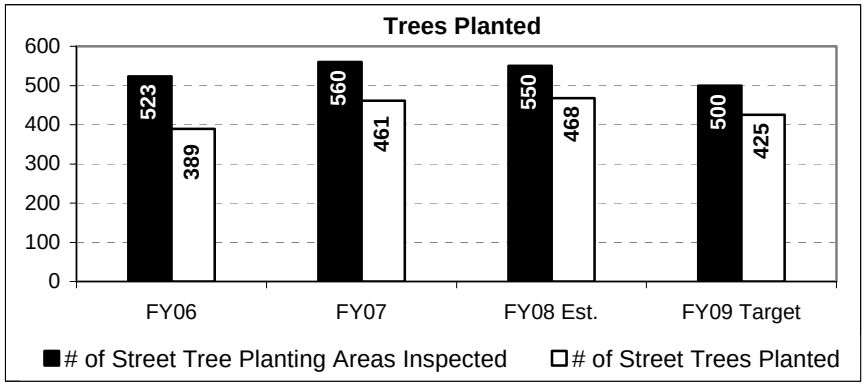
Workload Measures:

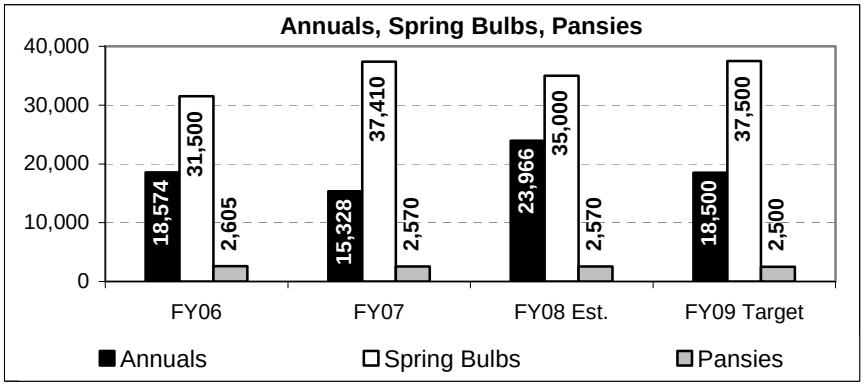
	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of street tree planting areas inspected	500	400	400	450
Number of scheduled Work Orders completed	1,408	1,500	1,800	1,800
Number of maintenance standard quality assurance inspections completed	24	28	28	28
Annual beds maintained	123	120	134	135

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Horticulturist	1.0	1.0	1.0
Parks Maintenance Specialist	1.0	1.0	1.0
Crew Supervisor	1.0	1.0	1.0
Maintenance Worker	1.0	1.0	1.0
Laborer	3.0	3.0	3.0
Cost Center Total	**7.0**	**7.0**	**7.0**

Supplemental Information:





Planned Improvement Projects

Fiscal Year	Funding	Description
FY 2012	$25,000	Beall Dawson House Park Improvements
FY 2013	$15,000	Veterans Park Landscape Improvements

Cost Center: Rights-of-Way Services

Objectives:

- Provide maintenance, including mowing, pruning and litter removal on all rights-of-way (121 parcels totaling 142 acres) and five parks (totaling 10.4 acres) using in-house staff and contracted services
- Perform maintenance, such as sweeping, pruning and litter removal on approximately 20 miles of bicycle/pedestrian paths
- Perform a minimum of two documented comprehensive maintenance standard inspections per year
- Perform emergency snow, ice and storm damage cleanup at City facilities and grounds
- Provide services to support garden plot programs at two locations, totaling 1.96 acres
- Provide staff support for City wide special events

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of graffiti incidents/percent responded to within 48 hrs	10/100%	15/100%	20/100%	15/100%
Percent of maintenance standard quality assurance inspections that passed **	88%	80%	80%	85%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

** Each inspection must meet 85 percent of the standards to pass inspections.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of bicycle/pedestrian path inspections completed	6	6	6	6
Number of bicycle/pedestrian path sweepings completed	20	20	20	20
Number of unscheduled or emergency Work Orders completed	82	100	75	75
Number of parcels mowed/number of mowings completed	33/ 500	33/ 528	33/ 528	42/525
Number of maintenance standard quality assurance inspections completed	10	10	10	10

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Parks Maintenance Supervisor	0.5	0.5	0.5
Crew Supervisor	1.0	1.0	1.0
Maintenance Worker	1.0	1.0	1.0
Laborer	1.0	1.0	1.0
Cost Center Total	**3.5**	**3.5**	**3.5**

Planned Improvement Projects

Fiscal Year	Funding	Description
FY 2009	$20,000	Installation of benches adjacent to multi-use paths throughout the City

Cost Center: Urban Forest Maintenance

Objectives:

- Preserve, protect and manage the existing population of more than 25,000 street trees through preventative maintenance and block pruning on a 15-year cycle, at an average cost of $112 per tree
- Continue to update the City's street tree inventory
- Remove dead, dying, hazardous and utility-conflicted trees, as appropriate for adjacent use area, at an average cost of $639 per tree
- Improve the quality of Rockville's urban forest areas by implementing an exotic and invasive plant management program
- Perform emergency snow, ice and storm damage cleanup at City facilities and grounds
- Provide staff support for City wide special events

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of citizens rating street trees as excellent or good *	67%	N/A	N/A	75%

* The City conducts a citizen survey every other year. A survey was conducted in FY07 and the next survey will take place in FY09.

Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of trees block pruned	1,603	2,000	2,150	2,000
Number of street trees inventoried *	1,690	2,750	2,880	2,750
Number of trees removed **	507	600	740	740

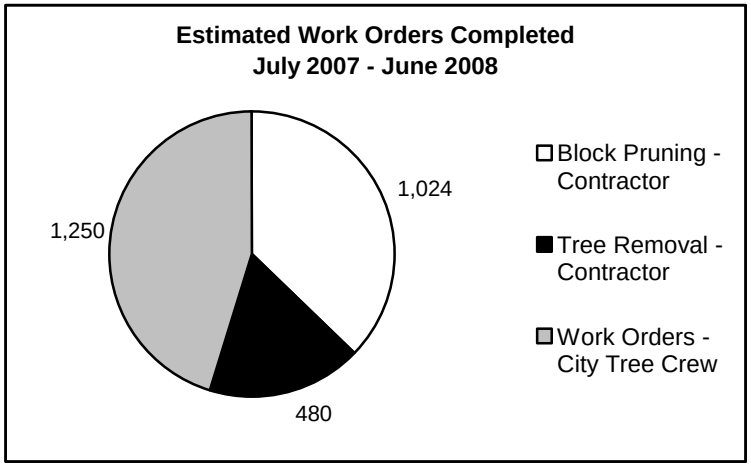
* This performance measure reflects the number of trees that have been entered into the Hansen database.

** Trees are replanted by the Horticulture Cost Center.

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
City Forester	0.7	1.0	1.0
Tree Crew Supervisor	1.0	1.0	1.0
Tree Climber	4.0	4.0	4.0
Cost Center Total	**5.7**	**6.0**	**6.0**

Supplemental Information:



Cost Center: Forestry Development Review

Objectives:

- Review and provide comments on Forest Stand Delineation (FSD) plans submitted in support of development plans, in accordance with the Forest and Tree Preservation Ordinance (FTPO), within 30 days of a complete submission or resubmission
- Review and provide comments on Forest Conservation Plans (FCP) submitted in support of development plans, in accordance with the FTPO, within 45 days of a complete submission or resubmission
- Perform 700 inspections per year to ensure compliance with approved plans

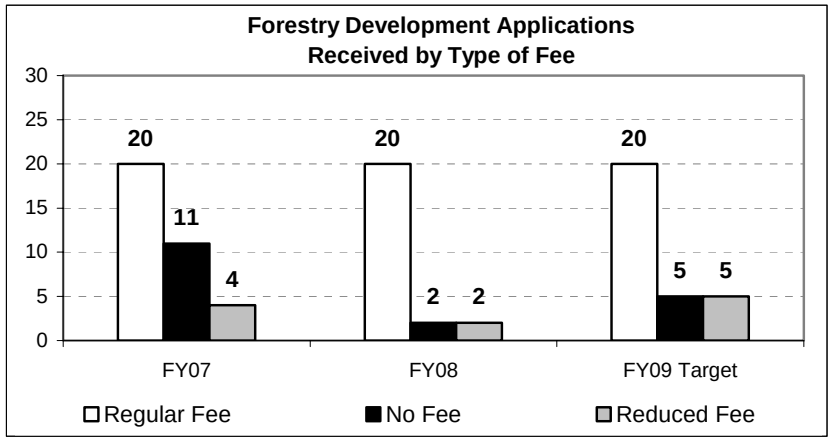
- Recover $72,000 (50%) of program cost through fee collection
- Participate in the zoning ordinance revisions

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of days to review FSD plans	15	30	20	30
Number of days to review FCPs	40	45	30	45
Total number of field inspections	440	920	700	700
Percent of direct costs recovered by fees	47%	35%	50%	50%

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
City Forester	0.3	0.0	0.0
Assistant City Forester	1.0	1.0	1.0
Forestry Inspector	1.0	1.0	1.0
Cost Center Total	**2.3**	**2.0**	**2.0**



Cost Center: Urban Forestry Development 350 Fund

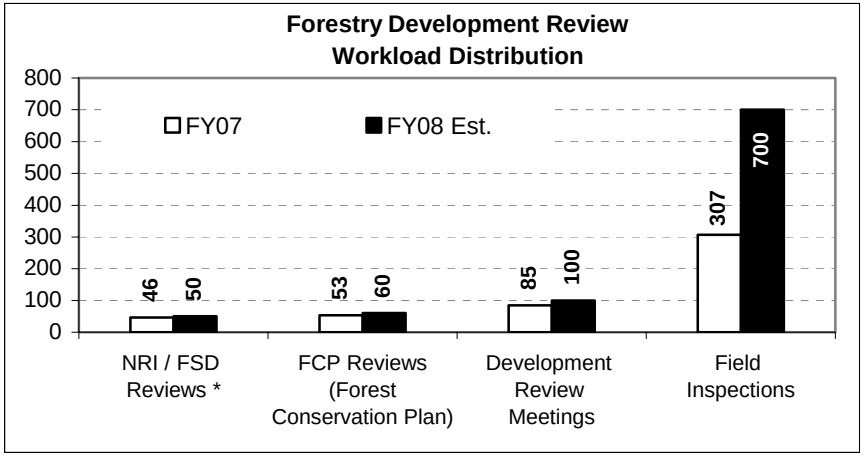
Objectives:

- Collect fee-in-lieu for planting trees on new construction sites after all planting locations have been filled
- Use funds to supplement street tree replacement program and for maintenance of City owned forest land

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Fee-in-lieu collected	$16,058	$30,000	$70,000	$70,000
Number of sites paying fee-in-lieu	4	8	8	8

Supplemental Information:



* Natural Resources Inventory / Forest Stand Delineation Plan.

King Farm Neighborhood

Division: RedGate Golf Course

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Cost Center				
Course Operations	667,660	782,181	782,181	878,490
Clubhouse Services	326,202	369,651	369,651	409,761
Division Total	**$993,862**	**$1,151,832**	**$1,151,832**	**$1,288,251**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Division Expenditures by Type				
Salary and Wages	518,890	574,726	574,726	591,120
Benefits	106,313	127,300	127,300	139,980
Overtime	17,247	26,782	26,782	26,800
Personnel Subtotal	**$642,450**	**$728,808**	**$728,808**	**$757,900**
Contractual Services	100,670	124,317	124,317	130,785
Commodities	217,533	214,971	214,971	308,330
Capital Outlays	33,209	83,736	83,736	91,236
Other	0	0	0	0
Operating Subtotal	**$351,412**	**$423,024**	**$423,024**	**$530,351**
Division Total	**$993,862**	**$1,151,832**	**$1,151,832**	**$1,288,251**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Source of Division Funds				
Departmental Revenue				
Golf Fees	869,521	889,576	889,576	889,576
Concessions	11,926	13,910	13,910	13,910
Cart Rentals	252,324	309,832	309,832	309,832
Pro Shop Rental	4,250	4,250	4,250	4,250
Driving Range Fee	1,480	1,605	1,605	1,605
Subtotal	**$1,139,501**	**$1,219,173**	**$1,219,173**	**$1,219,173**
Fund Contribution				
Golf Fund (340)	(145,639)	(67,341)	(67,341)	69,078
Subtotal	**($145,639)**	**($67,341)**	**($67,341)**	**$69,078**
Division Total	**$993,862**	**$1,151,832**	**$1,151,832**	**$1,288,251**

	Actual FY07	Adopted FY08	Est. Act. FY08	Proposed FY09
Staffing Summary by Cost Center (FTEs)				
Regular				
Course Operations	6.0	6.0	6.0	6.0
Clubhouse Services	3.8	3.8	3.8	3.8
Regular Subtotal	**9.8**	**9.8**	**9.8**	**9.8**
Temporary				
Course Operations	1.7	2.7	3.2	3.2
Clubhouse Services	4.2	2.5	2.5	2.5
Temporary Subtotal	**5.9**	**5.2**	**5.7**	**5.7**
Division Total	**15.7**	**15.0**	**15.5**	**15.5**

Division: RedGate Golf Course

Division Purpose:

To provide the best possible playing conditions and customer service to the public by efficiently operating and maintaining the RedGate Golf Course.

Significant Changes:

Adopted FY08 to Estimated Actual FY08

None.

Estimated Actual FY08 to Proposed FY09

None.

Cost Center: Course Operations

Objectives:

- Implement third year of approved five-year business plan, including playability improvements, enhanced marketing, frequent player incentives, equipment replacements, all designed to meet the goal of improving fiscal performance to meet financial objectives
- Recover 100 percent of operating costs (except depreciation of $110,000) totaling $1,260,924 through user fees
- Maintain turf quality and playing conditions equal to private club standards while ensuring that players of all ability levels can enjoy their golfing experience

Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Percent of direct, indirect, and capital costs recovered by fees	99%	100%	100%	100%
Percent of golfers rating facility as excellent or good	84%	90%	90%	90%

Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Golf Course Superintendent	1.0	1.0	1.0
Assistant Golf Course Superintendent	1.0	1.0	1.0
Golf Course Equipment Mechanic/Oper.	1.0	1.0	1.0
Golf Course Technician	3.0	3.0	3.0
Cost Center Total	**6.0**	**6.0**	**6.0**

Cost Center: Clubhouse Services

Objectives:

- Provide and promote classes, camps and instruction for all age groups and playing abilities
- Participate in outside discount programs and in-house promotion to increase number of rounds played

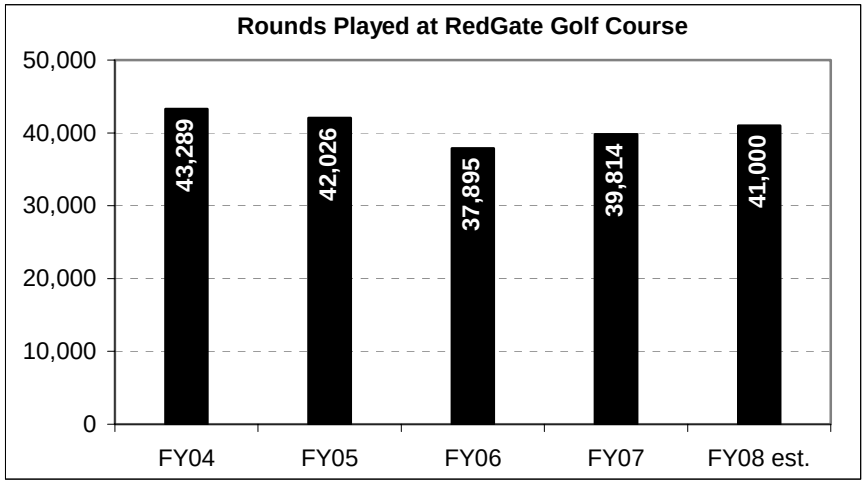
Performance Measures:

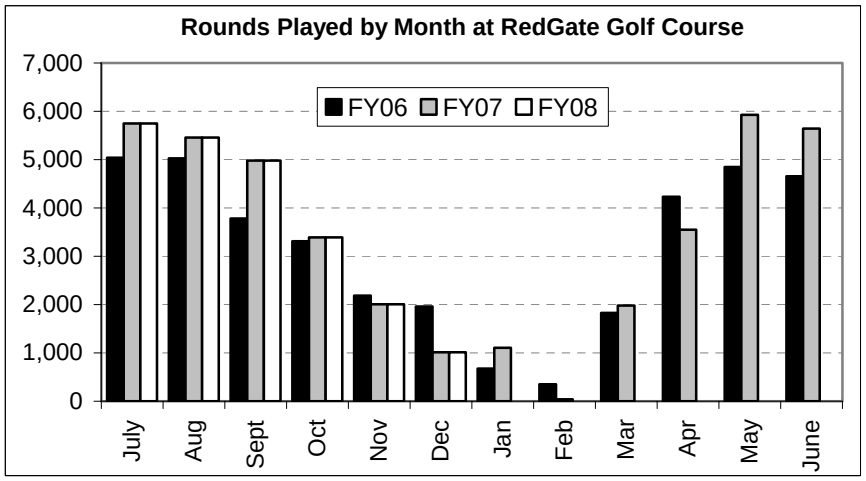
	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of persons instructed	1,950	2,000	2,000	2,000
Adults instructed	1,450	1,500	1,500	1,500
Youths instructed	450	400	400	400
Number of rounds played	36,650	44,000	41,000	42,000

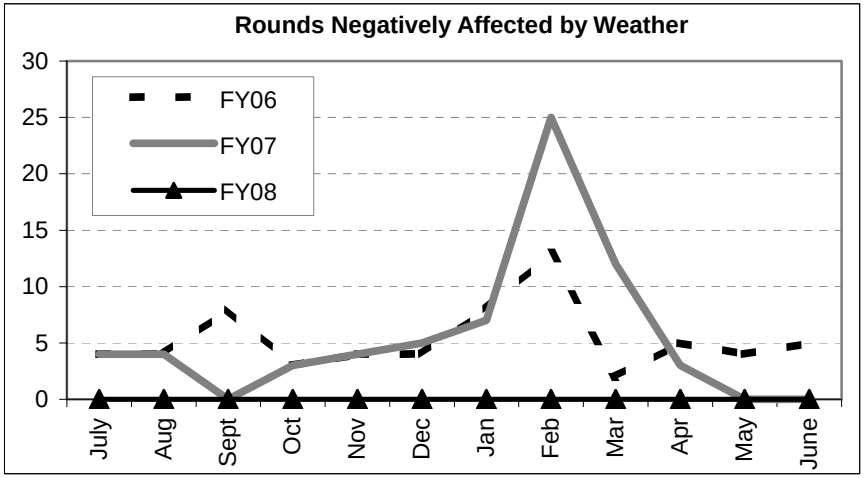
Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Proposed FY09
Head Golf Pro	1.0	1.0	1.0
First Assistant Golf Pro	1.0	1.0	1.0
Second Assistant Golf Pro	1.0	1.0	1.0
Third Assistant Golf Pro	0.8	0.8	0.8
Cost Center Total	**3.8**	**3.8**	**3.8**

Supplemental Information:





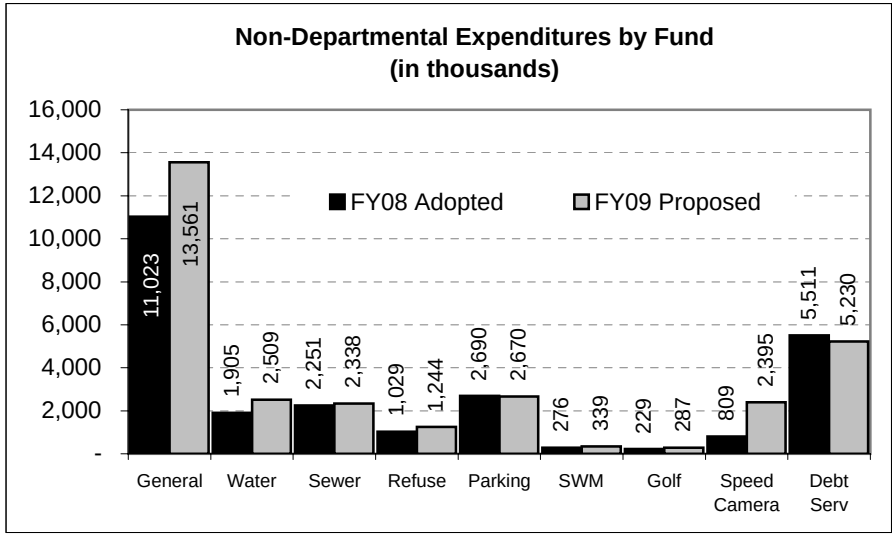


Non-Departmental Expenditures by Fund

Non-Departmental

Non-departmental expenditures are generally defined as obligations that are not directly attributable to one particular department or activity. Although costs sometimes can be divided into personnel and non-personnel expenditures, it is more appropriate to characterize them as overhead or "costs of doing business." For example, items that the City must continue to fund in order to operate (the purchase of insurance and depreciation charges), or where a long-standing financial commitment exists, such as debt service costs and the City-funded disability program, are included in this area.

All Funds Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
General	20,045,979	11,023,384	13,561,029	23.0%
Water	1,967,610	1,904,700	2,508,782	31.7%
Sewer	1,889,635	2,250,632	2,337,800	3.9%
Refuse	866,263	1,029,400	1,243,986	20.8%
Parking	10,264,035	2,690,260	2,669,700	-0.8%
Stormwater Mgmt.	289,403	275,900	338,600	22.7%
RedGate Golf Course	279,695	229,400	287,000	25.1%
Speed Camera	1,821	808,788	2,395,365	N/A
Debt Service	5,657,693	5,510,892	5,230,000	-5.1%
	41,262,134	**25,723,356**	**30,572,262**	**18.9%**



General Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Personnel	1,003,239	1,313,500	2,167,500	65.0%
Operating	784,624	618,500	700,000	13.2%
Capital Outlays	-	-	-	N/A
Administrative Charge	-	-	-	N/A
Other / Transfers	12,607,316	4,185,492	6,209,600	48.4%
Debt Service	5,650,800	4,905,892	4,483,929	-8.6%
	20,045,979	**11,023,384**	**13,561,029**	**23.0%**

Water Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Personnel	49,753	54,300	93,000	71.3%
Operating	19,699	80,900	91,400	13.0%
Capital Outlays	-	-	-	N/A
Administrative Charge	406,000	418,000	431,000	3.1%
Other / Transfers	1,138,353	1,009,500	1,203,000	19.2%
Add. to Net Assets	-	-	309,382	N/A
Debt Service	353,805	342,000	381,000	11.4%
	1,967,610	**1,904,700**	**2,508,782**	**31.7%**

Sewer Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Personnel	32,717	26,100	43,000	64.8%
Operating	4,460	64,300	65,800	2.3%
Capital Outlays	-	-	-	N/A
Administrative Charge	227,000	233,800	241,000	3.1%
Other / Transfers	1,054,042	1,247,600	1,245,000	-0.2%
Add. to Net Assets	-	139,832	-	N/A
Debt Service	571,416	539,000	743,000	37.8%
	1,889,635	**2,250,632**	**2,337,800**	**3.9%**

Non-Departmental Expenditures by Fund

Refuse Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Personnel	84,408	62,100	92,000	48.1%
Operating	11,115	70,200	72,100	2.7%
Capital Outlays	-	-	-	N/A
Administrative Charge	429,000	441,800	456,000	3.2%
Other / Transfers	323,706	441,500	423,000	-4.2%
Add. to Net Assets	-	-	67,886	N/A
Debt Service	18,034	13,800	133,000	863.8%
	866,263	**1,029,400**	**1,243,986**	**20.8%**

Golf Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Personnel	21,647	15,900	26,000	63.5%
Operating	26,831	28,700	33,400	16.4%
Capital Outlays	-	-	-	N/A
Administrative Charge	89,500	92,200	95,000	3.0%
Other / Transfers	129,387	80,100	120,100	49.9%
Add. to Net Assets	-	-	-	N/A
Debt Service	12,330	12,500	12,500	0.0%
	279,695	**229,400**	**287,000**	**25.1%**

Parking Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Personnel	1,706	2,900	9,200	217.2%
Operating	1,744	23,500	23,000	-2.1%
Capital Outlays	-	-	-	N/A
Administrative Charge	80,000	82,400	85,000	3.2%
Other / Transfers	8,680,984	1,104,100	1,106,500	0.2%
Add. to Net Assets	-	8,460	-	N/A
Debt Service	1,499,601	1,468,900	1,446,000	-1.6%
	10,264,035	**2,690,260**	**2,669,700**	**-0.8%**

Speed Camera Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Personnel	1,821	-	5,000	N/A
Operating	-	-	-	N/A
Capital Outlays	-	-	-	N/A
Administrative Charge	-	-	-	N/A
Other / Transfers	-	-	-	N/A
Add. to Net Assets	-	808,788	2,390,365	N/A
Debt Service	-	-	-	N/A
	1,821	**808,788**	**2,395,365**	**N/A**

Stormwater Mgmt. Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Personnel	6,280	9,900	32,600	229.3%
Operating	1,702	1,700	2,000	17.6%
Capital Outlays	-	-	-	N/A
Administrative Charge	145,000	149,300	154,000	3.1%
Other / Transfers	136,421	115,000	150,000	30.4%
Add. to Net Assets	-	-	-	N/A
Debt Service	-	-	-	N/A
	289,403	**275,900**	**338,600**	**22.7%**

Debt Service Fund Expenditures	Actual FY07	Adopted FY08	Proposed FY09	% Change
Principal	4,105,428	4,033,922	3,468,000	-14.0%
Interest	1,545,312	1,411,970	1,697,000	20.2%
Other Charges	6,953	65,000	65,000	0.0%
	5,657,693	**5,510,892**	**5,230,000**	**-5.1%**

Outside Agency Funding

Each fiscal year, funding request applications are received from organizations that provide services to the residents of Rockville. These applications were reviewed using a competitive review process, and funding recommendations were made for the FY09 proposed budget. Organizations that received funding in FY08 and/or the organizations with proposed funding for FY09 are listed below.

For a complete list of human needs outside agencies and agency funding, please see the Department of Recreation and Parks division of Community Services.

Other Needs	Actual FY07	Adopted FY08	Request FY09	Proposed FY09
Heritage Tourism Alliance of Montgomery County	-	500	1,000	1,000
Peerless Rockville Historic Pres., Ltd.	51,500	54,000	55,000	54,000
Rockville Consortium for Science Inc.	3,757	4,800	4,800	4,800
Rockville Economic Development Inc.	451,046	471,112	493,800	493,800
Rockville Housing Enterprises *	30,000	140,000	135,000	80,000
Rockville Scholarship Foundation	-	5,000	5,000	3,000
Rockville Sister City Corporation	1,553	8,200	3,000	-
Rockville Volunteer Fire Department	4,603	-	10,000	10,000
Washington Area Housing Trust Fund	1,713	1,878	1,945	-
Total	**544,172**	**685,490**	**709,545**	**646,600**

* The proposed amount represents the Refuse Fund charge of $30,000 to the General Fund for refuse pickup. In addition for FY09, $50,000 is included for repairs to RHE housing units.

Heritage Tourism Alliance of Montgomery County. Initiated by the Cultural Office of the Maryland-National Capital Park and Planning Commission, this non profit promotes tourism to historic sites and recreation services in Rockville and Montgomery County through special events, publications and marketing initiatives.

Peerless Rockville Historic Preservation, Ltd. — Established in 1974, this non-profit organization is dedicated to the preservation of Rockville's historic character and the enjoyment of the City's heritage through public education, activities and events.

Rockville Consortium for Science Inc. — Established in 1989, their mission is to increase the understanding of science within the City.

Rockville Economic Development Inc. (REDI) — 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) — The City's public housing agency that provides housing opportunities for lower income households who are unable to rent or buy homes and initiates redevelopment activities.

Rockville Scholarship Foundation (RSF) — RSF provides scholarships to enable members of the Rockville community to pursue education beyond high school, and to encourage members of the community to assume important roles as leaders in their professions and as future leaders of Rockville.

Rockville Sister City Corporation — 13-member non-profit organized to support educational and charitable programs and to provide a continuing relationship between citizens of Rockville and of Pinneberg, Germany.

Rockville Volunteer Fire Department — The City's volunteer fire department consisting of over 200 members serving the Rockville area.

Washington Area Housing Trust Fund (WAHTF) — A regional housing loan fund that provides substantial below market interest rate predevelopment and interim development loans to non-profit and for profit affordable housing developers in the Washington Metropolitan region.

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Position Grades and Classifications

Grade	Administrative - Position Classification
6-8	Not used at this time
9	Swim Center Assistant; Transportation Aide
10	Engineering Technician I; Golf Course Technician; Meter Services Technician; Second Assistant Golf Pro; Secretary I
11	Cashier; City Hall Facilities Manager; Copy Center and Mail Specialist; Family Services Aide; Fleet Service Mechanic; Parking Enforcement Officer
12	Accounts Payable Assistant I; Aquatics Facilities Operator; Fleet Clerk; Golf Course Equipment Mechanic/Operator; Maintenance Communications Operator; Payroll Assistant I; Public Information Assistant/PBX Operator; Photo Enforcement Analyst; Records Management Clerk; Revenue Assistant I; Secretary II; Video Technician
13	Accounts Payable Assistant II; Assistant Facilities Engineer; Box Office Manager; Computer Operator; Inventory Services Clerk; Parks Equipment Mechanic; Secretary/Bookkeeper; Secretary III; Sports Field Specialist
14	Administrative Assistant I; Assistant to the City Clerk; Crew Supervisor; Civic Center Facilities Supervisor; Crime Analyst; Meter Services Supervisor; Payroll Assistant II; Permit Technician; Human Resources Assistant; Police Equipment and Budget Coordinator; Revenue Assistant II; Special Operations Technician; Transportation Supervisor; Water Plant Operator Trainee
15	Administrative Assistant II; Fleet Mechanic; Forestry Crew Supervisor; Housing Codes Inspector; Inventory Services Supervisor; Neighborhood Services Officer; Human Resources Technician; Planning Technician; Police Communications Operator; Printing Specialist I; Sports Facilities and Athletic Fields Maintenance Supervisor; Utilities Crew Supervisor
16	Administrative Support Coordinator; Arts Programs Specialist; Assistant Community Center Supervisor; Engineering Technician IV; Events Specialist; Facilities Engineer; Graphics Specialist; Management Assistant; Planner I; Printing Specialist II; Theatre Production Specialist; Traffic and Signal Technician; Transportation Planner I; Victim Advocate; Water Plant Operator; Web Assistant; Zoning Inspector I
17	Assistant Golf Course Superintendent; Associate Producer/Director; Buyer I; Cable TV Production Specialist II; Commercial Property Codes Inspector; Community Services Specialist; Construction Codes Inspector I; Engineering Technician V; Environmental

Grade	Administrative - Position Classification
17	Technician; First Assistant Golf Pro; Fire Codes Inspector I; Parks Maintenance Specialist; Public Information Specialist; Senior Citizens Fitness Specialist; Sports Programs Specialist; Traffic and Signal Technician II ; Zoning Inspector II
18	Aquatics Facility Manager; Buyer II; Community Services Program Coordinator; Community Services Referral Coordinator; Construction Codes Inspector II; Deputy City Clerk; Fleet Maintenance Supervisor; Fire Codes Inspector II; Network and PC Support Specialist I; Parks and Facilities Development Specialist; Permit Software Support Specialist; Program Support Coordinator; Sanitation Supervisor; Senior Center; Special Operations Supervisor; Telecommunications Systems Administrator; Youth, Family, and Community Specialist I; Wellness Coordinator
19	Accountant; Aquatics Supervisor; Assistant Sports Programs Supervisor; Community Center Supervisor; Community Services Program Analyst; Construction Codes Specialist; Fire Codes Plans Examiner; Network and PC Support Specialist II; Parks and Facilities Administrative Supervisor; Planner II; PW Data and GIS Specialist; Rehabilitation Specialist; Television Writer/Producer; Theater/Civic Center Supervisor; Transportation Planner II; Youth and Family Counselor
20	Assistant to the City Attorney; Civil Engineer I; Community Program/Outreach Specialist I; Council Support Specialist; Employee Wellness Coordinator; Landlord/Tenant Specialist; Nature Center Supervisor; Plans Examiner; Teen Program Coordinator
21	Assistant City Forester; Community Planning and Development Services (CPDS) Administrator; Community Program/ Outreach Specialist II; Graphics/Printing Supervisor; Human Rights/Community Mediation Administrator; Neighborhood Resource Coordinator; Parks Maintenance Supervisor; Planner III; Public Works Administrator; Senior Citizens Recreation Coordinator; Support Services Coordinator
22	Arts Programs Supervisor; Civil Engineer II; Computer Analyst/Programmer; Coordinator of Senior Social Services; Environmental Specialist; Fire Protection Engineer; Network and PC Support Manager; Operations Maintenance Assistant Superintendent; Management and Budget Analyst; Recreation Programs Supervisor; Senior Accountant, Senior Citizens Center Supervisor; Sports Programs Supervisor

Position Grades and Classifications

Grade	Administrative - Position Classification
23	Assistant to the City Manager; City Forester; Civic Center Superintendent; Community Planning and Development Services (CPDS) Specialist; Contracts Specialist; Fire Marshall; Fleet Manager; Golf Course Superintendent; Horticulturist; Parks and Facilities Development Manager; Parks Services Manager; Human Resources Administrator; Recreation Development Program Coordinator; Safety and Risk Manager; Special Events Manager; Supervisor of Housing and Community Enhancement; Supervisor of Inspection Services; Systems Analyst/Project Leader; Training Coordinator
24	Civil Engineer III; Community Services Manager; Facilities Property Manager; Geographic Information Systems Manager; Principal Planner; Revenue Supervisor; Security and Application Administrator; Swim Center Superintendent, Transportation Engineer; Web Administrator
25	Community Projects Administrator; Contracts Officer; Senior Network Engineer; Senior Systems Analyst/Project Leader
26	Budget and Finance Officer; Chief of Contract Management; Chief of Inspection Services; Chief of Management and Support-CPDS; Communication Manager; Organizational Development Administrator; Support Services Manager; Television and Telecommunications Manager; Water Plant Superintendent
27	Chief Engineer/Environment; Chief of Environmental Management; Chief of Traffic and Transportation; Financial Accounting Manager; Financial Systems Manager; Operations Maintenance Superintendent; Chief of Long Range Planning and Redevelopment; Recreation and Parks Administration Manager; Superintendent of Parks and Facilities; Superintendent of Recreation
28	Chief of Planning
29	Not used at this time

Grade	Senior Staff - Position Classification
SA I	Not used at this time.
SA II	Chief of Police; Deputy City Manager; Director of Community Planning and Development Services; Director of Finance; Director of Human Resources; Director of Information and Technology; Director of Public Works; Director of Recreation and Parks
SA III	Not used at this time

Grade	Recreation and Parks - Position Classification
1	Not used at this time
2	Activity Instructor I; Clerk II
3	Not used at this time
4	Clerk III; Facilities Supervisor II; Third Assistant Golf Pro
5	Bus Driver; Childcare After-School Director; Childcare Preschool Staff; Custodian III; Enrichment Club Leader; Groundskeeper; Kids Club Director; Kids Room Director; Program Assistant II
6	Lifeguard II; Personal Trainer; Program Assistant III
7	Childcare Asst Site Director; Head Swim Coach; Senior Outreach Worker II
8	Childcare Preschool Director; Childcare Program Assistant; Enrichment Club Director; Senior Swim Instructor
9	Not used at this time
10	Not used at this time

Admin., Recreation and Parks, Senior Admin. Pay Scales

Administrative Scale		
Pay Grade	Minimum Annual	Maximum Annual
6	25,771	38,942
7	27,060	40,889
8	28,413	42,933
9	29,833	45,080
10	31,325	47,334
11	32,891	49,701
12	34,536	52,186
13	36,262	54,795
14	38,075	57,535
15	39,979	60,411
16	41,978	63,432
17	44,077	66,604
18	46,281	69,934
19	48,595	73,430
20	51,025	77,102
21	53,576	80,957
22	56,255	85,005
23	59,068	89,255
24	62,021	93,718
25	65,122	98,404
26	68,378	103,324
27	71,797	108,490
28	75,387	113,915
29	79,156	119,610

Recreation and Parks Scale (hourly rates)		
Pay Grade	Minimum	Maximum
1	7.09	10.72
2	8.29	12.53
3	9.15	13.83
4	9.64	14.56
5	11.15	16.85
6	12.98	19.61
7	15.03	22.71
8	18.29	27.63
9	20.21	30.54
10	23.44	35.42

Senior Administrative Scale		
Pay Grade	Minimum Annual	Maximum Annual
SA I	94,398	142,641
SA II	99,117	149,773
SA III	104,073	157,262

AFSCME Union and Police Pay Scales

AFSCME Union Scale Employees

Grade	Position Classification	Grade Progression
1	Laborer	Step 1-10
2	Tree Climber Trainee	Step 1-10
2	Maintenance Worker	Step 1-10
2	Sanitation Worker	Step 1-10
2	Sanitation Worker	Step 1-10
3	Facilities Maintenance Trades Worker	Step 1-10
3	Traffic Maintenance Worker	Step 1-10
3	Tree Climber	Step 1-10
3	Sanitation Operator	Step 1-10
3	Equipment Operator	Step 1-10
4	Certified Tree Climber	Step 1-10

Grade	Step 1	Step 2	Step 3	Step 4	Step 5
1	28,927	29,868	30,838	31,840	32,875
2	31,386	32,406	33,459	34,547	35,670
3	34,054	35,161	36,304	37,483	38,702
4	36,949	38,149	39,389	40,669	41,991

Grade	Step 6	Step 7	Step 8	Step 9	Step 10
1	33,944	35,047	36,186	37,362	38,483
2	36,829	38,026	39,262	40,538	41,754
3	39,959	41,258	42,599	43,983	45,303
4	43,356	44,765	46,220	47,722	49,154

Police Scale Employees

Grade	Position Classification	Grade Progression
PO 1	Police Officer	Step 3-15
PO 2	Police Officer	Step 3-15
PO 3	Police Officer	Step 3-16
PO 4	Police Corporal	Step 3-16
PO 5	Not used at this time	Step 3-15
PO 6	Police Sergeant	Step 3-16
PO 9	Police Manager Lieutenant	Step 1-14
PO 10	Police Manager Captain	Step 1-14

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
PO 1	-	-	43,377	44,896	46,467	48,093	49,776	51,519
PO 2	-	-	45,546	47,140	48,790	50,498	52,265	54,095
PO 3	-	-	47,824	49,497	51,230	53,023	54,879	56,799
PO 4	-	-	50,215	51,972	53,791	55,674	57,623	59,639
PO 5	-	-	52,725	54,571	56,481	58,458	60,504	62,621
PO 6	-	-	55,362	57,299	59,305	61,381	63,529	65,752
PO 9	63,308	65,523	67,817	70,190	72,647	75,189	77,821	80,545
PO 10	67,995	70,374	72,838	75,387	78,025	80,756	83,583	86,508

Grade	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
PO 1	53,322	55,188	57,120	59,119	61,188	63,330	65,546	-
PO 2	55,988	57,947	59,976	62,075	64,247	66,496	68,823	-
PO 3	58,787	60,845	62,974	65,179	67,460	69,821	72,265	74,794
PO 4	61,727	63,887	66,123	68,437	70,833	73,312	75,878	78,534
PO 5	64,813	67,081	69,429	71,859	74,374	76,978	79,672	-
PO 6	68,054	70,436	72,901	75,452	78,093	80,826	83,655	86,583
PO 9	83,364	86,282	89,301	92,427	95,662	99,010	-	-
PO 10	89,536	92,670	95,913	99,270	102,745	106,341	-	-

Organizational Structure Listing

Below is the organizational structure for the City of Rockville. The organizational structure is broken down by Fund, by Department within the Fund, by Division and by Cost Center where appropriate. Each Division and Cost Center is assigned a number listed to the right of the column:

GENERAL FUND (110)	
Department of Human Resources (450)	
Human Resources	2101
Safety & Risk Management	2102
Department of the Mayor and Council (500)	
Office of the Mayor and Council	0100
Office of the City Attorney	0500
Office of the City Clerk	1100
Department of the City Manager (550)	
Executive Office	
Administration	0101
Management Systems & Citizen Support	0102
Organizational Development	0103
Communication and Public Information	
Public Information Office (PIO)	1101
Website and Intranet	1102
Graphics and Printing	1111
Neighborhood Resources Program	
Human Rights & Community Mediation	1201
Neighborhood Resource	1202
Department of Community Planning and Development Services (600)	
CPDS Executive	0100
CPDS Management and Support	
Management and Support	0101
Revitalization and Housing	0200
Planning	
Development Review	0300
Zoning Ordinance	0301
Historic Preservation	0302
Inspection Services	
Application, Processing & Permit Issuance	0501
Inspection & Code Enforcement	0502

GENERAL FUND (110) Continued	
Department of Community Planning and Development Services (600)	
Long-Range Planning and Redevelopment	
Long-Range Planning	0400
Redevelopment	0802
Department of Finance (700)	
Administration	0100
Budget	0101
Accounting and Control	0200
Revenue	0300
Purchasing and Stockroom	
Purchasing and Contracts	0600
Stockroom	0700
Department of Information and Technology (750)	
I.T. Operations	0100
I.T. Special Projects	0200
Cable T.V./Telecommunications	0300
Voice Communications Operations	0400
GIS Operations	0500
Police Department (800)	
Office of the Chief of Police	
Management & Support	1001
Community Services Office	1002
Field Services Bureau	
Management & Support	1101
Patrol Teams	1102
Adminstrative Services Bureau	
Management & Support	1201
Public Safety Communications	1202
Special Operations Bureau	
Management & Support	1401
Neighborhood Services	1402
Camera Enforcement (Redlight)	1405
Specialty Patrol/Investigations	1404
Codes Enforcement & Community Enhancement	1406

Organizational Structure Listing

GENERAL FUND (110) Continued	
Department of Public Works (850)	
Management and Support	0100
Contract Management	0201
Traffic and Transportation	
Protect Neighborhoods	0402
Mobility	0403
Accessibility	0404
Safety/Maintenance	0405
Engineering	
Administration and Management	3301
Development Review	3302
Engineering	3305
Environmental Management	
Environmental Management	9401
Operations and Maintenance	
Street Maintenance	0702
Snow and Ice Removal	0703
Fleet Services	0803
Department of Recreation and Parks (900)	
Recreation and Parks Administration	
Recreation and Parks Administration and Support	0101
Wellness Program	0102
Special Events	0150
Recreation Services	
Administration and Support	1001
Adult Sports	5061
Afterschool	2006
Arts	2021
Childcare	3115
Classes	3016
Community Recreation	2017
Summer Playgrounds	2011
Summer Camps	3012
Teens	2008
Youth Sports	5062
Senior Citizen Services	
Senior Center Operations	4041
Senior Citizen Support Services	4043
Senior Citizen Recreation	4045
Senior Citizen Sports and Exercise	4047

GENERAL FUND (110) Continued	
Department of Recreation and Parks (900)	
Community Services	
Community Programs Administration	9100
Community Programs	9101
Youth and Family Services	9600
Linkages to Learning	9601
Facilities	
Civic Center Complex	1101
Croydon Creek Nature Center	2133
Facilities Maintenance Services	8511
Lincoln Park Community Center	2131
Skate Park	2134
Swim Center (Operations)	8601
Swim Center (Programming)	8603
Thomas Farm Community Center	2135
Twinbrook Community Recreation Center	2132
Park and Open Space	
Administration and Support	7501
Athletic Field Services	7531
Forestry Development Review	7520
Horticultural Services	7522
Parks East Services	7532
Parks West Services	7530
Right-of-Way Services	7533
Urban Forestry Maintenance	7521
Non-Departmental (950)	
Other Charges	100
Debt Service	0200

WATER FUND (210)	
Department of Finance (700)	
Revenue	0300
Department of Public Works (850)	
Contract Management	0201
Engineering	
Administration and Management	3301
Development Review	3302
Water and Sewer Utility Projects	3304

Organizational Structure Listing

WATER FUND (210) Continued	
Department of Public Works (850)	
Fleet Services	0803
Operations and Maintenance	
Water Systems Maintenance	0502
Environmental Management	
Water Treatment Plant	0901
Non-Departmental (950)	
Other Charges	0100
Debt Service	0200

SEWER FUND (220)	
Department of the Mayor and Council (500)	
City Attorney's Office	0500
Department of Public Works (850)	
Contract Management	0201
Engineering	
Administration and Management	3301
Water and Sewer Utility Projects	3304
Fleet Services	0803
Sewage Disposal	0300
Operations and Maintenance	
Sanitary Sewer Systems Maintenance	0602
Non-Departmental (950)	
Other Charges	0100
Debt Service	0200

REFUSE FUND (230)	
Department of the Mayor and Council (500)	
City Attorney's Office	0500
Department of Public Works (850)	
Fleet Services	0803

REFUSE FUND (230) Continued	
Department of Public Works (850)	
Operations and Maintenance	
Refuse Collection	1702
Recycling Collection	1703
Yardwaste Collection	1704
Leaf Collection Program	1705
Bulk/HAZMAT Collection	1706

PARKING FUND (320)	
Police Department (800)	
Special Operations Bureau	
Parking Enforcement Services	1403
Department of Public Works (850)	
Motor Vehicle Maintenance	0803
Department of Recreation and Parks (900)	
Facilities	
Town Center Parking Garages	8511
Non-Departmental (950)	
Other Charges	0100
Debt Service	0200

STORMWATER MANAGEMENT FUND (330)	
Department of the Mayor and Council (500)	
City Attorney's Office	0500
Department of Public Works (850)	
Contract Management	0201
Engineering	
Administration and Management	3301
Development Review	3302
Stormwater Resources	3303
Water Resources CIP	3305

Organizational Structure Listing

STORMWATER MANAGEMENT FUND (330) Continued	
Department of Public Works (850)	
Fleet Services	0803
Operations and Maintenance	
Storm Drain Maintenance	0603
Environmental Management	
Environmental Management	9401
Non-Departmental (950)	
Other Charges	0100
Debt Service	0200

GOLF FUND (340)	
Department of Recreation and Parks (900)	
Fleet Services	0803
RedGate Golf Course	
Golf Course Management/Ground Services	3401
Golf Course Clubhouse	3402
Non-Departmental (950)	
Other Charges	0100
Debt Service	0200

SPECIAL ACTIVITIES FUND (350)	
Police Department (800)	
"Every 15 Minutes" Program	1203
Department of Community Planning and Development Services (600)	
Housing Opportunities	6801
Department of Recreation and Parks (900)	
Recreation and Parks Administration	
Bike Program Fund	6701
Facility and Equipment Fund	7001
Recreation Services	
Recreation Fund	6001
Friends of the Arts	6601
Senior Citizens Services	
Senior Assistance Fund	6201
Community Services	
Holiday Drive	6301
REAP Endowment Fund	6401

SPECIAL ACTIVITIES FUND (350) Continued	
Department of Recreation and Parks (900)	
Facilities	
Glenview Mansion Fund	6101
Nature Center Fund	7101
Parks and Open Space	
Forest and Tree Preservation	6901
Park Maintenance Fund	7301
Department of Public Works (850)	
Transportation Demand Management	6501
Non-Departmental (950)	
Other Charges	0100
Debt Service	0200

CDBG FUND (360)	
Department of Community Planning and Development Services (600)	
CPDS Management and Support	
CDBG Year 32	32xx
CDBG Year 33	33xx

TOWN CENTER MANAGEMENT FUND (370)	
Department of Community Planning and Development Services (600)	
Town Center Management District	0803

SPEED CAMERA FUND (380)	
Police Department (800)	
Camera Enforcement (Speed Camera)	1407
Department of Public Works (850)	
Fleet Services	0803
Engineering	
Engineering	3305
Non-Departmental (950)	
Other Charges	0100

DEBT SERVICE FUND (550)	
Non-Departmental (950)	
Other Charges	0100
Debt Service	0200

Non-Routine Capital Improvement Program (CIP) Projects

The following charts contain the non-routine CIP projects as listed in the FY09 CIP budget (for more detail please see separate CIP document). The projects are listed by program area with the FY09 budget appropriation. These projects are consistent with the Mayor and Council Vision for FY09 and focus on pedestrian safety, and infrastructure improvements.

Recreation and Parks Program Area		
Project	**Approps**	**Fund**
Art in Public Architecture	318,459	CP
Art in Public Places	462,915	CP
College Gardens Park Improv.	933,573	CP
Croyden Creek Nature Center	87,356	CP
F. Scott Fitzgerald Theatre	312,325	CP
Fallsgrove Park	681,910	CP,PO
Fallsgrove SWM Pond Enhance.	135,000	CP
Glenview Mansion — MP	62,814	CP
HVAC Replacement	175,685	CP
King Farm "Farmstead" Park	117,698	CP
Maryvale Park Improv.	187,500	CP
Mattie J. T. Stepanek Park	2,113,339	CP, PO
Park Pedestrian Bridge Replace.	230,000	CP
Pedestrian Bikeway Sys. Improv.	1,010,000	SP
Playground Equip. Replacement	642,894	CP
Pumphouse Facility Improv.	31,000	CP
RedGate Golf Course Improv.	286,836	O
Senior Center Improv.	292,284	CP,O
Swim Center Improv.	752,479	CP
Swim Center — Meet/Fit Room	1,727,813	CP, PO
Thomas Farm Community Ctr.	5,263,813	CP
Veirs Mill Road Landscape	141,000	CP
Total	**15,966,693**	

Key	
CP	Capital Projects Fund
W	Water Fund
SWM	Stormwater Management Fund
PO	POS Grant
O	Other (includes Refuse, Parking and Golf)
S	Sewer Fund
SP	Speed Camera Fund

Stormwater Management Program Area		
Project	**Approps**	**Fund**
Cabin John — Watershed Study	150,000	SWM
Carnation Dr/I-270 — SWM	255,474	SWM
College Gardens Park — SWM	1,015,624	SWM
Drainage Improvement	428,881	CP, SWM
FEMA — Storm Damage Repair	137,886	CP,W, SWM
Horizon Hill Park — SWM	245,000	SWM
Lakewood — SWM	198,000	CP, SWM
Maryvale — SWM	797,279	CP, SWM
Storm Sewer Rehabilitation	472,602	CP, SWM
Woodley Gardens — Stream	260,000	SWM
Total	**3,960,746**	

General Government Program Area		
Project	**Approps**	**Fund**
City Hall Improvement	608,878	CP
Financial System	214,075	CP
Gude Drive Facility Improv.	9,200,766	CP
I-Net Connect. to Thomas Farm	125,000	CP
Police Station	366,467	CP
Police Technology	216,886	CP
Recycling Off-Load Fac/Carts	1,897,044	O
Rockville Arts and Innovation	2,093,424	CP
Stonestreet Improvements	57,637	CP
Town Center — Parking	3,546,316	CP,O
Town Square — Public Improv.	3,820,455	CP
Vehicles for City Use	4,861,733	CP, W, S, SWM, O, SP
Total	**27,008,681**	

Utilities Program Area		
Project	**Approps**	**Fund**
Blue Plains Wastewater Plant	4,969,649	S
Lewis Wat. Main Upg.— Phase I	1,067,878	W
Meter Replacement — Comm.	789,323	W
Meter Replacement — Resid.	1,900,000	W
Pump Stations Upgrade	124,000	S
Rock Creek — Wastewater	957,918	S
SCADA Assessment	50,000	W
Sewer Capacity — Rock Creek	250,000	S
Sewer Evaluation — Cabin John	454	S
Sewer Main Rehabilitation	245,000	S
Sewer Rehab — Cabin John	1,045,651	S
Sewer Rehab — Rock Creek	689,283	S
Southlawn Lane Sewer Main	258,299	S
Southlawn Lane Water Main	188,500	W
Stonestreet Wat. Main Upg.	118,000	W
Water Distribution Study	45,438	W
Water Plant — Generator	150,761	W
Water Plant Upgrades	489,437	W
Water Pump — Glen Mill Road	325,480	W
Water Tank Assesment	250,000	W
Total	**13,915,071**	

Transportation Program Area		
Projects	**Approps**	**Fund**
Baltimore Intermodal Access Rd	4,000,000	CP, O
Bus Shelters	79,985	CP
Traffic Controls: Citywide	495,973	O
Transportation Improvements	961,659	O
West End Sidewalks	927,130	O
West Montgomery Alley	165,000	CP
Total	**6,629,747**	

Glossary

Definitions of terms used in the Capital Improvements Program (CIP) are listed below and on the pages that follow.

Accounting System – The total structure of records and procedures that identify, record, classify, summarize, and report information on the financial position and results of operations of a government.

Accrual Basis of Accounting – The method of accounting where transactions are recognized when they occur, regardless of the timing of related cash flows.

ADA – Americans with Disabilities Act. This federal act gives civil rights protections to individuals with disabilities; similar to those provided to individuals on the basis of race, sex, national origin, and religion.

Annexation – The incorporation of additional territory within the domain of the City.

APWA – American Public Works Association.

Appropriation – An authorization made by the Mayor and Council that permits City departments to make expenditures of governmental resources for specific purposes within a specific time frame.

Art in Public Architecture — An ordinance devoted to the furtherance of art intended to beautify the City. This ordinance identifies construction projects within the City in which an amount is reserved for permanent artwork at the site. Additional details regarding this ordinance can be found in chapter four of the Rockville City Code.

ASCE – American Society of Civil Engineers.

Assessed Valuation – A percent of appraisal value assigned to real estate and certain personal property for use as a basis for levying property taxes.

AWWA – American Water Works Association.

Balanced Budget – A budget that has operating revenues equal to operating expenditures.

BOCA – Building Officials Code Administrators organization**.**

Bond – A written promise to pay a designated sum of money (called the principal), at a specific date in the future, together with periodic interest at a specified rate. In the Operating Budget, these payments are identified as debt service. Bonds are generally used to obtain long-term financing for capital improvements.

Bond Anticipation Notes – Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Bonds Issued – Bonds sold.

Bond Rating – A rating that indicates the probability of timely repayment of principal and interest on bonds issued.

Budget – A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund City services in accordance with adopted policy.

Budget Year – The fiscal year for which the budget is being considered.

Capital Budget – The annual adoption by the Mayor and Council of project appropriations. Project appropriations are for the amount necessary to carry out a capital project's expenditure plan, including multi-year contracts for which a total appropriation covering several years planned expenditures may be required.

Capital Outlays – Expenditures that result in the acquisition of or addition to fixed assets. Any item with an expected life of three or more years and a value of more than $5,000, such as an automobile, truck, or furniture, is categorized as a capital outlay.

Capital Improvements Program (CIP) – The annual updated plan or schedule of project expenditures for public facilities and infrastructure with estimated project costs, sources of funding, and timing of work over a five-year period. For financial planning and general management, the CIP is a plan of work and expenditures, and is the basis for annual appropriations and bond issues.

Capital Project – A governmental effort involving expenditures and funding for the creation of usually permanent facilities and other public assets having a relatively long life. Certain planning studies, consultant fees, City staff charges, and major equipment, furniture, and fixtures necessary to make facilities operational also may be considered part of capital projects.

Glossary

Capital Projects Fund – A governmental fund used to account for general capital construction including streets, parks, and public buildings.

CIP – See Capital Improvements Program.

Client-Server – A computing platform where desktop personal computers (PCs), known as clients, access large pools of information stored on high-speed data servers. User interaction takes place at the PC, typically through graphical interfaces such as Windows. The server manages information storage. This approach combines the PC's innovation and ease-of-use with access to large pools of data traditionally associated with mainframe computers.

CPDS – The Department of Community Planning and Development Services is a department within the City's organizational structure.

CS – Referring to services by the City of Rockville's Department of Neighborhood and Community Services.

Current Year – The fiscal year that is prior to the budget year.

DCWASA – District of Columbia Water and Sewer Authority

Debt Issuance – The sale or issuance of any type of debt instrument, such as bonds.

Debt Limit – The statutory or constitutional maximum debt that an issuer can legally incur.

Debt Ratios – The ratios that provide measures of assessing debt load and ability to repay debt, which play a part in the determination of credit ratings. They also are used to evaluate the City's debt position over time and against its own standards and policies.

Debt Service – The payment of interest on and repayment of principal on borrowed funds. The term also may be used to refer to payment of interest alone.

Debt Service Fund – A governmental fund that accounts for the payment of principal and interest on the general long-term debt of the City.

Deficit – The amount by which a government's budget outlays exceed its budget receipts for a given period, usually a fiscal year.

Department – A major administrative unit of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation – An allocation made for the decrease in value of physical assets through wear, deterioration, or obsolescence.

Disbursement – The expenditure of monies from an account.

Distinguished Budget Presentation Award Program – A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Division – A categorization of organizational unit, indicating management responsibility for an operation or a group of related operations within a functional area, subordinate to the department level of organizational unit.

Encumbrance – A firm commitment to pay for future goods and services formally documented with a contract or agreement that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within an agency's appropriation.

Enterprise Fund – A fund established to account for operations that are financed and operated in a manner similar to a private business, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The City's enterprise funds include Water Facility, Sewer, Refuse, Parking, Stormwater Management (SWM), and RedGate Golf Course.

Expenditure (Governmental funds) – The issuance of checks, disbursement of cash, or electronic transfer of funds made to liquidate an obligation. Where accounts are kept on an expense accrual or modified expenditure accrual basis, expenditures are recognized whether or not cash payments have been made. Where accounts are kept on a cash basis, they are recognized only when cash payments have been made.

Expense (Enterprise funds) – The outflow of assets or incurrence of liabilities (or both) during a period as a result of rendering services, delivering or producing goods, or carrying out other normal operating activities.

Fees and Credits – Income resulting from a billing for services or a sale made by the City. For example, athletic program registration fees, building permit fees, and animal licenses.

Glossary

Fiscal Policy – The City's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides a set of principles for the planning and programming of government budgets and their funding.

Fiscal Year (FY) – A twelve-month accounting period that has no relationship to a calendar year. The fiscal year for the City begins on July 1 of each year and ends on June 30 of the following year. It is designated by the calendar year in which it ends. For example, FY05 begins on July 1, 2004, and ends on June 30, 2005.

Fixed Assets – Assets of a long-term character which are intended to continue to be held and used. Examples of fixed assets include items such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit – A pledge of the City's taxing power to repay debt obligations.

Full-Time Equivalent (FTE) – A measure of authorized personnel calculated by dividing hours of work per year by the number of hours worked per year by a full-time employee.

Fund – A fiscal entity with revenues and expenses that are segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations and constituting an independent fiscal and accounting entity.

Fund Balance – The cumulative difference between revenues and expenditures over the life of a fund. This is used for the City's governmental funds.

FY – See Fiscal Year.

GAAP – See Generally Accepted Accounting Principles.

GASB – See Governmental Accounting Standards Board.

General Obligation Bonds – The type of bonds that are backed by the full faith and credit of the issuing government.

General Fund – The general operating fund that is used to account for all financial resources except for those required to be accounted for in another fund. This is the principal fund of the City and accounts for the normal recurring activities of the City.

General Government Program Area – The section in the CIP that focuses on: construction, renovation, and replacement of City-owned facilities; enhancements to the City's information and communications systems; development of the central business district; enhancement of the gateways to the City; and other projects that do not clearly fit into one of the other program areas of the CIP.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

GFOA – Government Finance Officers Association.

GIS – Geographic Information Systems provide geographic and mapping data.

Golf Fund – An enterprise fund used to account for the financial activity associated with the City's public golf course. Also called the RedGate Golf Course Fund.

Governmental Accounting Standards Board (GASB) – This organization was established as an arm of the Financial Accounting Foundation in April 1984 to promulgate standards of financial accounting and reporting with respect to activities and transactions of state and local governmental entities.

Governmental Fund – The funds through which most government functions are financed. The City's governmental funds are the General, Debt Service, Capital Projects, and Special Revenue Funds.

Grant – County, State, or federal funding in cash or in kind used for a specified program.

Gross Bonded Debt – The total amount of direct debt of a government represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.

HVAC – Heating, ventilation, and air conditioning equipment.

I-net – Institutional network. The I-net is a fiber optic network linking key City facilities to enable/enhance telephone, data and video communications

I/I – Inflow and infiltration process for the sanitary sewer and stormwater management projects.

Glossary

Infrastructure – The physical assets of a city (streets, water, sewer, public buildings, and/or parks) upon which the continuance and growth of a community depend.

Interfund Operating Transfers – Payments made from one operating fund to another as a contribution to defray a portion of the recipient fund's costs.

Intergovernmental Revenues – The revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

Intranet – Internal network, similar to the Internet, except access is limited to an organization's internal members.

IT – Department of Information and Technology.

ITE – Institute of Transportation Engineers.

Levy – (Verb) To impose taxes or special assessments for the support of governmental activities. (Noun) A tax or special assessment imposed by a government.

Liabilities – Debts or other legal obligations arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Long-Term Debt – A type of debt with a maturity date of greater than one year after the date of issuance.

Lost Time – Percent based on available work time per employee less sick leave, family sick leave, disability leave, and leave without pay divided by available work time per employee.

Matured Bonds Payable – A liability account reflecting unpaid bonds that have reached or passed their maturity date.

MC-MAPS – A consortium of government organizations within Montgomery County, Maryland to share information, enforce standards, and promote the development of GIS information and layers.

MDE – Maryland Department of the Environment.

MGD – Million gallons per day.

MNCPPC – Maryland National Capital Park and Planning Commission.

Modified Accrual Basis of Accounting – The accrual basis of accounting adapted to the governmental fund type. It is a modified version of the full accrual basis of accounting in that it, in general, measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

MPDU – Moderately Priced Dwelling Unit.

MVM – Motor Vehicle Maintenance. A division of the Department of Public Works.

Net Bonded Debt – Gross bonded debt less any cash or other assets available and earmarked for its retirement.

NFPA – National Fire Protection Association.

Non-Departmental Operating Expenditures – Operating expenditures which are not charged directly to specific departments but are a cost to the City as a whole, such as debt service payments and general liability insurance.

NPDES – National Pollutant Discharge Elimination System; requirements imposed through the Clean Water Act.

NRCS – Natural Resource Conservation Service.

Objective – The desired output-oriented activities that can be measured and achieved within a given time frame such as the current fiscal year. Achievement of the objective advances an organization toward a corresponding long-range goal.

Obligations – Amounts that a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

Operating Expenditures – Costs other than expenditures for personnel directly employed by the City (salaries, wages, and fringe benefits) and capital outlays. Examples of operating expenditures include office supplies, telephone expense, consulting or professional services, travel expenses, and contracts.

Ordinance – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be enacted by ordinance and those which may be enacted by resolution.

Overlapping Debt – The proportionate share of the debts of local governments located wholly or in part within the limits of the reporting government that must be borne by property within each government.

Parking Fund – The enterprise fund used to account for the revenue and expenses from parking related activities, including the issuance of parking tickets, the parking meter program, and costs associated with the planning, design, construction, and operation of parking garages in Town Center.

Pay-As-You-Go – Capital expenditures included in the CIP, which are funded by a contribution from an operating fund.

PC – Personal Computer.

Per Capita – Per unit of population; by or for each person.

Pepco – Potomac Electric Power Company.

Personnel (Costs) – Expenditures that include salary costs for full-time, part-time, temporary, and contract employees, overtime expenses, and all associated fringe benefits.

Previously Authorized Projects – CIP projects that were funded in prior years, but which have not been completed and formally closed.

Prior Year(s) – The fiscal year(s) preceding the current year.

PRI – Primary Rate Interface, an integrated services digital network.

Program Area – CIP projects with a common focus. The five program areas in the City's CIP are: Recreation and Parks; Transportation; Water Resources; Utilities; and General Government.

Projections – The estimate of budget authority, outlays, receipts, or other amounts extending several years into the future. Projections generally are intended to indicate the budgetary implications of existing or proposed programs.

Property Tax – A tax levied on all real and certain personal property, tangible and intangible, according to the property's assessed valuation. The power to impose and collect property taxes is given to the Mayor and Council in Article IV, Section 1 of the City Charter.

Reappropriation Ordinance – Changes made to the appropriation ordinance during the fiscal year to reflect encumbered amounts added to the current budget from the prior fiscal year and adjustments to revenues and expenditures.

Regular Employee – An employee who is hired to fill a position anticipated to have continuous service duration of longer than one year, whose compensation is derived from the City's Administrative, Police, or Union classification tables, and whose position is established in the Position Control System.

Reimbursement – A sum (1) that is received by the government as a repayment for commodities sold or services furnished either to the public or to another government account and (2) that is authorized by law to be credited directly to specific appropriation and fund accounts.

Repurchase Agreement – An agreement in which a governmental entity transfers cash to a broker-dealer or financial institution; the broker-dealer or financial institution transfers securities to the entity and promises to repay the cash plus interest in exchange for the same securities.

Resolution – A special or temporary order of a legislative body that requires less legal formality than an ordinance or statute.

Retained Earnings – The increase or decrease to net assets of an enterprise fund reduced by amounts transferred to capital accounts.

Receipts – Collections from the public based on a government's exercise of its sovereign powers. Governmental receipts consist of receipts from taxes, court fines, gifts and contributions, and compulsory licenses.

Recreation and Parks Program Area – The section of the CIP focused on projects that provide for an environment where citizens can enjoy nature and leisure time activities.

RedGate Golf Course Fund – See Golf Fund.

Refuse Fund – An enterprise fund used to account for the financial activity associated with the collection and disposal of refuse and yard waste.

Regional Stormwater Management (SWM) Participation – Fees paid by developers based on the amount of impervious area to be developed to finance the City's construction and maintenance of facilities.

Revenue – Monies received or collected by the City as income, including such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

Revenue Anticipation Notes – Notes (sometimes called warrants) issued in anticipation of collection of non-tax revenues, retired after the collection of such revenues.

Revenue Bonds – The type of bonds where principal and interest payments are payable exclusively from the earnings from an enterprise fund. In addition to a pledge of revenues, such bonds sometimes contain mortgages on enterprise fund property.

RFP – Request for Proposals. Federal mandate to request proposals from potential contractors for outsourced government services.

RHE – Rockville Housing Enterprises.

RockNet – Rockville Community Electronic Network.

SDWA – Safe Drinking Water Act.

Sewer Fund – An enterprise fund used to account for the financial activity associated with the collection and treatment of sewage.

SHA – State Highway Administration.

Special Activities Fund – A fund in the governmental fund type used to account for funds earmarked for various purposes such as to assist financially disadvantaged citizens to participate in City programs, to enhance the historic Glenview Mansion, or to enhance the citywide Bike Program.

Special Assessment – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund – A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. The City's special revenue funds are the Special Activities Fund, the Community Development Block Grant Fund, and the Town Center Management Fund.

Speed Camera Fund – A fund used to account for proceeds of the City's Speed Camera revenues that are restricted by law to new pedestrian safety expenditures.

SQL/Server – Database for transaction processing.

SSES – Sanitary Sewer Evaluation Study (SSES).

Stormwater Management (SWM) – A means of controlling the quantity and quality of stormwater runoff flowing downstream. SWM can refer to structural practices such as underground storage facilities, dams for retention, and detention facilities, or it can refer to non-structural practices such as lower density of development and wider stream buffers.

Stormwater Management Fund – An enterprise fund used to account for costs of maintaining existing stormwater management facilities and the construction of new facilities.

Stormwater Management Program Area – The section in the CIP focused on projects that provide for the preservation, restoration, and care of the City's natural and man-made physical resources, specifically through stormwater management and stream restoration.

Surplus – The amount by which the City's budget actual receipts exceed its budget actual outlays for a given period, usually a fiscal year.

SWM – See Stormwater Management. This is a division of the Department of Public Works.

Targets of Opportunity – Contingency funds available to the Mayor and Council in funding unanticipated community needs that may arise during the fiscal year.

Tax Anticipation Notes – Notes, sometimes called warrants, issued in anticipation of collection of taxes, retired from tax collections, and frequently from the proceeds of the tax levy whose collection they anticipate.

Tax Base – All forms of wealth under the City's jurisdiction that are taxable.

Tax Duplication – A state of affairs whereby both Montgomery County and the City of Rockville levy property taxes on property in Rockville to pay for services rendered by the City. The County makes a lump sum payment to the City as a mechanism for alleviating the inequities otherwise created by the duplicate taxation.

Tax Rate – The amount levied per $100 of assessed property value, as determined by the State assessor, on property within the City of Rockville. The Mayor and Council establish the tax rate each year in order to finance General Fund activities.

TDD – Telecommunications Device for the Deaf.

Telecommunications – Communicating by electronic or electric means.

Temporary Employee – An employee who is hired to fill a position anticipated to have continuous service duration of less than one year, whose compensation is not derived from the City's Administrative, Police, Union, or Recreation and Parks classification tables, and whose position is not established in the Position Control System. These employees do not receive fringe benefits.

TMDL – Total Maximum Daily Loads. Requirements imposed through the Clean Water Act.

Transfer – Shifting of all or parts of the budget authority in one appropriation or fund account to another as specifically authorized by law.

Transportation Program Area – The section in the CIP focused on projects that provide for the maintenance and construction of public ways and participation in the planning of mass transit.

Undesignated Fund Balance – Funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

Unreserved Fund Balance – That portion of a fund balance for which no binding commitments have been made.

User Fees – Payments for direct receipt of a public service by the party benefiting from the service. Also known as user charges.

Utilities Program Area – The section in the CIP focused on projects that provide for the planning, study, design and construction of water projects to provide adequate and safe water for consumption and fire suppression.

VEU – Vehicle Equivalent Units.

Waiver Fees – See Regional SWM Participation.

Water Facility Fund – An enterprise fund used to account for the financial activities associated with the treatment and distribution of potable water.

WSSC – Washington Suburban Sanitary Commission.

Zoning – The partitioning of a city, borough, or township by ordinance into sections reserved for different purposes (i.e. residential, offices, manufacturing).

Index

The Budget Book is divided into sections numbered from 1 to 15. Each divider tab has a section number. The sections are as follows: 1 – Executive Summary, 2 – Policies and Goals, 3 – Fund Summaries, 4 – Five-Year Forecast, 5 – Mayor and Council, 6 – City Manager, 7 – Community Planning and Development Services, 8 – Finance, 9 – Human Resources, 10 – Information and Technology, 11 – Police, 12 – Public Works, 13 – Recreation and Parks, 14 – General Government, 15 – Appendix. To find an item please use the first number in the sequence to identify the section and the second number to identify the page number in that section.

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