

Fiscal Year 2021

2021

CITY OF ROCKVILLE, MARYLAND

**Adopted
Operating Budget
Capital Improvements
Program**

JULY 1, 2020 – JUNE 30, 2021



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FY 2021 Adopted Operating Budget and Capital Improvements Program

July 2020

Bridget Donnell Newton, Mayor
Monique Ashton, Councilmember
Beryl L. Feinberg, Councilmember
David Myles, Councilmember
Mark Pierzchala, Councilmember

Robert DiSpirito, City Manager
Debra Daniel, City Attorney
Sara Taylor-Ferrell, City Clerk/Director of Council Operations

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Jennifer Kimball, Deputy City Manager
Karen Marshall, Director of Human Resources
Nicholas Obodo, Chief Information Officer
Craig L. Simoneau, PE, Director of Public Works



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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**City of Rockville
Maryland**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director



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How to Read the Budget

The City of Rockville's Operating Budget and Capital Improvements Program (CIP) provides residents and city officials with detailed information about the city's spending and operations. The goal of the budget document is to provide transparency to the public about the programs, services, and policy implications of the city's spending decisions and to detail the city's operational and financial strategy over the coming fiscal year for the operating budget and over a five year period for the CIP. 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, and performance measures to track progress on the objectives and the workforce.
4. **Communications Device** – to provide information on budgetary trends, planning processes, and the integration of the operating and capital budgets.

This document is divided into eight major sections: Introduction, Guiding Documents, Financial Summaries, Operating Departments, CIP Overview, CIP Projects, Supplemental Information, and Appendix.

Introduction

This section includes the letter from the City Manager, budget highlights, a description of the budget process, and a profile of the Rockville community and local government.

Guiding Documents

This section includes an overview of the Mayor and Council's Critical Success Factors, a summary of the city's financial management policies, and descriptions of the city's major policy documents.

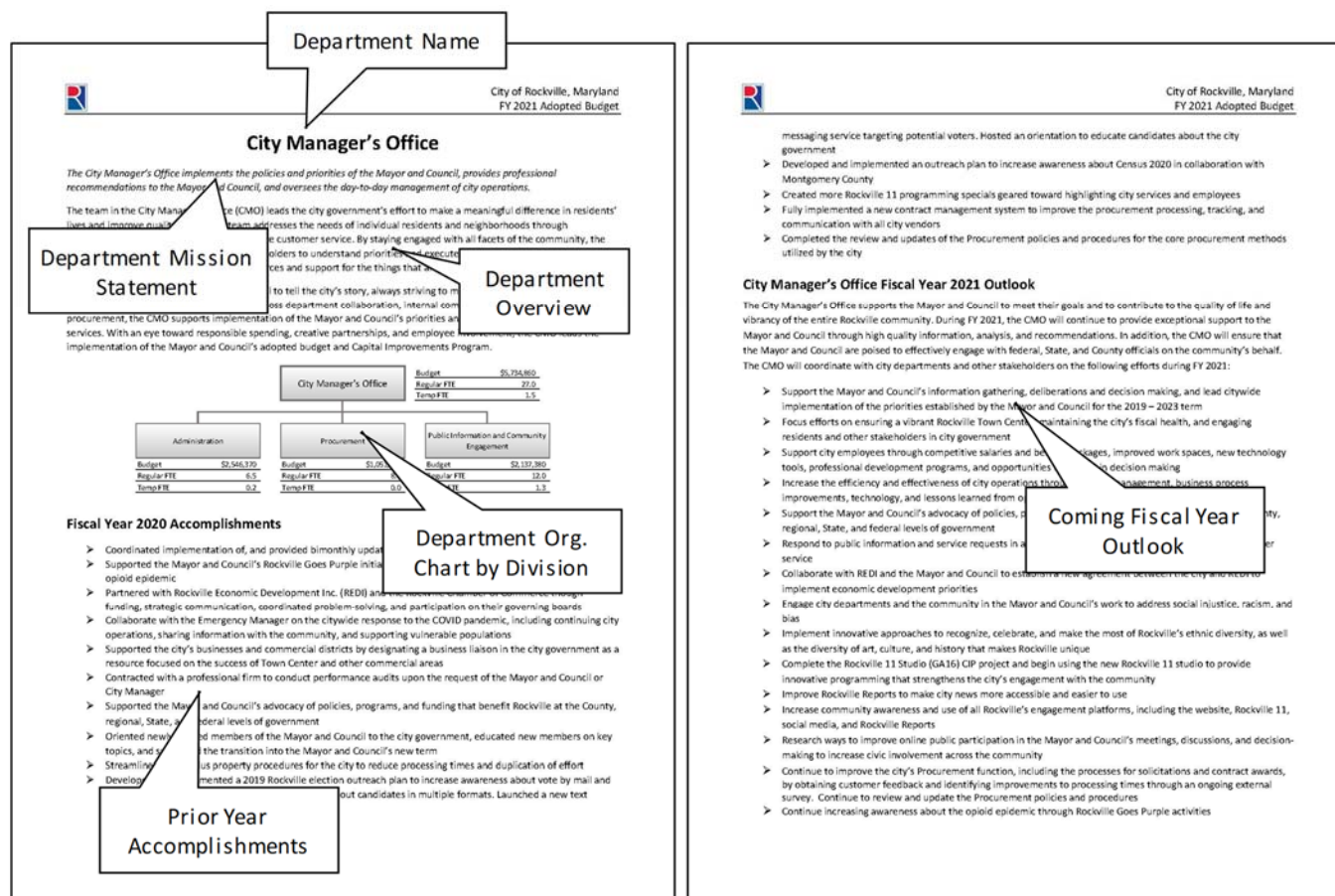
Financial Summaries

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 information is detailed by fund and department and projected changes in fund and cash balances are provided. The city's General Fund is described and analyzed in detail and all other funds are shown as two page layouts which include nine year financial summaries, illustrated compliance with city financial management policies, and detailed information specific to the fund, including the fund's purpose, the fund's current status and future forecast, and information related to tax and fee rates, if applicable.



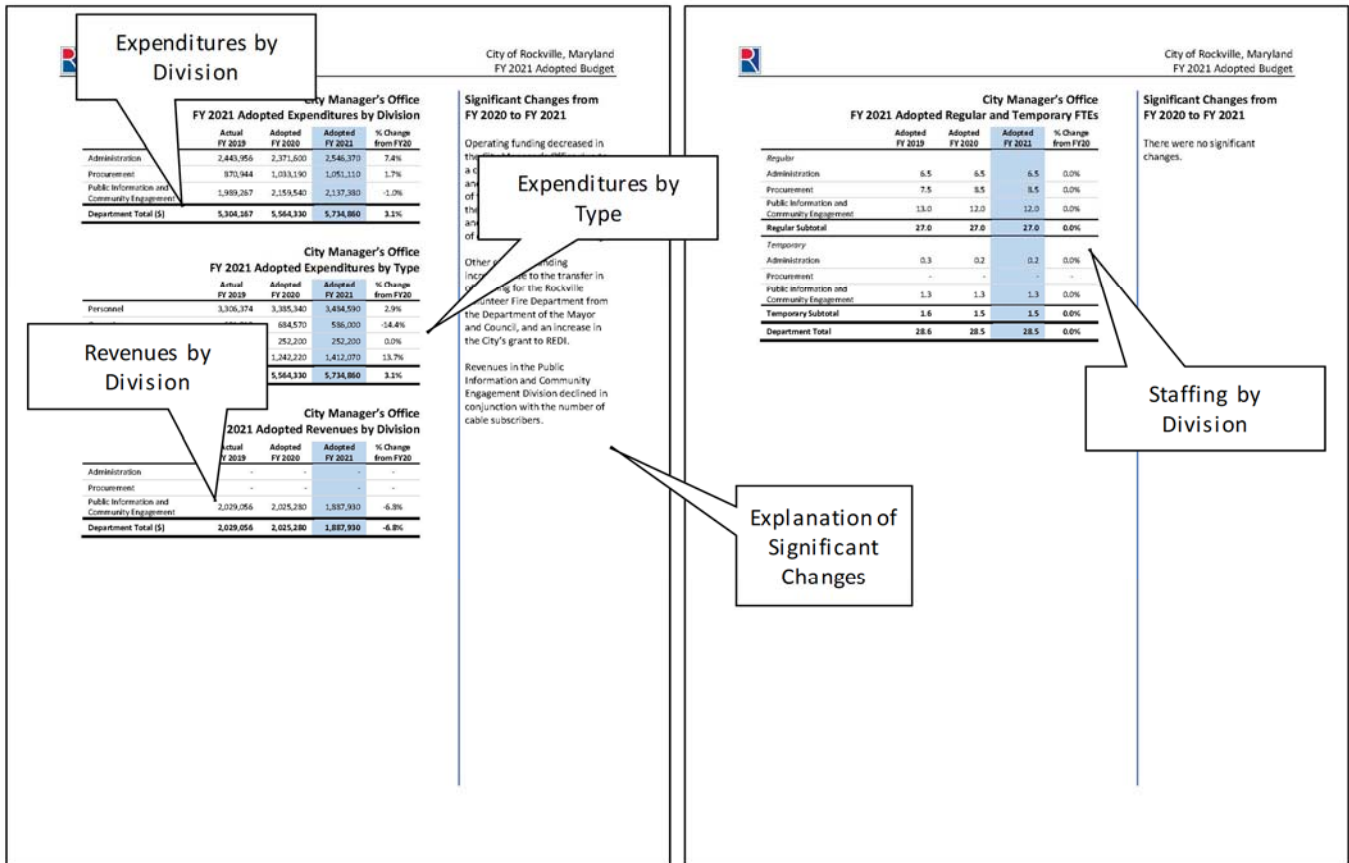
Operating Departments

The Departments section provides strategic, operational, performance, and budgetary information for each of the city's departments. Each department section begins with an overview of the scope and responsibilities of the entire department. This includes the department's mission statement and a brief overview of its primary functions. The first page of each department section also contains a summary organizational chart illustrating divisional reporting relationships as well as expenditure, regular full time equivalent positions, and temporary full time equivalent position information. Each department section then details major prior year accomplishments followed by a coming year outlook. Below is an annotated illustration of City Manager's Office section from the Operating Departments section in this document. The layout of all department sections follows this format.

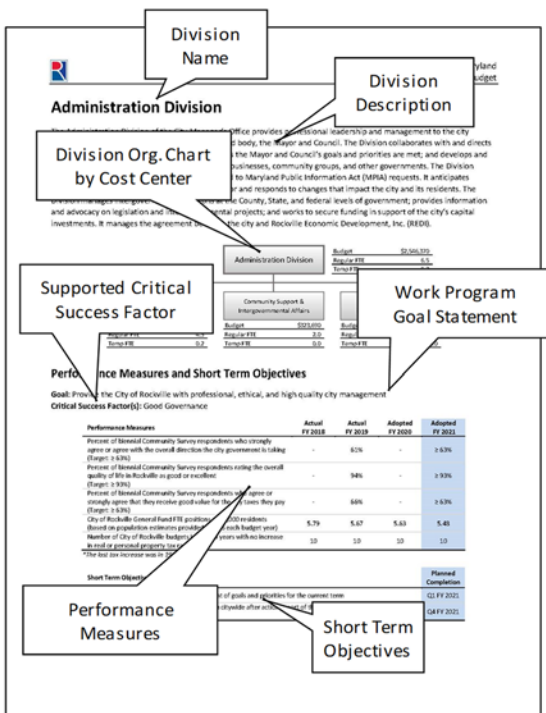


Following the coming Fiscal Year outlook are department-level financial and staffing tables. These tables show expenditures for the department in two views, by division and by expenditure type, and revenues by division. These financial tables are followed by a regular and temporary FTE staffing table that is shown by division. Along the right side of all pages with financial and staffing tables is a sidebar that contains explanations of significant changes from the prior fiscal year to the current fiscal year. In the department overview section, these explanations are more general than in the following division sections, which are more detailed. Because divisions roll up into departments and departments into funds, the same information can be seen in multiple locations in this document. The reader should note that the most detailed information can be found at the division level.

On the following page is an annotated illustration of the department financial and staffing tables for the City Manager's Office section from the Operating Departments section of this document. The layout of all department sections follows this format.



Following each department summary section are sections for each of the department's divisions. These sections follow essentially the same format as the department summary sections, but offer more detail. They also include work program goals, Critical Success Factor alignment, performance measures, and short term objective data. At the top of each sheet is the name of the division, followed by a description of that division's core responsibilities. A division-level organizational chart follows, detailing expenditure and regular and temporary staffing information by the division's cost centers.



Beneath the organizational chart are all of the division's operational work program goals and the Critical Success Factor that each goal supports. Depending on the nature of the work in a given work program area and the availability of operational data, the work in support of the goal may be shown as workload measures, effectiveness or efficiency performance measures, or as project-based short term objectives. To the left is an annotated illustration of the first page of the Administration Division section in the City Manager's Office section of this document. The layout of all division sections follows this format.

Following the performance measures and short term objectives layout, each division section includes division level financial and staffing tables with the same accompanying explanatory side bar, following the same format as described at the departmental level.



CIP Overview

This section provides a detailed overview of the city's capital planning process, as well as financial summary information for the FY 2021 – FY 2025 Capital Improvements Program (CIP). This section also describes the relationship between the operating and capital budgets, and displays the city's Capital Projects Fund debt ratios and total outstanding debt. Total unfunded CIP needs are also discussed in this section.

CIP Projects

This section provides detail on the city's FY 2021 – FY 2025 CIP. It is separated into five program areas: Recreation and Parks, Transportation, Stormwater Management, Utilities, and General Government. Each individual CIP project has its own project summary sheet that includes a project overview, current and future funding summary, and project completion estimates. For more information on how to read CIP project sheets, see the first page of the CIP Projects section.

Supplemental Information

This section contains detailed information that compliments and clarifies the rest of the document. This includes a description of non-departmental revenues and expenses; citywide staffing and position classification information; regular employee pay scales; fleet replacement schedule; planned improvement projects; caregiver/outside agency grants; cost recovery summary; water and sewer rate schedules; a copy of the FY 2021 budget ordinance; and changes between the proposed and adopted budgets.

Appendix

This section contains the glossary, list of acronyms, and index.

More information can be found online at www.rockvillemd.gov/budget including a line item version of the budget in Microsoft Excel format.



111 Maryland Avenue | Rockville, Maryland 20850-2364 | 240-314-5000
www.rockvillemd.gov

July 1, 2020

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

I am pleased to present the Fiscal Year (FY) 2021 Adopted Operating Budget and Capital Improvements Program (CIP). The annual city budget is Rockville's blueprint for action created with participation by the community and approved by its elected representatives, to provide for our basic public services and an improved quality of life for all our residents and guests.

The FY 2021 operating budget totals \$140.2 million for the city's 11 operating funds. This represents an overall increase of less than 1 percent from the FY 2020 adopted budget. The FY 2021 budget was prepared during the unprecedented time of the COVID-19 pandemic. The pandemic has impacted all levels of government, non-profit organizations, and private businesses, as well as individuals, families, and the general Rockville community. Due to the financial pressures on our community, this budget does not include increases in real or personal property tax rates or increases in the city's utility rates – water, sewer, refuse and recycling, and stormwater management. Unfortunately, not adjusting the utility rates for FY 2021 will negatively impact the financial health of the funds and may require greater increases in the future.

Approximately 60 percent of all city spending occurs in the tax-supported General Fund. The FY 2021 General Fund budget totals \$84.6 million, which includes an addition to reserves of \$970,000. This addition to reserves, along with current reserve levels and other risk mitigation strategies, helps to protect the city's financial position in the uncertain times during and after the COVID-19 pandemic.

Several of the city's major revenue sources have been impacted by the pandemic, including reductions in income tax, property tax, admissions and amusement tax, hotel tax, interest earnings, and recreation fees and charges. Other revenue sources such as utility penalties and parking meter revenue will never be recovered. In response to the decreases in our major revenue sources, the FY 2021 budget represents a current services budget with minimal capacity for increases or new items and reductions in other base items. More specifically, this budget includes restrictions on non-essential spending; reductions in citywide travel and training; reductions in funding for snow and ice removal; elimination of step and merit pay increases for all employees; elimination of department director, appointed official, and Mayor and Council cost of living adjustments; elimination of the employee leave buyback benefit; a delay in the implementation of the Compensation and Classification Study results; and unfunding (or freezing) six full time equivalent positions. A hiring freeze will remain in effect for all non-essential positions throughout FY 2021.

The FY 2021 budget uses resources wisely and focuses on several significant programmatic initiatives and other ongoing or one-time enhancements. Towards the end of the FY 2021 budget process, the City Manager proposed the development of the Department of Housing and Community Development. The focus of this new city department is to address the affordable housing and social

services needs of city residents more effectively. The concept for new department was approved by the Mayor and Council on May 11, 2020. During the first half of FY 2021, staff will work to transition the existing city functions into the new department. The new department will have 14 full time equivalent positions, of which 13 positions transitioned from existing city departments, with a total expenditure budget of \$2.9 million.

Another major programmatic initiative is support for Rockville's Vision Zero. To help support this initiative, the FY 2021 adopted budget includes funds for safety and infrastructure improvements in various operating and CIP project accounts within the Department of Public Works. The city will continue to work closely with the Rockville Pedestrian Advocacy Committee (RPAC), the Rockville Bicycle Advisory Committee (RBAC), Montgomery County, State Highway Administration, neighborhood associations, and other valued partners to identify and address safety needs of pedestrians. The Mayor and Council formally approved the city's Vision Zero initiative at their meeting on July 6, 2020.

There are several other priorities in the form of one-time or ongoing enhancements included in the FY 2021 budget. More specifically, the budget includes funding for an enhanced-replacement employee radio communication system, upgraded security at the Water Treatment Plant, adjustments for the increase in minimum wage, increased support for Rockville Economic Development Inc., and contributions to the Rockville Volunteer Fire Department. Other priorities include employee safety equipment, energy conservation, compliance with the America's Water Infrastructure Act, security at public special events, various ADA improvements, and grant funding for the city's caregiver and outside agency partners.

The FY 2021 CIP budget includes new funding of \$18.4 million to address the priorities of the Mayor and Council and residents of Rockville. This new funding combined with prior year carryover funding of \$52 million, supports a total of 56 capital projects in FY 2021. There are four new projects that have FY 2021 budget appropriation. These projects include King Farm Farmstead Fire Suppression, Promenade Park Elevator and Park Redesign, Traffic Signal Upgrades, and Commercial Water Meter Replacements. The capital budget continues to focus on maintaining or enhancing the city's existing infrastructure with a focus on safety and accessibility.

Putting the budget together is challenging and time-consuming in a regular year, and even more so in the midst of a worldwide pandemic. I would like to thank the City's staff and appointed officials, as well as the Budget Office, under the direction of Gavin Cohen, the city's Chief Financial Officer, for their patience, perseverance, and hard work in preparing this year's budget. Finally, I am particularly grateful for the leadership and guidance provided by the City's Mayor and Council.

We hope this budget document offers the information and transparency you need to successfully govern throughout the next year and into the future. On behalf of our dedicated City staff, we look forward to another productive and successful year. Thank you.

Respectfully,

A handwritten signature in black ink, appearing to read "Robert DiSpirito", with a stylized, flowing script.

Robert DiSpirito
City Manager



FY 2021 Budget Highlights

The FY 2021 Operating Budget and Capital Improvements Program reflects industry best practices by presenting all budget information in an easy-to-read, user-friendly format, with a focus on how the city is achieving the Mayor and Council's Critical Success Factors, and their overall vision for the community. Staff hope that the Mayor and Council and other key stakeholders find the FY 2021 budget document to be an effective policy document, financial plan, operations guide, and communications device.

Impact of the COVID-19 Pandemic on the FY 2021 Budget

The FY 2021 budget was prepared during the unprecedented time of the COVID-19 pandemic. The pandemic has impacted all levels of government, non-profit organizations, and private businesses, as well as individuals, families, and the general Rockville community. Several of Rockville's major revenue sources have been impacted by the pandemic, including reductions in income tax, property tax, admissions and amusement tax, hotel tax, interest earnings, and recreation fees and charges. Other revenue sources such as utility penalties and parking meter revenue will never be recovered.

Due to the financial pressures on the Rockville community as a result of the pandemic, the Mayor and Council adopted a budget with no increases in real or personal property tax rates, and no increases in the city's utility rates – water, sewer, refuse and recycling, and stormwater management. In addition to maintaining the tax and utility rates, the Mayor and Council added \$100,000 to the budget (split \$55,000 in FY 2020 and \$45,000 in FY 2021) to support agencies in Rockville that help residents in need during the COVID-19 emergency to obtain food, housing, utilities, and other critical services.

Due to the decreases in the city's revenue sources in FY 2020 and estimated for FY 2021, the FY 2021 budget represents a current services budget with minimal capacity for increases or new items. During the FY 2021 budget process, millions of dollars in expenditure reductions were made to offset projected revenue losses. More specifically, the city has initiated restrictions on non-essential spending; major reductions in citywide travel and training; elimination of funding for employee meals/food; reductions in funding for snow and ice removal; elimination of step and merit pay increases for all employees; elimination of department director, appointed official, and Mayor and Council cost of living adjustments; elimination of the employee leave buyback benefit; and a delay in the implementation of the Compensation and Classification Study results that were presented during FY 2020.

In addition to the reductions in the operating budget, the Mayor and Council directed the unfunding (or freezing) of the following 6.0 full time equivalent (FTE) positions: 1.0 FTE Police Major, 1.0 FTE Executive Assistant, 2.0 FTE Senior Planners, 1.0 FTE Construction Projects Manager, and 1.0 FTE Tree Climber. In the city's full cost budget model, these positions are not funded and therefore eliminated from the authorized FTE count.

City staff will closely monitor the financial impacts of the COVID-19 pandemic and will report any major changes that deviate from the adopted budget to the Mayor and Council. Finance staff currently provide budget-to-actual reports on a quarterly basis and will likely return with a budget amendment after the first quarter of FY 2021. One factor that could help to protect the city's financial position during and after the pandemic is the level of General Fund unassigned fund balance above the 20 percent policy target. More information on the level of the unassigned fund balance will be available in October 2020, after the official close and audit of FY 2020.

FY 2021 Budget Initiatives

The FY 2021 budget includes several significant funding commitments that are supported by the General Fund and the enterprise funds. The items described below are the City Manager's top priorities based on Mayor and Council requests, staff recommendations, and input from the community. This list includes both major programmatic initiatives and other ongoing or one-time enhancements.

- **New Department of Housing and Community Development** – Towards the end of the FY 2021 budget process, the City Manager proposed the development of a new city department. The focus of the new department is to address the affordable housing and social services needs of city residents more effectively. The concept for new



department was approved by the Mayor and Council on May 11, 2020. The department will combine the functions of the city's Housing, Community Services, and Human Rights and Community Mediation divisions currently located in the departments of Planning and Development Services, Recreation and Parks, and City Manager's Office. During the first half of FY 2021, staff will work to transition the existing city functions into the new department. The new department will have 14 full time equivalent positions, of which 13 positions transitioned from the existing city departments, with a total expenditure budget of \$2.9 million. The details of the new department were not finalized in time for the FY 2021 budget publication and therefore the department will first appear in the FY 2022 proposed budget document.

- **Rockville's Vision Zero** – On July 6, 2020, the Mayor and Council approved a resolution to adopt the Vision Zero Action Plan to move the City of Rockville toward zero traffic deaths by 2030. To help support this plan, the FY 2021 adopted budget includes funding for pedestrian signals and flashing beacons; new signage; improved accessible sidewalks; repairs to crosswalks; construction of pedestrian refuges; line striping; additional and brighter overhead street lights; new crosswalks and "bump outs"; re-locating bus stops closer to existing crosswalks; more shared-use paths; new bike facilities; sidewalk installation to address "missing gaps"; increased enforcement of speeding and violations related to crosswalks; more Leading Pedestrian Intervals (LPI's); reduced speed limits; and a concerted educational campaign for both drivers and pedestrians.

The funds for these safety improvements are budgeted in various operating and Capital Improvements Program (CIP) project accounts within the Department of Public Works. While most of the items in the Action Plan are expected to be implemented by city staff, additional resources, such as funding for education, training, and consultants may be needed. Some costs will be mitigated by partnering with Vision Zero actions already implemented by Montgomery County. Finally, some of the larger infrastructure improvements included in the Action Plan, such as adding new traffic control devices, performing intersection improvements, or constructing new sidewalks, will require additional operational and capital improvement funds to be appropriated in future fiscal years.

The city will continue to work closely with the Rockville Pedestrian Advocacy Committee (RPAC), the Rockville Bicycle Advisory Committee (RBAC), Montgomery County, State Highway Administration, and other valued partners to identify and address safety needs of pedestrians.

- **Minimum Wage** – The General Fund personnel budget includes an additional \$365,000 in the Department of Recreation and Parks to support increasing wages for temporary employees. The County's minimum wage equals \$14.00 for FY 2021, up from \$13.00 during FY 2020. During the FY 2018 budget process, the Mayor and Council directed staff to pay the city's temporary employees at rates comparable to the County, helping the city to remain competitive in the regional labor market. The adopted increase is needed to keep pace with the new minimum wage and to address some of the compression impact of the rapidly rising minimum wage rate.
- **Radio System** – The FY 2021 budget includes a total of \$369,200 for an upgraded radio system that supports the departments of Public Works and Recreation and Parks (non-Police). The cost of this system is split between the General, Water, Sewer, Refuse, and Stormwater Management funds. The \$369,200 funds the transition from a 40-year-old analog radio system to a modern digital system capable of voice, text, and GPS tracking. The total cost covers the one-time purchase of the base station, desktop units, vehicle units, and portables units, as well as the ongoing operating costs. This new system will improve employee safety and customer service, increase operational efficiencies, and help to protect the city in emergency situations.
- **Water Treatment Plant Security Cameras and Access Control** – The Water Fund budget includes a one-time appropriation of \$133,000 in the Department of Public Works to upgrade the current antiquated CCTV analog camera and access control systems at the Water Treatment Plant. Updating the video surveillance system to current standards will improve employee safety by providing modern Ethernet/IP protocols and the latest technology, compatibility with video systems servicing other city facilities, and most importantly access by the Rockville Police Department. The surveillance system upgrade was recommended by the Department of Homeland Security in a recent inspection and report on the Water Treatment Plant site.



- **Operating Grant to Rockville Economic Development, Inc.** – The General Fund budget includes additional funding of \$160,000 for the Rockville Economic Development, Inc. (REDI) operating grant in the City Manager’s Office. This increase covers additional personnel expenditures for a new administrative support position, business recruitment and retention efforts, and marketing initiatives.
- **Support for Compliance with America’s Water Infrastructure Act** – The Water Fund budget includes a new appropriation of \$107,570 (offset by a reduction of \$21,050 in other funds) in the Department of Public Works for a temporary engineer and consultant support associated with fulfilling the US Congress unfunded mandates for compliance with US EPA America's Water Infrastructure Act (AWIA). The AWIA has two components: 1) the Risk and Resilience Assessment (RRA) that includes natural hazards, malevolent acts, water infrastructure resiliency, monitoring practices, financial billing systems, chemical storage and handling, and operations and maintenance; and 2) the Emergency Response Plan that addresses the strategies and resources to improve resilience of the drinking water infrastructure including physical security and cybersecurity. The consultant support is for the emergency response plan and the temporary engineer funding is for project management of the AWIA components.
- **Rubber Track Skid Loader** – The Stormwater Management Fund budget includes a new one-time appropriation of \$80,200 in the Department of Public Works for a rubber track skid loader to perform maintenance and repairs in grassy and wet areas, wooded areas, easements, and rights-of-way. This type of equipment is less invasive and is very effective for maintaining city structures, drain systems, rights-of-way, and other various easements.
- **Debris Grinder Pump** – The Sewer Fund budget includes a new one-time appropriation of \$65,000 in the Department of Public Works for the installation of a debris grinder pump at the Horner’s Lane Wastewater Pump Station. There has been an uptick in costly repairs to the pumps due to the intrusion of foreign matter. The installation of a debris grinder pump would prevent these costly repairs and cut down on overtime maintenance calls to the wastewater station.
- **Grant to Rockville Volunteer Fire Department** – The General Fund includes another one-time payment of \$50,000 to the Rockville Volunteer Fire Department (RVFD) in the City Manager’s Office to assist with the purchase of a replacement pumper truck and associated equipment. This funding is in addition to an ongoing grant of \$10,000 for the reimbursement of the RVFD’s water bills.
- **Special Events** – The General Fund budget includes an additional ongoing appropriation of \$50,000 for citywide special events in the Recreation and Parks Department. This funding helps support areas like security, sound systems, and equipment/supplies (bathrooms, tents, table, chairs, signage, etc.) for events that are growing beyond current capacity.
- **Fall Protection Solutions** – The General Fund budget includes a one-time appropriation of \$40,000 in the Department of Public Works for fall protection solutions at the Motor Vehicle Maintenance (MVM) building. Pursuant to federal regulations promulgated by the occupational safety and health administration (OSHA), the city is required to provide fall protection when workers are at-risk of falling when working at elevations of four feet or more. At the MVM building employees regularly work on the top of equipment and vehicles more than four feet off the ground. The \$40,000 would cover the purchase of a monorail rigid lifeline system to be installed on the interior ceiling of the MVM building.
- **Urban Area Security Initiative Program Costs** – The General Fund budget includes \$40,000 in ongoing funding in the Police Department for the cost of three programs previously supported by the Urban Area Security Initiative (UASI) grant. These programs are as follows: Automated Fingerprint Identification System (AFIS), License Plate Reader Program (LPR) and National Capital Region Geospatial Data Exchange (NCR). During the 2017/2018 regional solution development process, the Homeland Security Executive Committee determined the need to migrate these programs from the UASI grant to a regionally funded model. As of July 2019, local jurisdictions are responsible for the full program costs. Montgomery County Police Department paid for Rockville’s program in FY 2020.



Operating Budget Overview

The FY 2021 operating budget totals \$140.2 million for the city's 11 operating funds. This represents an overall increase of less than 1 percent from the FY 2020 adopted budget. Approximately 60 percent of the city's spending occurs in the tax-supported General Fund. The General Fund is the city's primary operating fund and is used to account for the city's activities that are not included in another fund. Other major funds include the following city enterprise funds: Water, Sewer, Refuse, Stormwater Management, and Parking. Utility rates and other user fees charged to city households and businesses support the Water, Sewer, Refuse, and Stormwater Management funds. The city sets the rates for these utilities based on cash flow models that target specific cash levels after a certain period. The Parking Fund is supported by the special taxing district, parking meter, and parking violation revenue.

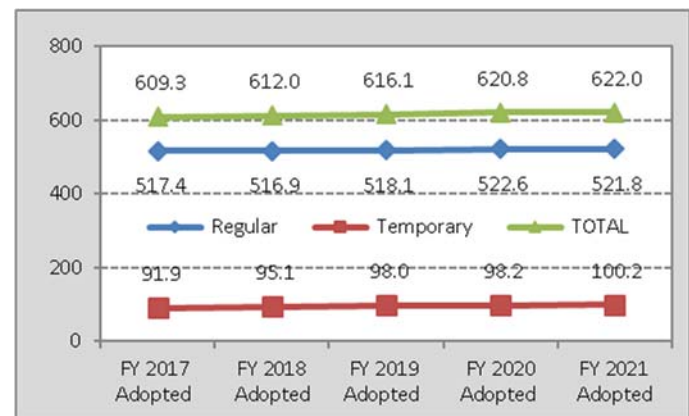
The major funds that are mentioned above are described in more detail throughout this section of the document. For additional details (including revenue and expense details and compliance with Financial Management Policies) and information on the other city funds, please refer to the Financial Summaries section.

City Staffing

The total number of full time equivalent (FTE) positions in the FY 2021 operating budget equals 622, an increase of 1.2 FTEs over the FY 2020 adopted level. Total regular positions decreased by 0.8 FTE mainly due to the financial constraints associated with the COVID-19 pandemic. New regular FTEs include: 1.0 FTE in Planning and Development Services, 2.0 FTEs in Police, 3.0 FTEs in Public Works (approved mid-FY 2020), and 0.2 FTE in Recreation and Parks. These additions were offset by the reduction of 4.0 FTEs in Planning and Development Services, 1.0 FTE in Police, and 2.0 FTEs in Recreation and Parks (6.0 of these FTEs were unfunded/frozen late in the FY 2021 process).

The 'History of FTEs for All Funds' graph to the right shows the total number of regular and temporary FTEs for all funds since FY 2017. The total number of FTEs has increased by 2 percent over this period. Staff continues to look for new opportunities to repurpose vacant positions or eliminate vacant positions if the functions can be accomplished through increased efficiencies, reorganizations, or outsourcing.

History of FTEs for All Funds



General Fund Revenues

The General Fund supports many of the city's core services and administrative functions. General Fund revenues remain relatively flat at \$84.6 million for FY 2021. The Financial Summaries section of the budget document includes detailed information on the major FY 2021 General Fund revenue sources.

The main revenue categories that support the General Fund are property taxes and revenue from other governments (which includes income tax and municipal tax duplication). These revenue sources make up 77 percent of the General Fund budget and are described on the next two pages.

Property taxes 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 (SDAT). The Mayor and Council establish the tax rate each year in order to finance General Fund activities.

The City of Rockville's real property tax rate remains flat at \$0.292 for every \$100 of assessed value. 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 10 percent. Any decrease is fully factored into the first full levy year after the assessment.



The real taxable assessed value from FY 2020 to FY 2021 increased by 1.7 percent to \$14.1 billion. This will result in an increase in revenues of \$674,000. There are no new assessments for January 2020 (off year); the next round of assessments will take place in January 2021 (Group 3) and January 2022 (Group 1).

The FY 2021 through FY 2025 real property tax revenue estimate includes \$400,000 for the city's Homeowners' Tax Credit Program. The Homeowners' Tax Credit Program is a State administered program that provides real property tax credits to low- to moderate-income residents for property taxes due on their principal residence. For FY 2021 and assumed throughout the forecast, households with gross incomes up to \$91,000 per year and a household net worth of less than \$200,000 (not including the value of the home and qualified retirement savings) could qualify for tax relief on the first \$495,000 of their home's assessed value. For low-income households, the credit could be several hundred dollars with the maximum credit totaling the city tax due on the first \$495,000 of assessed value. In addition to the Homeowners' Tax Credit Program, the city provides less than \$80,000 in other tax waivers or tax credits for the following: non-profit swimming pools, Fireside Park Apartments, and RHE's subsidiary RELP.

In addition to real property, the city's 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 percent of the value of commercial inventory; (2) 82 percent of the value of manufacturing or research and development inventory; and (3) 100 percent of the value of manufacturing or research and development machinery. The FY 2021 budget assumes that taxable assessed values will total approximately \$425 million, which is a decrease of \$35 million from prior estimates due to the anticipated impact of COVID-19 on Rockville businesses.

From Other Governments

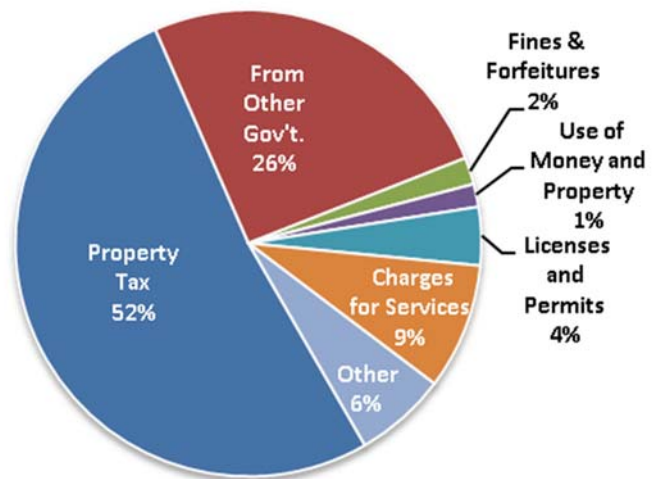
This category of revenue consists of revenues from the federal government, State of Maryland, and Montgomery County. The five main sources of revenue in this category consist of: income tax, tax duplication, admission and amusement tax, highway user revenue, and police protection grant.

Income tax revenue is the second largest source of revenue in the General Fund. 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 can impose an income tax that is separate from the State income tax. In accordance with Maryland law, municipalities receive 17 percent of collected county income taxes. Montgomery County's income tax rate is currently 3.2 percent.

Starting in FY 2017, this revenue category was impacted by the Supreme Court decision on the *Wynne* case. The revenue payback from returns prior to FY 2017 as a result of the *Wynne* case is estimated at approximately \$400,000, spread over 20 instalments starting in FY 2021. The amended returns were paid by the State Comptroller using a reserve account and then the city will reimburse the State over five years through withholdings from quarterly distributions.

The income tax estimate for FY 2021 equals \$14.9 million, greater than the FY 2020 adopted estimate, but below historic actuals. This revenue source is challenging to predict because it is based on individual income tax returns each year. Factors such as employment rates, capital gains, and wage growth all contribute to the amount of annual revenue. Due to the volatility of this revenue source, and the potential impacts on employment rates and overall income losses from COVID-19, the city was conservative with the FY 2021 estimate and will adjust upward during the fiscal year if actual receipts are exceeding expectations. Rockville received its highest amount of income tax revenue, \$15.6 million, in FY 2019.

General Fund Revenues by Source





Tax duplication payments are received from Montgomery County as a partial reimbursement for services the County does not provide, but receives taxes from Rockville properties. Several factors, such as number of streetlights, the number of street miles maintained by the city, and what Montgomery County spends each year on tax duplication services, should determine what the city receives. The FY 2021 estimate includes the same amount of revenue, \$2.4 million, as in FY 2017 through FY 2020. This revenue figure was derived from a formula that is based on actual Montgomery County spending from more than a decade ago. This formula underfunds the city's share because it uses old data to determine the cost of services.

The admissions and amusement tax is a local tax collected by the State of Maryland Comptroller's Office for jurisdictions in Maryland. The tax is imposed on the gross receipts from admissions, the use or rental of recreational or sports equipment, and the sale of merchandise, refreshments, or services at a place where entertainment is provided. Admissions and amusement tax rates are imposed by county and municipal governments at varying rates up to 10 percent of gross receipts from taxable activities. If gross receipts from the activity are also subject to the sales and use tax, the admissions and amusement tax is limited to 5 percent. The general admission and amusement tax rate for the city is 10 percent.

Rockville receives the largest amount of this revenue from motion pictures, athletic facilities, and ice-skating rinks. Revenues from this source have averaged approximately \$1 million each year, until FY 2017 when they hit a record high of \$1.3 million due to a large recreation facility opening. The FY 2021 budget includes \$1.05 million from this revenue source, which is a decrease of 25 percent due to the estimated impacts of COVID-19 on indoor recreation facilities and motion pictures.

Highway User Revenue (HUR), which is distributed by the State of Maryland based on a methodology that uses lane miles and registrations, peaked in FY 2007 at \$3.3 million. For FY 2021, the city is projected to receive a total of \$2.1 million, a decrease of 23 percent due to the estimated impacts of COVID-19. Staff remains cautious about this revenue source as this was one that was reduced by over 90 percent after the last recession in FY 2010.

Police protection grant revenue, which consists of an annual operating grant from the State of Maryland to the City of Rockville to assist with funding police protection services, equals \$740,000 in FY 2021. This estimate is consistent with past trends and with current information from the State.

General Fund Expenditures

The FY 2021 adopted expenditure budget totals \$83.6 million with an addition to reserves of \$970,000. The addition to reserves protects the city's financial position during and after the COVID-19 pandemic. Major cost drivers in the city's budget include personnel (62 percent), operating (18 percent), CIP Transfer (8 percent), and Transfers Out to the Debt Service Fund (6 percent). Each of the expenditure categories is described in more detail below and on the next few pages.

Personnel

This category of expenditures consists of regular employee wages, temporary employee wages, overtime, and benefits. This category remains relatively flat from FY 2020 to FY 2021.

The FY 2021 budget equals \$35 million for regular employee wages. The budget includes a 1 percent cost of living adjustment for employees below the department head level and no increases for steps or performance-based increments due to the financial constraints on city revenues as a result of the COVID-19 pandemic. In addition, there are 3.8 less FTEs budgeted in FY 2021. This category of expenditures will likely increase in FY 2022 due to the implementation of salary adjustments as a result of the Compensation and Classification Study that was presented to the Mayor and Council in March 2020 and will be discussed during FY 2021.

General Fund Expenditures by Category

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	% Change from FY20
Personnel	49,833,485	51,564,780	51,813,230	0.5%
Operating	13,954,003	14,820,060	15,033,020	1.4%
Capital Outlay	2,488,291	1,602,560	1,721,890	7.4%
Other	2,098,456	2,247,310	2,475,890	10.2%
Total Oper. Exp.	68,374,235	70,234,710	71,044,030	1.2%
CIP Transfer	8,448,000	6,800,000	6,330,000	-6.9%
Transfers Out	6,429,190	6,201,980	6,260,970	1.0%
Total (\$)	83,251,425	83,236,690	83,635,000	0.5%
Add. to Reserves	2,804,159	1,003,310	970,000	-
Total (\$)	86,055,584	84,240,000	84,605,000	0.4%



The temporary employee wages budget equals \$3.4 million, an increase of 10.5 percent from FY 2020. The majority of the increase is due to the increase in the minimum wage for Montgomery County and the city increasing the temporary employee pay scales to minimize the compression impact of a rapidly rising minimum wage.

The County's minimum wage will equal \$14.00 for FY 2021, up from \$13.00 during FY 2020. During the FY 2018 budget process, the Mayor and Council directed staff to pay the city's temporary employees at rates comparable to the County, helping the city to remain competitive in the regional labor market. Over 97 percent of General Fund temporary employee wages is allocated to the Department of Recreation and Parks. Montgomery County's minimum wage is set to increase to \$15.00 starting in FY 2022, and then increase by an inflationary factor each year after that.

The overtime budget for FY 2021 equals \$943,570, which is a 2.3 percent decrease from FY 2020. Approximately 66 percent of General Fund overtime is allocated to the Police Department.

Overall benefits increased by \$75,610 or less than 1 percent from FY 2020. City covered benefits include unemployment and workers compensation insurance, as well as the following individual benefits: disability pay, retirement program, health and dental insurance (including post-employment benefits), life insurance, allowances, and leave buyback. Each individual city-funded benefit is described in more detail:

- Disability pay decreased by 14.8 percent from FY 2020 due to phasing out the Income Protection Plan ("IPP") and utilizing an externally managed disability program that started in FY 2019. IPP is a self-funded, self-administered long term disability program that provides disability benefits for both on and off the job injuries or illnesses. In FY 2019, current IPP members were grandfathered into IPP (currently three members are grandfathered), while the new long-term disability program became available for eligible employees. This category will experience reductions over time due to the phasing out of IPP participants when they reach normal retirement age.
- The city's retirement program consists of two components: a defined benefit (DB) component and a defined contribution (Thrift) component. Each employee group contributes different amounts toward their retirement, and accordingly earns a different benefit on retirement. Administrative and AFSCME employees are in both the DB and Thrift plans, while Police employees are only in the DB plan. For FY 2021, the city's General Fund contribution to the DB plan equals \$3.2 million (\$4 million all funds), which is an increase of 10.2 percent from FY 2020. After the city contributes the required amount in FY 2021, the funded ratio for the pension is projected to equal 85 percent. Staff expects the annual contributions will likely increase in the next actuarial evaluation based on the negative impact to the investment markets as a result of the COVID-19 pandemic. Until new estimates are available, staff will forecast using the latest published Valuation Report.

For the Thrift plan, the city matches employees' contributions with 50 cents for every dollar contributed by the employee; employees have a choice to contribute 1 to 5 percent of their salary. The FY 2021 budget for the city's match decreased by 1 percent, for a total of \$629,070 in the General Fund (\$810,570 all funds). In addition to the matching Thrift plan, chartered employees and at-will employees receive an additional contribution based on their salary. This contribution equals \$240,810 for FY 2021.

- Health insurance increased by 4.1 percent from FY 2020 to FY 2021, due to the estimated increase in rates from the city's healthcare insurance providers offset by the city returning to a full fiscal year with a contribution rate of 80 percent of the lowest cost plan premium. The city currently offers several different types of health insurance plans under two providers. Health insurance is available to all regular full- and part-time employees and their eligible dependents, although part-time employees are responsible for a greater percentage of the cost. There are 376.3 FTEs budgeted to receive health benefits in FY 2021.

In addition to the city covering 80 percent of the lowest cost plan premium, the city further subsidizes employees' health costs by contributing \$416 or \$516 per year if they successfully complete a voluntary health assessment.

- Dental insurance remained relatively consistent, at \$123,930 for FY 2021. The city currently offers two different plans under one provider. Dental insurance has remained relatively flat over the years and is expected to remain flat throughout the forecast. There are 386.9 FTEs budgeted to receive dental benefits in FY 2021.



- The city provides retirees with healthcare coverage upon retirement. The city began prefunding retiree healthcare costs through a Retiree Benefit Trust (Trust) starting in FY 2009. Since that time, the city has made an annual contribution to the Trust. For FY 2021, the city's General Fund contribution decreased by 72.5 percent to \$132,900 (\$163,580 all funds) due to a decrease in the health insurance rates from a change in providers two years ago. If the city contributes the actuarially determined amount the funded ratio of the Trust will equal 108 percent.
- The city provides life insurance coverage equal to 1.5 times an employee's base salary (up to a maximum of \$250,000), at no cost to the employee. Employees have the option of purchasing additional supplemental life insurance coverage for themselves, their spouse, and dependent children. Life insurance is expected to remain flat from FY 2020 to FY 2021.
- Allowances include cell phone, car, and meal and shoe allowances that vary by department. This category of expenses remained relatively flat at \$149,170 for FY 2021. There are 271.4 FTEs that are budgeted to receive allowances in FY 2021.

Operating Costs

This category is made up of contractual services and commodities. The overall operating budget increased by a modest 1.4 percent, or approximately \$213,000, from FY 2020 to FY 2021. The spending in this category was significantly curtailed due to the financial pressures on General Fund revenues as a result of the COVID-19 pandemic. Contractual services increased by 2.9 percent to \$9.6 million in FY 2021. This category is mostly comprised of annual contracts that support the city's technology, parks, and facilities. In addition to annual services, in FY 2021 other major additions include a \$65,740 increase for the city's property and liability insurance (which now includes cybersecurity); \$110,540 increase for redlight camera citation payments to the city's vendor; and almost \$300,000 for the city's vehicle lease program. To help offset these additions, employee travel, training, and professional development were reduced by approximately \$178,000.

The commodities category decreased by 1 percent or approximately \$56,000 to equal \$5.5 million in FY 2021. This category supports utility costs at city facilities, program/maintenance supplies, new or replacement furniture/equipment, and the General Fund contingency account. Utility costs decreased by almost 4 percent on a net basis, mainly due to the significant decrease in the price of gasoline and oil. The General Fund contingency account decreased by \$40,000 to \$310,000 for FY 2021. The FY 2021 amount is within the Mayor and Council's adopted Financial Management Policies, which state that the City Manager may establish an annual contingency account equal to a maximum of 1 percent of the adopted General Fund budget. These decreases were partially offset by an increase of \$90,280 for the purchase of a new digital radio system (non-Police) that is capable of voice, text, and GPS tracking (note: there is also \$1,700 in contractual services and \$125,560 in capital outlay for the General Fund, and \$151,660 in various enterprise fund accounts for this system).

Capital Outlay

This category increased by 7.4 percent from FY 2020 and equals \$1.7 million for FY 2021. Most of the increase is due to the addition of \$125,560 for a new digital radio system (described above). Also included in this category is \$348,360 for new vehicles and vehicle replacements (see the Supplemental Information section for a list of vehicle replacements). Due to the city's new vehicle lease program that began in FY 2020, this area of expenditures will be reduced over time because the lease costs are budgeted under contractual services.

Other

This category, which increased by 10.2 percent and equals \$2.5 million in FY 2021, primarily consists of outside and caregiver agency grants. The increase is mainly due to the addition of \$160,000 to REDI for additional administrative personnel, marketing, and economic development and incentives. Excluding REAP and one-time COVID-19 relief funds for caregiver agencies, the total amount of caregiver agency grants increased by 1.5 percent, which is consistent with the Mayor and Council's direction. Other outside agency grants vary each year (see the Supplemental Information section for a complete list of caregiver and outside agencies).

CIP Transfer

The city initiates an annual transfer from the General Fund to the Capital Projects Fund to support the city's Capital Improvements Program (CIP). The CIP is mainly funded from four sources: cash, debt, government grants, and developer



contributions. The transfer from the General Fund is the cash or "paygo" contribution. The FY 2021 budget includes a transfer of \$6.3 million, which is \$470,000 less than FY 2020. The amount of the paygo contribution impacts both the current fiscal year and future years since the Capital Projects Fund is balanced over a five year period. Sufficient paygo is critical in controlling the city's overall debt and maintaining the city's high credit rating.

Debt Service Transfer (included in Transfers Out)

The transfer from the General Fund to the Debt Service Fund for FY 2021 totals \$4.8 million, relatively consistent with the \$4.9 million adopted in FY 2020. The city's Debt Service Fund exists to support the repayment of the city's taxpayer-supported debt. The forecast assumes a new bond issue of \$7.9 million in FY 2024 for the Outdoor Recreation Pool Renovations (RC18) project. The Debt Service Fund is managed over a five year period, with the goal of maintaining a cash balance of at least 10 percent of the average annual outstanding principal payment each year.

Expenditures by Department

The General Fund Expenditures by Department table shows total department budgets with percent changes from adopted FY 2020 to adopted FY 2021. The only major change is in the Department of the Mayor and Council. The decrease of 27.7 percent is mainly due to the removal of election-related costs. The election is budgeted every four years. The next election will take place in FY 2024.

The remaining departments did not experience major changes between FY 2020 and FY 2021 due to the anticipated impacts on citywide revenues as a result of the COVID-19 pandemic. The FY 2021 budget represents a current services budget with minimal capacity for increases or new items. In fact, FY 2021 highlights include: restrictions on non-essential spending; citywide reduction in travel and training funds; elimination of funding for employee meals/food with the exception of an annual employee award event and an annual employee picnic; reduction in funding for snow and ice removal; elimination of step and merit pay increases for all employees; elimination of department director, appointed official, and Mayor and Council cost of living adjustments; elimination of the employee leave buyback benefit; a delay in the implementation of the Compensation and Classification Study results; and unfunding (or freezing) six full time equivalent positions.

General Fund Expenditures by Department

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	% Change from FY20
Mayor & Council	891,123	1,163,610	841,240	-27.7%
City Attorney	1,167,309	1,363,990	1,424,940	4.5%
City Manager	5,165,501	5,187,830	5,381,520	3.7%
Finance	2,365,645	2,357,120	2,365,660	0.4%
HR	1,820,523	1,878,360	1,918,810	2.2%
IT	4,191,962	4,392,270	4,489,260	2.2%
PDS	5,340,391	6,570,480	6,390,270	-2.7%
Police	12,386,220	11,536,660	11,706,120	1.5%
Public Works	8,660,214	8,617,630	8,878,760	3.0%
Rec. & Parks	24,194,541	24,759,980	25,266,380	2.0%
Non-Depart.	17,067,996	15,408,760	14,972,040	-2.8%
Total (\$)	83,251,425	83,236,690	83,635,000	0.5%

Enterprise Funds

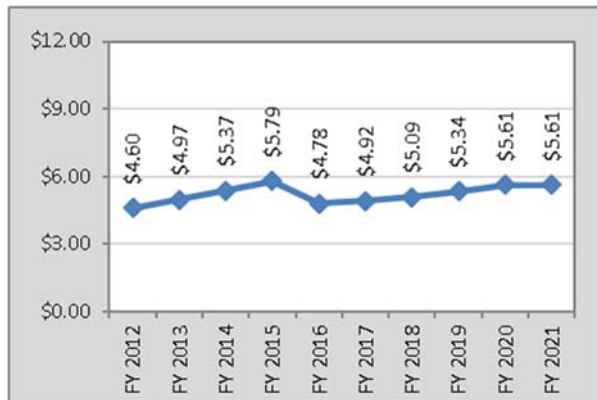
The Water, Sewer, Refuse, Stormwater Management, and Parking funds make up 33.4 percent or \$46.8 million of the FY 2021 appropriated budget. These funds support major city operations and capital improvements and infrastructure, and operate like private businesses, where fees and charges are set to fully cover total direct and indirect operating costs and all capital outlay and debt service. Due to the financial pressures on the Rockville community as a result of the COVID-19 pandemic, this budget does not include increases in the utility rates. Unfortunately, not adjusting the utility rates for FY 2021 will negatively impact the financial health of the funds and will require greater increases in the future. Staff will analyze all utility rates and present updated rate schedules to the Mayor and Council during FY 2021.

Water Fund

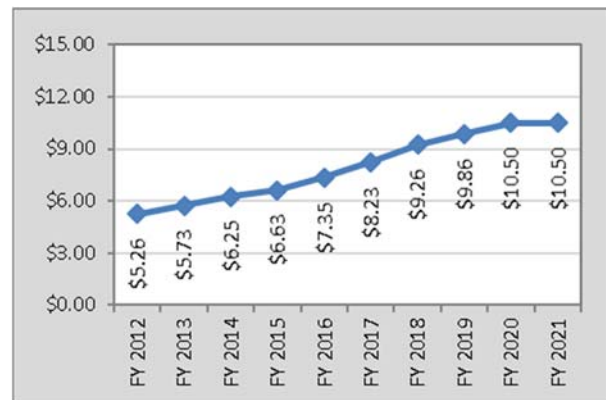
The Water Fund is used to account for all financial activity associated with the treatment and distribution of potable water. The city provides water service to 70 percent of the city, or approximately 13,000 accounts. The water usage charges for FY 2021 remain equal to FY 2020. In addition to the usage charges, the FY 2021 budget includes a fixed ready-to-serve charge that is based on the size of the water meter and ranges from \$13.13 to \$1,510.33 per quarter. The ready-to-serve charge did not increase from FY 2020. The fixed ready-to-serve charge is necessary in order to support a system with significant fixed costs.



Water Usage Charges per 1,000 Gallons
(based on usage of 14,000 gallons per qtr)



Sewer Charges per 1,000 Gallons



Sewer Fund

The Sewer Fund accounts for the financial activity associated with the collection and delivery of sewage for treatment and disposal. Charges are based on water consumption. Nearly all 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 Blue Plains Wastewater Treatment Plant. The city's share of Blue Plains' capital improvements is proportionate to the city's allocation of treatment capacity. The Blue Plains Wastewater Treatment (UA21) CIP project contains additional information about the City's capital costs for sewage treatment.

The city provides sewer service to 70 percent of the city, or approximately 13,000 accounts. These properties pay \$10.50 per 1,000 gallons of water usage, which is equal to FY 2020. In addition to the usage charges, the FY 2021 budget includes a fixed ready-to-serve charge that is based on the size of the water meter and ranges from \$15.25 to \$1,753.37 per quarter. The ready-to-serve charge did not increase from FY 2020. The fixed ready-to-serve charge is necessary in order to support a system with significant fixed costs.

In FY 2015, staff completed a comprehensive utility rate study that addressed the future sustainability and health of the Water and Sewer funds. This study recommended that water and sewer rate increases be implemented for FY 2016 through FY 2021 in order to achieve the policy target of six months operating reserve by the end of FY 2021.

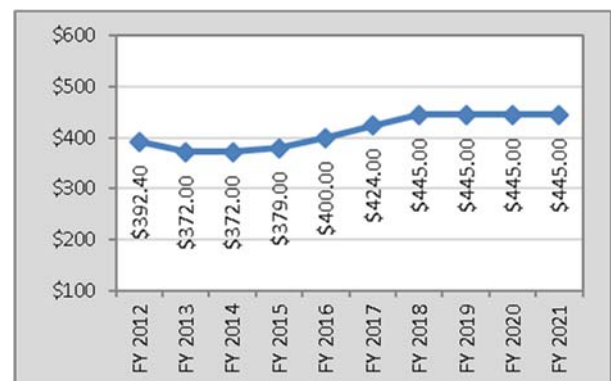
Since the initial study in FY 2015, the city's operating and capital contributions to the Blue Plains Wastewater Treatment Facility have significantly increased and overall estimated revenues are slightly below projections due to water conservation efforts. Due to these financial setbacks combined with the rates remaining flat for FY 2021, the funds will not reach their policy targets until FY 2023 at the earliest.

The city is currently undergoing a study that evaluates the cost of service by property classification. The results of this study will likely impact the city's future rates and rate structure starting in FY 2022. Results of the study will be publicly presented during FY 2021.

Refuse Fund

The Refuse Fund accounts for the financial activity associated with the collection and disposal of residential recycling, refuse, and yard waste. The city currently operates a semi-automated once per week refuse pickup and a single stream recycling program. The FY 2021 rate remains the same at \$445 per residential property per year. The rate has remained flat for four consecutive years.

Annual Refuse Rates





Due to some changes in the recyclables market, the city is evaluating options for the future of the city's recycling program, with the possibility of transitioning to a more affordable dual stream system. More information will be presented to the Mayor and Council during FY 2021.

Included in the CIP is a project to assist with the transfer of recyclable materials from city property to the contract transport vehicles. The intent of this project, Gude Yard Recycle Transfer Enclosure (GC19), is to move the transfer work under cover, provide fire suppression, and limit the amount of windblown debris originating from the city's maintenance complex. This project, estimated at approximately \$533,000, would not be needed under a dual stream recycling system.

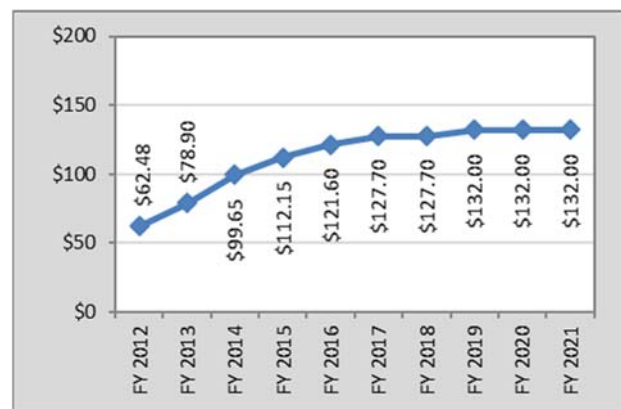
Stormwater Management Fund

The Stormwater Management (SWM) Fund accounts for the financial activity associated with maintaining existing SWM facilities and the construction of new facilities. All residential and commercial properties in the city pay \$132.00 per equivalent residential unit (ERU) per year, which is equal to the previous two years.

One major factor that is influencing the city's stormwater management program is the city's compliance with the Maryland Department of the Environment's National Pollution Discharge and Elimination System (NPDES) general permit for Phase II Municipal Separate Storm Sewer System (MS4) communities. The new MS4 general permit became effective in 2018, with a five year expiration.

A current inflationary rate increase is assumed starting in FY 2022. Further analysis will be done in future years to see if a lower or flat rate is fiscally sustainable given changing market conditions and future program requirements.

Annual Stormwater Management Fee



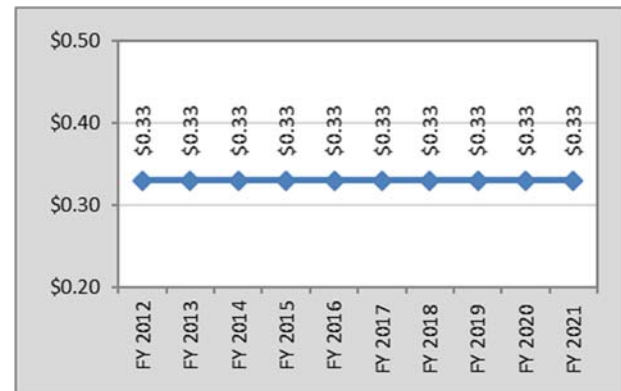
Parking Fund

The Parking Fund accounts for the revenue and expenses from parking related activities, including the issuance of parking tickets, the parking meter program, and the costs associated with the building of the three public parking garages in the city's Town Center.

The FY 2021 budget for the Parking Fund continues the leasing of the Town Square parking garage operations to Federal Realty Investment Trust (FRIT), the commercial developer of Town Square. The city entered an agreement in FY 2012 that enables FRIT to manage, operate, and re-equip the garages under a long-term lease, which is estimated to save taxpayers millions of dollars. Under the agreement, FRIT is responsible for setting the rates both for hourly and monthly parking in the garages and for all capital improvements and renovations during the term of the lease.

A special district tax levy partially funds the Parking Fund. The Parking District tax rate remains unchanged at \$0.33 per \$100 of assessed valuation for FY 2021. The District, which is comprised of FRIT's commercial properties within the Town Square boundaries, pay this tax in addition to their regular property tax. The District is budgeted to generate approximately \$161,000 in special property tax revenue for FY 2021; this revenue is lower compared to previous years due to a successful appeal by the property owner that caused a decrease in real property assessed values in the District.

Parking District Tax Rate





As a result of the parking garage lease, the budget only includes operational costs for on-street meters, along with the payment of debt service on the garages. To help with the debt service payments, the FY 2021 budget includes a transfer from the General Fund to the Parking Fund of \$1.25 million. It is anticipated that a General Fund transfer will be needed until the debt is repaid in FY 2036. Future transfers are estimated at \$1.1 million per year. Staff is concerned about the financial pressure in the Parking Fund due to the elimination of 23 parking meters, the aging infrastructure of the existing parking meters, and the delay in increasing parking-related charges and fines. Future discussions with FRIT regarding the parking regime in the Town Square garages will also likely impact Parking Fund revenues and expenses in FY 2021 and beyond. Future discussions about parking and parking policy decisions may impact future transfer amounts.

Capital Improvements Program

The FY 2021 CIP budget includes new funding of \$18.4 million to address the priorities of the Mayor and Council and residents of Rockville. This new funding combined with prior year carryover funding of \$52 million, supports a total of 56 capital projects in FY 2021. There are nine new projects presented in the budget, which are listed here along with a basic description (note: not all new projects are funded in FY 2021). More information, including the total budget and timeline, can be found on the individual project sheets in the CIP Projects section of this document.

- **King Farm Farmstead Fire Suppression (RB21)** – This project funds the design and construction of a fire suppression system for the Dairy Barns and Farmstead House. This project includes the design and installation of water service from the WSSC system located within the public right of way. The project also includes the design and installation of a fire sprinkler system within the Dairy Barns and Farmstead House.
- **Promenade Park Elevator and Park Redesign (RD21)** – Promenade Park serves as a major thoroughfare between the Rockville Metro Station and the Town Center. This project consists of two phases: Phase I funds the design and reconstruction of the elevator by replacing and upgrading all major components, including a new passenger cab, controls, motors, and safety devices. The elevator provides ADA access to Monroe Street from the Promenade and the Rockville Metro Station. Phase II (currently unfunded) funds the design and renovation of Promenade Park. The park was originally built in 1998 as part of the Town Center Development.
- **Spray Park (RF21)** – This project funds the design and construction (unfunded) of a spray park within Maryvale Park based on a request received from the East Rockville Civic Association. A neighborhood advisory team would assist in the design of this amenity. Bathroom facilities and water/sewer infrastructure would be required for this project.
- **Traffic Signal at E. Middle Lane/Helen Heneghan Way (TF21)** – This project constructs a new traffic signal at the intersection of E. Middle Lane and Helen Heneghan Way, including designing the traffic signal and installing a traffic signal cabinet, accessible pedestrian signals, handboxes, wire, poles, signal heads, conduits, and vehicle detection devices (unfunded). The project removes existing flashing beacons at this intersection, closing the existing median opening at E. Middle Lane/Monroe Street and removing the crosswalk at this location.
- **Traffic Signal Upgrades (TG21)** – This project designs and constructs traffic signal rehabilitation and intersection modifications at Wootton Parkway/Hurley Avenue, Nelson Street/Mannakee Street, and Wootton Parkway/Tower Oaks Boulevard. Upgrades include designing traffic signals, reconstructing medians and concrete islands, and replacing traffic signal equipment such as traffic signal cabinets, poles, signal heads, detection loops, span wires, conduits, and other signal related equipment.
- **Commercial Water Meter Replacements (UB21)** – This project, which was created in mid-FY 2020, plans, designs, and constructs commercial water meter replacements and other elements of the city's aging water metering system. Tasks include inspections and rehabilitation of vaults, piping, valves, and appurtenances, and the implementation of advanced metering infrastructure (AMI). This project is for meters 3-inches and larger, which equates to approximately 700 water meters and vaults.



- **Core Financial, HR, & Procurement ERP (GA21)** –This project includes the analysis, purchase, and implementation of a comprehensive Financial, HR, and Procurement Enterprise Resource Planning (ERP) system for the city. The city has funded a consultant in the IT operating budget to provide guidance on a variety of IT projects, including refining this project's scope and identifying resources needed.
- **Data Center and Disaster Recovery Infrastructure Replacement (GB21)** – This project (unfunded) will make significant Data Center improvements and enhancements by giving access to more computing power and storage space as part of the seven year replacement cycle for Data Center infrastructure. The result will be improved performance and responsiveness of city systems; simplified operational and maintenance activities; quick disaster recovery; reduced carbon footprint; and a smaller, denser, and more efficient and reliable Data Center.
- **Financial System Upgrade (GC21)** – This project includes funding to upgrade the city's current financial system to a supported, more user-friendly interface. This project is an interim solution that will keep the city operational until resources are available for the new Core Financial, HR, and Procurement ERP (GA21) project. The last financial system upgrade took place in FY 2016.

The CIP budget is funded by various sources, including paygo and proceeds from the issuance of general obligation bonds. The FY 2021 through FY 2025 CIP includes a new bond issue of \$7.9 million in FY 2024 for the Outdoor Recreation Pool Renovations (RC18) project. Bond issues are also planned for the Water and Sewer funds over this five year period. More information on the future bond issues can be found in the Financial Summaries section.

In addition to the capital funding needed to complete a CIP project, many projects require ongoing funding to operate or maintain the completed project. Ongoing operating cost impacts must be considered when determining if and when to include a particular project in the CIP. For FY 2021, a total of \$233,480 was added to the operating budget as a result of current projects. Most of this funding supports the following projects: Skate Park (RJ16), Swim and Fitness Center Locker Rooms Renovation (RK16), and the Maintenance and Emergency Operations Facility Improvements (GD19). More details on the operating cost impacts are available on the individual CIP project sheets.

Sample Residential Property Tax and Utility Expenses

The table below illustrates the annual financial impact of property tax and all utilities for a sample single family home in Rockville. This household experienced an increase in assessed value ("AV") of 2 percent between FY 2020 and FY 2021 and uses 16,000 gallons of water per quarter. Based on these assumptions, the sample household experienced an annual increase of \$29.77 or 0.9 percent from FY 2020 to FY 2021 (*note: previous budget documents also included sample recreation programs, but due to the changes in recreation programs and services as a result of the COVID-19 pandemic, FY 2020 and FY 2021 are not comparable).

Sample Rockville Household

	FY 2020	FY 2021	\$ Change	% Change
Property Tax (\$519,894 AV in FY 2021)	1,488.32	1,518.09	29.77	2.0%
Water (16,000 gallons per quarter)	437.84	437.84	-	0.0%
Sewer (16,000 gallons per quarter)	763.48	763.48	-	0.0%
Refuse and Recycling	445.00	445.00	-	0.0%
Stormwater Management	132.00	132.00	-	0.0%
TOTAL	3,266.64	3,296.41	\$29.77	0.9%



The Budget Process

General – The Rockville City Charter requires the City Manager to submit a budget to the Mayor and Council at least two months before the beginning of each fiscal year. In addition to the operating budget, the City Manager also presents a five year capital improvements program (CIP) for the Mayor and Council’s consideration. The Mayor and Council schedule and publish advance notices of public hearings. The budget is approved in the form of an appropriations ordinance.

Budget Amendments – The Mayor and Council give the City Manager the authority to transfer budgeted amounts between departments within any fund during the fiscal year. The Mayor and Council reserve approval, however, for budget transfers or other actions that change the total fund appropriations. These changes may only be made with an amendment to the budget ordinance. The city amends the budget throughout the fiscal year as needed, usually three to four times. Budget ordinance amendments apply to the operating and CIP budgets. Generally, if expenditure authority is added to a fund, it must be accompanied by an offsetting revenue source. In some cases, the city has appropriated reserves or fund balance to fund capital or other one-time needs during the year.

FY 2021 Budget Process – In September 2019, Budget staff conducted an internal review of each department’s base operating budget using the internally developed methodology introduced in the FY 2018 budget process, which more closely aligns base budgets with historical trends. In October 2019, Budget staff and the City Manager established internal budget targets and distributed worksheets to each department. On November 5, 2019, the city held a vote by mail election for all five elected positions and the newly elected body was sworn in on November 17, 2019.

On December 9, 2019, the newly elected Mayor and Council discussed the FY 2021 budget process and budget calendar during a public meeting. Soon after that meeting, staff published an online form for members of the public to submit their budget ideas for FY 2021. On December 16, 2019, the Mayor and Council held the first FY 2021 budget public hearing. Also in December 2019, staff prepared and distributed budget surveys to gather information from the Mayor and Council on their priorities for the upcoming year. The Mayor and Council completed their surveys and held their second budget public hearing in mid-January. Staff presented the results of their surveys at a public meeting on February 3, 2020; at this meeting the Mayor and Council discussed their major budget priorities.

Internally, during the months of October and November, departments prepared their budget requests for the City Manager’s consideration. In January 2020, the City Manager held budget meetings with the senior management team and division heads to discuss their budgets and city priorities for the fiscal year. During January and early February, Budget staff assembled the City Manager’s funding recommendations into his proposed FY 2021 Operating Budget and CIP.

The proposed budget document was presented to the Mayor and Council on February 24, 2020, along with the proposed budget ordinances and resolutions. The Mayor and Council held two additional public hearings in March to solicit stakeholder responses to the budget. The Mayor and Council then conducted six worksessions in March, April, and May to discuss and finalize their priorities prior to adoption. On May 11, 2020, the Mayor and Council adopted the budget ordinances and resolutions that set funding levels, tax rates, and the utility rates for FY 2021.

In addition to the process as outlined above, in August 2019, the City Manager’s Office solicited requests from neighborhood and homeowner associations for CIP projects. The city received seven requests, which are summarized in the CIP Overview section. Also for FY 2021, the city continued the process of prioritizing CIP projects supported by the Capital Projects Fund. The City Manager used the prioritization findings to assist in determining his recommended funding levels for the projects in the FY 2021 – FY 2025 CIP budget. The prioritization process is described in the CIP Overview section.

The diagram on the next page represents the budget process as a flowchart with “swim lanes.” This visual graphic illustrates the sequence and timing of activities in the city’s budget process, in addition to the person or people responsible for completing them. The timing of the budget process is represented on the vertical “y” axis and the groups and individuals with prominent roles in the budget process are represented on the horizontal “x” axis. This diagram allows readers to quickly visualize both the timing of certain processes, and the group or individual responsible for acting on them. The input and analysis from all these groups are critical to the creation of a high-quality, transparent, and representative budget.

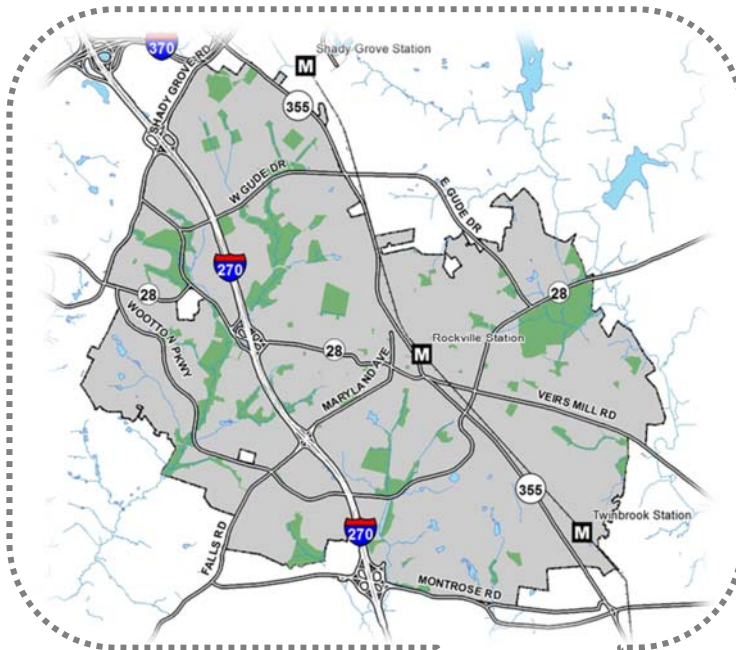


FY 2021 Budget Process, September 2019 - July 2020					
	Department of Finance	Other City Departments	City Manager	Mayor and Council	Rockville Residents and Stakeholders
SEPT	Preparation for internal Budget Kickoff				
OCT	FY 2021 Budget Kickoff for Staff (10/7)				
NOV	Departments develop FY 2021 operating and capital budget requests				Neighborhood and homeowner associations submit budget requests (emails were sent out on 8/19 and requests were due by 11/9)
	Review and analyze all budget requests			Mayor & Council are sworn into office (11/17)	
DEC				FY 2021 Budget Worksession (12/9)	Online form available for Public Comment (12/13)
	Internal CIP Prioritization Process			Budget Survey distributed to Elected Body (12/10)	Budget Public Hearing (12/16)
JAN	City Manager and Finance staff review all budget information and budget requests with City departments			Mayor and Council complete surveys (1/10)	Budget Public Hearing (1/14)
	Preparation of FY 2021 Proposed Budget Book		City Manager makes funding recommendations		
FEB			Presentation of proposed FY 2021 tax rates, appropriation levels, and utility rate resolutions and ordinances (2/24)	Budget Survey Results and Priorities (2/3) Introduction of FY 2021 tax rates, appropriation levels, and utility rate resolutions and ordinances (2/24)	
	Distribution of Proposed Budget Book (2/19)				
MAR	Preparation of FY 2021 budget information, including Mayor and Council follow-up information for worksessions, appropriation levels and tax rates, and utility rate resolutions and ordinances			Budget Worksession (3/2)	Budget Public Hearing (3/2)
				Budget Worksession (3/23)	Budget Public Hearing (3/23)
APR				Budget Worksession (4/13)	Close of Budget Public Record (4/17)
				Budget Worksession (4/27)	
MAY				Budget Worksession (5/4)	
				Budget Worksession (5/11)	
	Preparation of FY 2021 Adopted Budget Book		Presentation of final FY 2021 tax rates, appropriation levels, and utility rate resolutions and ordinances (5/11)	Adoption of FY 2021 tax rates, appropriation levels, and utility rate resolutions and ordinances (5/11)	
JUNE					
JULY	Distribution of FY 2021 Adopted Budget Book				
	Implementation of FY 2021 utility and tax rates				

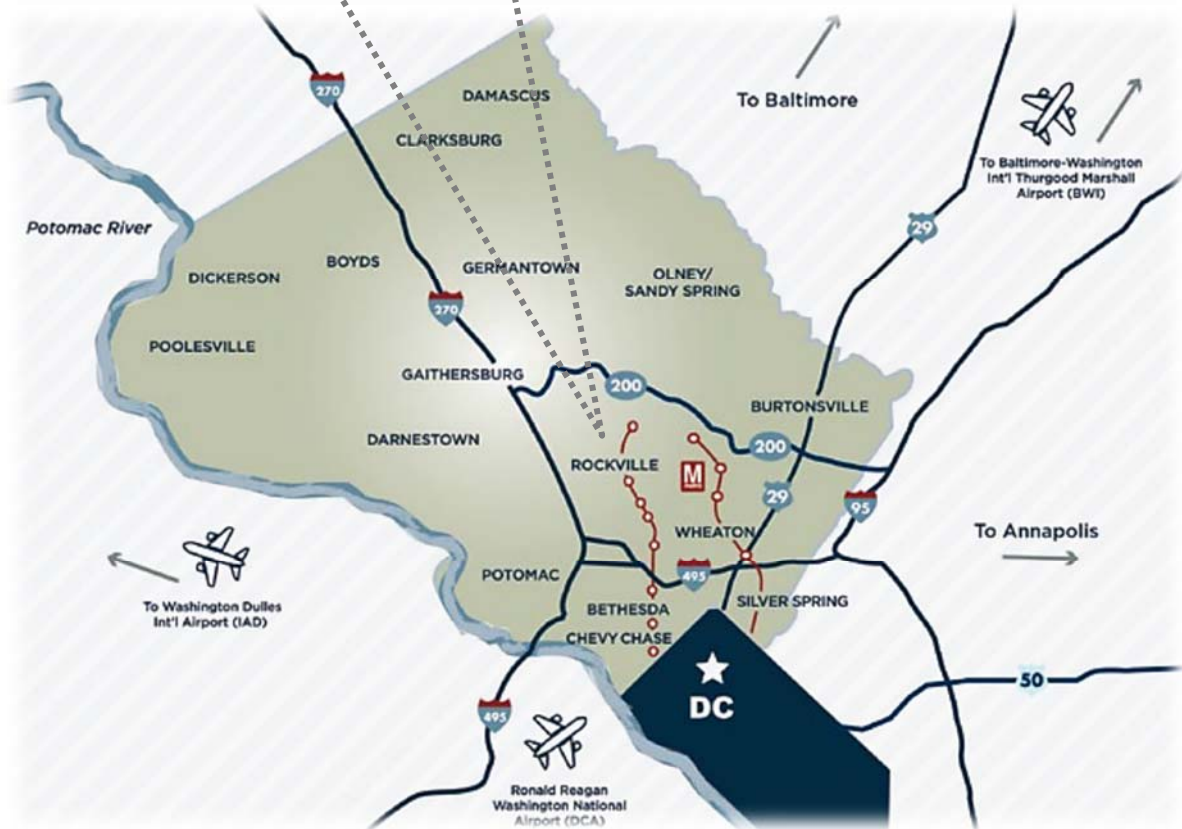


Rockville Community Profile

Location of the City of Rockville



Rockville is a 13.5 square mile city of nearly 70,000 residents located in south central Montgomery County, Maryland, approximately twelve miles northwest of Washington, DC, and 35 miles southwest of Baltimore. Rockville is bisected from the north by Interstate 270 and from the east by Maryland Route 28. Rockville enjoys rail service from MARC, in addition to two stations on the DC Metro Red Line—Twinbrook and Rockville—plus the Shady Grove station just north of the city. A large portion of the I-270 Technology Corridor's BioTech Industry Cluster is located in the city.



Map courtesy of visitmontgomery.com



History of Rockville

Rockville is one of Maryland's oldest towns, with its origins dating back to colonial America. Originally home to Native Americans including the Seneca and the Susquehannock tribes, the first American settlement in the area that would become Rockville was an inn and tavern called Owen's Ordinary, which was established around 1750. At that time, the Rockville area had very little development and functioned mainly as a crossroad and waypoint between Frederick and Georgetown.

In 1776, in addition to ratifying the Declaration of Independence, the Maryland Constitutional Convention created Montgomery County from the southern portion of historic Frederick County and the half dozen buildings located along the road from Georgetown to Frederick were selected as the new County seat. Hungerford's Tavern— an establishment known for the 1774 Hungerford Resolves, a series of protestations of British rule and arguments for ending trade with England that were intended to influence the 1774 Continental Congress— was selected to serve as the County's first courthouse and jail. The new Montgomery County included the southern portion of the historic road from Frederick to Georgetown, which served as the County's port city.

In 1784, local landowner William P. Williams subdivided 45 acres of his land into building lots and began referring to the settlement as "Williamsburgh"—within 15 years, structures would be built on 38 of the 45 lots and early Rockville began to resemble a town. In 1788, having outgrown its facility in a converted house, Montgomery County built its first designed courthouse on the corner of Maryland and Montgomery Avenues. This structure would be torn down and rebuilt twice, first in 1840 and again in 1890, resulting in the red brick building that exists today—causing people to begin to refer to the town as "Montgomery County Courthouse."

In 1791, the Maryland General Assembly complied with the terms of the Compromise of 1790 and ceded 36 square miles of Montgomery County to the federal government to be used for the establishment of the District of Columbia, resulting in the County's loss of Georgetown and its port. In 1801, the Assembly noted that the town around the courthouse—whether "Williamsburgh" or "Montgomery County Courthouse"—had not been formally recorded. They directed that the town's lots were to be resurveyed and the resulting town would to be called Rockville, after Rock Creek. This "new" town was officially recorded in 1803 with a population of 200 residents. Though still very rural, Rockville was becoming the commercial center of Montgomery County.

As the nineteenth century progressed, Rockville continued to grow in population, rising to 365 residents at the time of the town's formal incorporation in 1860, on the eve of the Civil War. Rockville saw action during the War: in 1861, 10,000 Union troops camped at the Fairgrounds (what is now Richard Montgomery High School) and in 1862 the historic Courthouse was used as a field hospital following the gruesome Battle of Antietam. Confederate General J.E.B. Stuart and his many troops briefly occupied Rockville in 1863, on their journey to Gettysburg. Following the War, life in Rockville largely returned to pre-War rhythms— until the opening of rail service in 1873. B&O Railroad train access opened Rockville up to many Washingtonians, who quickly built summer cottages as well as permanent residences in Rockville, as farmland was subdivided for residential growth.

The turn of the twentieth century brought profound changes to Rockville. What had been a rural trading post and courthouse experienced an influx of city people and modernity. Amenities in Rockville greatly improved as electricity, telephones, indoor bathrooms, a sewage system, trolley cars, a town park, and street trees were all installed for the first time. The population of Rockville grew to approximately 1,500 residents in the early 1930s.

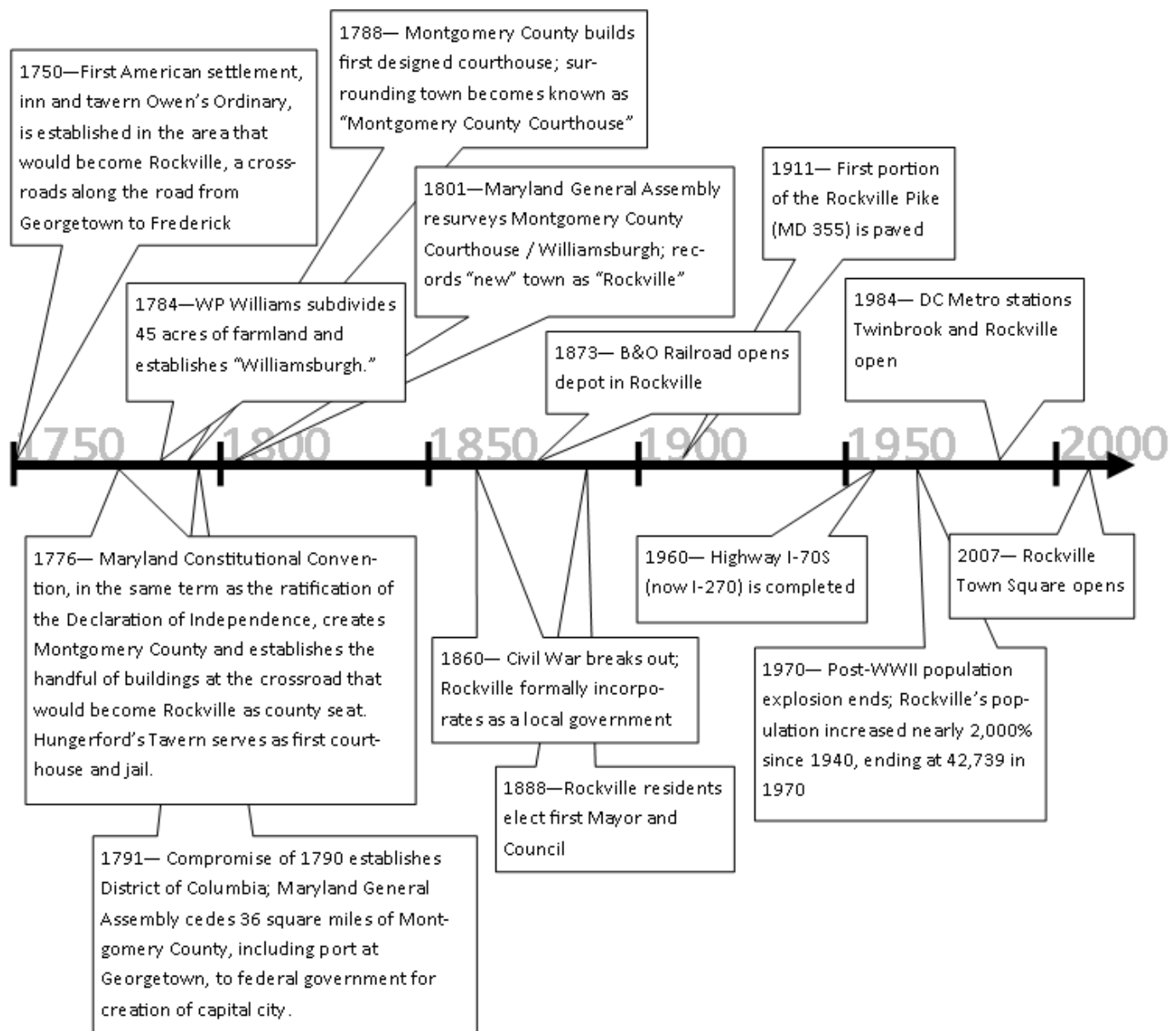
Following the end of World War II up through the Census in 1970, Rockville experienced a population explosion unlike any in its history. From 2,047 residents in 1940, the city grew to 6,934 in 1950, 26,090 in 1960, 42,739 in



1970—a 1,947% increase in 30 years. This population and building boom changed the character of Rockville substantially, and the city came to resemble its current iteration as a vibrant suburb in the greater Washington DC metro area. Population growth slowed through the end of the millennium, but jumped again from 2000 to 2010, up to the current 64,331, as of the 2015 American Community Survey.

Rockville has grown from a small crossroads, to an agriculturally-oriented county seat, to a leisure-oriented escape for big city dwellers, to a cosmopolitan suburb and employment center with many diverse neighborhoods. Modern residents of Rockville form a well-educated, civic-minded community, with professional interests ranging from biomedical research, to federal and county government, to consulting and information technology.

History of Rockville Timeline





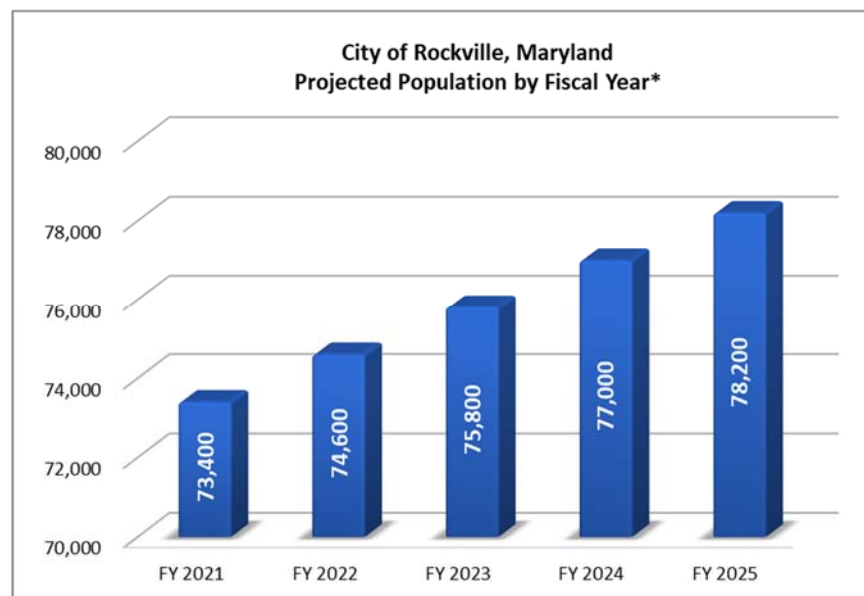
The City of Rockville Today

Today, Rockville is one of the largest municipalities in Maryland and serves as the Montgomery County seat. 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. This means that the city's elected board, the Mayor and Council, provide policy direction for the city and appoint a professional manager to serve as City Manager and manage the day-to-day activities of the city. The Mayor and Council are comprised of a mayor and four councilmembers all elected at large for four year terms. The most recent election was held in November 2019.

The city provides a full range of municipal services, including: public safety; 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. The city has a reputation for strong conservative financial management and holds a AAA/Aaa bond rating from both Standard and Poor's and Moody's Investors Service.

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, the city's own Police Department serves Rockville residents. Rockville's community-oriented policing services are designed to meet the needs of the community and answer approximately 70 percent of calls for service. The Rockville Volunteer Fire Department, consisting of more than 200 members and four stations, provides fire protection to Rockville. City water and sewer services serve over 70 percent of the Rockville community, with Washington Suburban Sanitary Commission (WSSC) serving the remaining 30 percent.

Rockville is a residential community and an employment center. Rockville offers a wide variety of housing styles, prices, sizes, and neighborhoods, ranging from mid-rise condominiums to Victorian homes and from contemporary models to the more traditional. Based on internal city population projections, Rockville's population will increase by approximately 1.6 percent each year over the next five years.



**Data from the City of Rockville, Department of Planning and Development Services.*



Rockville Demographics and Economics

(data from 2018 American Community Survey 1-Year Estimates or 2014-2018 5-Year Estimates, unless noted)

Population 68,252

Age Composition (%)

Under five years	5.1%
Five to nine years	6.3%
10 to 14 years	5.7%
15 to 19 years	5.3%
20 to 24 years	4.9%
25 to 34 years	17.9%
35 to 44 years	14.9%
45 to 54 years	11.6%
55 to 59 years	5.9%
60 to 64 years	5.4%
65 to 74 years	8.9%
75 to 84 years	5.9%
85 years and older	2.0%

Highest Educational Attainment, 25 years old + (%)

Less than 9 th grade	4.0%
9 th to 12 th grade, no diploma	3.2%
High school (includes GED)	10.4%
Some college, no degree	13.9%
Associate's	4.2%
Bachelor's	27.7%
Graduate or professional degree	36.6%

Racial Composition (%)

<i>One race</i>	94.9%
White	59.9%
Black or African American	12.8%
Chinese American	8.2%
Indian American	3.8%
Philippine American	1.0%
Korean American	2.2%
Other Asian American	5.3%
Native American	0.6%
Other race	7.8%
<i>Two or more races</i>	5.1%
Hispanic or Latino (of any race)	15.9%

Gender (%)

Male	47.9%
Female	52.1%

Household income (%)

Less than \$10,000	3.7%
\$10,000 to \$14,999	2.8%
\$15,000 to \$24,999	3.0%
\$25,000 to \$34,999	3.9%
\$35,000 to \$49,999	7.8%
\$50,000 to \$74,999	14.0%
\$75,999 to \$99,999	12.4%
\$100,000 to \$149,999	19.9%
\$150,000 to \$199,999	12.6%
\$200,000 and above	19.8%
Median household income	\$105,376
Mean household income	\$132,670

Unemployment Rate (%) 2.6%

(Bureau of Labor and Statistics data for Montgomery County, November 2019)

Poverty Rate (%) 6.7%

Health Insurance Rate (%)

With health insurance	92.8%
Without health insurance	7.2%

Ten Largest Employers

Montgomery County Government	4,758
Montgomery County Board of Education	2,500
U.S. Nuclear Regulatory Commission	2,391
Westat, Inc.	2,150
Montgomery College	1,944
Lockheed Martin Information Systems	1,500
Booz Allen Hamilton	1,282
Charles E. Smith Life Communities	1,050
U.S. Pharmacopeial Convention	560
City of Rockville	517

(City of Rockville 2019 CAFR data)



Mayor and Council Critical Success Factors

During the Mayor and Council retreat/planning session held in February 2016, the Rockville Mayor and Council finalized eight Critical Success Factors to serve as a functional vision for the provision of all city services and the work of all city employees. Each Critical Success Factor is named and includes a short statement illustrating its scope.

In the Departments section of this document, every operational goal of each city division is linked to a specific Critical Success Factor through multi-year performance measures or single-year short term objectives. In this way, the vision and priorities of the Mayor and Council influence the work of every city Division and the work of every Division supports the vision and priorities of the Mayor and Council.

The Mayor and Council's eight Critical Success Factors are described here:

1) Efficient and Effective City Service Delivery

Rockville is known for exceptional, personalized service delivery to residents and businesses, characterized by efficient, well documented processes that are administered equitably by a committed workforce of employees with a "can-do" attitude. The Mayor and Council together with Senior Management work well together as they govern the community. The city has talented leadership that ensures the city government is moving in the right direction.

2) Good Governance

The Rockville Mayor and Council work well together to make decisions for the betterment of the city, and the city enjoys excellent relationships with Montgomery County, Montgomery College, Montgomery County Public Schools, the State of Maryland, and other governmental entities. Rockville residents are engaged with the community, actively volunteer for boards and commissions, and turn out to vote in city elections.

3) Safe and Livable Neighborhoods

Rockville is a community of safe, diverse neighborhoods with well-kept homes and vital neighborhood centers. This is accomplished by the city's commitment to public and pedestrian safety, diversity in housing, support for high quality education and well-maintained infrastructure, and by providing city services that address the needs of all constituencies.

4) Fiscally Responsible

The City of Rockville has a track record of fiscal stability evidenced by exemplary bond ratings, appropriate reserve planning, and well thought out and researched capital and operating plans.

5) Planning and Preservation

Honoring its history, the city strives to protect the integrity of each neighborhood and ensure the quality of life for its residents. Rockville is the epitome of well-planned communities that has constantly reinvented itself and handled increasing density and growth associated with being part of a major metropolitan area. Rockville is known for quality transit-oriented development. The city's illustrious "Rockville Pike" is noted as a best practice application of multi-modal transportation planning and includes retail and housing opportunities for diverse populations.

6) Informed and Engaged Residents

Rockville residents are involved with their community and take an active interest in city government by participating in city activities, serving on boards and commissions, voting in municipal elections, and engaging in city governance. The city ensures residents have access to information about city services and current issues, and reaches out to all populations through the innovative use of all media.

7) Economic Development

Rockville has an enviable business climate built on the success of its multi-phased Town Center, Rockville Pike, and neighborhood commercial centers. The community enjoys a balance of commercial and residential development,



small and large businesses, and is characterized by mixed use development. New investment is encouraged by the city's innovative business incubators and the development community is supported by an efficient development process that balances and respects private and community interests in the process.

8) Stewardship of Infrastructure and Environment

Rockville maintains and enhances existing city infrastructure (i.e. roads, bridges, water and sewer systems, buildings, fleet, amenities, etc.), and while planning for future needs, makes fiscally sound decisions for the long term health of the city. The city strives to be an environmentally sustainable community that preserves its green spaces and continually reevaluates ways to reduce its environmental footprint.



Financial Management Policies

STATEMENT OF PURPOSE

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

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

OBJECTIVES

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

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

OPERATING BUDGET POLICIES

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

1. The budget is approved in the form of an appropriations ordinance after the Mayor and Council have conducted at least one advertised public hearing.
2. The operating budget and CIP together shall serve as the annual financial plan for the city. They will serve as the policy documents of the Mayor and Council for implementing Council visions, goals, and objectives. The budget shall provide staff with the resources necessary to accomplish the Mayor and Council's determined service levels.



3. The City Manager shall annually prepare and present a proposed operating budget to the Mayor and Council at least two months before the beginning of each fiscal year. The Mayor and Council will adopt said budget no later than May 31 of each year. Funds may not be expended or encumbered for the following fiscal year until the budget has been adopted by the Mayor and Council.
4. The city defines a balanced budget as a budget that has operating revenues equal to operating expenditures. It is the city's policy to fund current year operating expenditures with current year revenues, inclusive of debt service. General Fund expenditures may exceed revenues in a given year only when the additional spending is funded by beginning fund balance and only for CIP expenditures or other one-time or non-recurring expenditures, as authorized by the Mayor and Council.
5. Each department and division prepares its own budget for review by the City Manager. Budget accountability rests primarily with each department. The basic format of the budget shall identify programs within organizational structures. Programs are defined as specific services provided to the public, other departments, or other organizations.
6. The operating budget is adopted at the fund level. During the year, it is the responsibility of the City Manager, Department Directors, and the Deputy Director of Finance to administer the budget. The legal control, which the budget ordinance establishes, uses Generally Accepted Accounting Principles (GAAP).
7. As a management policy, budgetary control is maintained in the General, Special Revenue, and Enterprise Funds at the program level by the encumbrance of estimated purchase amounts prior to the release of purchase orders to vendors. Purchase orders that result in overruns of balances are not processed until sufficient appropriations are made available through approved intrafund transfers. Encumbered amounts at 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 paygo 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 Office regardless of the budget transfer amount. In addition, any budget transfer over \$50,000 requires City Manager approval.
2. City Manager or designee 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.



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.
 - a. 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.
 - b. 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, and the Speed Camera Fund.
 - c. 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).
 - d. The Debt Service Fund, which includes special assessments, is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.
4. The enterprise funds are the Water Fund, the Sewer Fund, the Refuse Fund, the Parking Fund, the Stormwater Management Fund, and the RedGate Golf Course Fund.
5. Creation of new funds should be based on the following criteria:
 - a. The revenue source is ongoing; i.e., more than one fiscal year.
 - b. The amounts to be recorded are material.
 - c. Interest income is required to be allocated.
 - d. The amounts are specifically designated.
 - e. There is not another fund that can be used to account for the revenue source.
 - f. There are special circumstances that have led management to create a separate fund.
 - g. 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.
 - h. It is a requirement of GAAP to establish the fund.

Basis of Budgeting

1. Budgets for governmental and enterprise (or proprietary) funds are adopted on a basis consistent with Generally Accepted Accounting Principles. Accordingly, all governmental fund budgets are presented on the modified accrual basis of accounting. Under this method of accounting, revenue and other governmental fund resources are recognized in the accounting period in which they become susceptible to accrual—that is, when they become both “measurable and available” to finance current operating expenditures for the fiscal period.
2. In applying the susceptible to accrual concept to real and personal property tax revenue recognition, “available” means property tax revenue is recognized currently if levied before the fiscal year end and collected by intermediaries within 60 days after the fiscal year end. Utility and franchise fees, licenses and



permits, fines and forfeitures, charges for services, and miscellaneous revenue (except investment earnings) are recorded as revenue when cash is received because they are generally not measurable until actually received. Investment earnings are recorded as earned since they are both measurable and available.

3. For grant revenue such as the Community Development Block Grant (CDBG) program, which is dependent upon expenditures by the city, revenue is accrued when the related expenditures are incurred. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. An exception to this general rule is principal and interest on general long-term debt which are recognized when due.
4. The enterprise fund budgets are presented on the full accrual basis of accounting. Under this method of accounting, revenue is recognized when earned and expenses are recognized when they are incurred. For example, earned but unbilled utility revenues are accrued and reported in the financial statements the same way they are incorporated within the operating budget. Enterprise fund capital purchases are budgeted in the operating budget and recorded as expenses during the year; at year-end, they are capitalized for financial statement purposes.

CAPITAL IMPROVEMENTS PROGRAM POLICIES

As with the operating budget, the City Manager submits a Capital Improvements Program (CIP) to the Mayor and Council. The CIP 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 "paygo" 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 defined beginnings and ends, as differentiated from ongoing programs in the operating budget.

1. To qualify for inclusion in the CIP, a project must fall under one or more of the following categories:
 - a. The acquisition of property for a public purpose
 - b. The design and construction of a major new city facility or infrastructure
 - c. The design and construction of a major addition or extension of an existing city facility or infrastructure
 - d. The design and major improvement, rehabilitation, or repair of a city facility or infrastructure
 - e. A significant one-time investment in new technology or upgraded technology infrastructure
2. Annually, a five year 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.
3. 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.
4. 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.



5. 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.
6. 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.
7. Capital projects shall be prioritized according to goals set by the Mayor and Council.
8. Unexpended project appropriations may be transferred to other projects within the same funding source with the approval of the City Manager.
9. 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 from Glenview Mansion conference rentals 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. The \$20,000 is the maximum allowable amount of General Fund revenue to be set aside. Expenditures can only be authorized by the Director of Recreation and Parks as recommended by the Glenview Mansion Subcommittee.
10. An amount equal to 1 percent of the city’s costs for capital projects involving the construction of, or major improvements to, buildings, parks, and other public structures is to be transferred annually from the General Fund to the Art in Public Architecture program in support of Ordinance 3-04, pending appropriation by the Mayor and Council.



11. An amount equal to one-tenth of 1 percent of the prior year's adopted General Fund budget is to be transferred annually from the General Fund to the Art in Public Places program in support of Ordinance 15-13, pending appropriation by the Mayor and Council.
12. Any budgeted General Fund Rockville Emergency Assistance Program (REAP) funds that remain unspent at the end of the fiscal year will be transferred to the REAP Special Activities Fund via a budget amendment in the following fiscal year.

Cost Recovery

The City of Rockville offers programs/services that are funded through a variety of means, including: user fees, grants, donations, fee-in-lieu, and taxpayer funds. Fees and charges for these programs/services shall be established according to these stated policies. Fees and charges shall be reviewed annually and adjusted accordingly by one or more of the following methods: annual change in the Washington-Arlington-Alexandria Consumer Price Index (CPI), comparison to surrounding jurisdictions, comparison to the private market, general market conditions, industry trends, and/or demand for the program/service.

Cost recovery targets are established to ensure the city maintains a balance between affordable programs/services and fiscal responsibility; has a quantifiable way to determine if city fees for programs/services are consistent with the city's intent; and has a transparent method of measurement. Cost recovery targets are defined as percent ranges. Target ranges shall be considered as guidelines; however, special circumstances, the nature and cost of each program/service, and the population to be served should be taken into consideration. Fees should be charged to all entities including federal, State, and County jurisdictions, unless exempt by law. The City Manager may exempt fees when it is in the city's best interest to do so, and in accordance with a business need.

Direct and Indirect Costs

Cost recovery targets shall be based on fully burdened cost, as defined by all direct and indirect or "overhead" charges. Direct costs include all personnel and operating expenditures that are accounted for in the operating budget. Direct costs do not include capital outlay that is accounted for in the operating budget or capital expenditures that are accounted for in the city's Capital Improvements Program. Indirect or "overhead" costs are established each year through the city's formal Cost Allocation Plan (CAP) calculation. The CAP calculation establishes an overhead rate that is applied in circumstances where the city needs a fully burdened cost for cost recovery purposes.

When the city contracts out public employees to provide services to private individuals or businesses, such as police officers, the fully burdened cost should be charged to ensure that 100 percent of the employee's time is paid for by the user of the service.

Regulatory Programs

Regulatory services include planning, permits, and engineering. Cost recovery goals for these services should be 100 percent. However, in charging at this level, the city needs to establish and articulate standards for its performance in reviewing developer applications to ensure that there is "value for cost." Despite having a cost recovery goal of 100 percent, there are reasons why staff would recommend a fee below this policy goal. These reasons include benchmarking fees to surrounding communities, the ability of the community and developers to pay, and the level of compliance with regulations. In all instances, fees established below the full cost recovery goal imply that there is a level of community benefit to that service.

Revenue-generating cost centers whose activities fall mostly under the regulatory program category include:

1. Zoning and Development Review



2. Application, Processing, and Permit Issuance, and Building, Fire and Life Safety inspections
3. Neighborhood Services
4. Community Enhancement / Code Enforcement
5. Engineering
6. Forestry Development Review

Recreation and Parks Programs

Cost recovery targets for Recreation and Parks programs/services are established using a five-tier pyramid methodology. Cost recovery is measured based on expenditures of each individual cost center. All Recreation and Parks cost centers are included in the cost recovery pyramid, except for the administrative functions and the cost centers within the Community Services Division. If a program or service is out of compliance with the recovery target for two consecutive years, then that program or service has two years to achieve compliance or must have City Manager approval for being out of compliance. Please see Supplemental Information for the calculated cost recovery percentages.

The five-tier pyramid is comprised of the following:

1. Tier 1, Community Benefit – This is the largest tier of the pyramid and has the greatest amount of taxpayer support. This category represents basic community needs and is what makes Rockville a desirable and livable community. The target cost recovery for this category is 0 percent or greater. Community benefit areas include: parks and open space, trails, landscaping and trees, playgrounds, and general-use public facilities.

The following Recreation and Parks cost centers are included in this tier: Athletic Fields, East Parks, Facilities Maintenance, Horticulture, Right-of-Way, Senior Citizens Support, Special Events, Urban Forestry Maintenance, West Parks, and Skate Park.

2. Tier 2, Considerable Community Benefit – This is the second largest tier of the pyramid and has a significant amount of taxpayer support. This category represents an enhancement of basic services, emphasizing culture and community cohesion. The target cost recovery for this category is 20 percent to 50 percent. Considerable community benefit areas include: arts, community recreation facilities, and senior recreation.

The following Recreation and Parks cost centers are included in this tier: Arts, Lincoln Park Community Center, Senior Citizen Recreation, Senior Center Operations, Thomas Farm Community Center, and Twinbrook Community Recreation Center.

3. Tier 3, Balanced Community and Individual Benefit – This is the middle tier of the pyramid and has an equal amount of taxpayer support and user fee support. This tier is a balance between programs/services that are offered by the private sector and programs/services that are viewed as public amenities or conveniences. The target cost recovery for this category is 30 percent to 70 percent. Balanced community and individual benefit areas include: Civic Center, sports programs, teen programs, and afterschool programs.

The following Recreation and Parks cost centers are included in this tier: Afterschool, Civic Center Complex, Croydon Creek Nature Center, Senior Citizen Sports and Fitness, Sports, Summer Playgrounds, and Teens.



4. Tier 4, Considerable Individual Benefit – This is the second smallest tier of the pyramid and has a significant amount of user fee support. Programs/services in this category are also available in the private sector, therefore less taxpayer support is required. The target cost recovery for this category is 70 percent to 100 percent. Considerable individual benefit areas include: Swim and Fitness Center, childcare, and specialty classes.

The following Recreation and Parks cost centers are included in this tier: Childcare, Classes, Swim and Fitness Center, and Summer Camps.

5. Tier 5, Individual Benefit – This is the smallest tier of the pyramid and has the greatest amount of user fee support. The programs/services in this category may be available to the entire city population and beyond, but limitations on city resources have the effect of restricting use. Fees are often established based on the market demand. The target cost recovery for this category is 100 percent or greater. Individual benefit areas include: private rentals, private lessons, merchandise.

There are currently no individual cost centers that are assigned to this tier; however, elements exist within several cost centers such as private rentals and lessons.

RESERVE POLICIES

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

Prioritization of Fund Balance Use – When an expense is incurred for which both restricted and unrestricted (committed, assigned, unassigned) net assets are available, the city will first apply restricted resources.

General Fund

Unassigned Minimum Fund Balance Reserve – The city will maintain an unassigned General Fund fund balance at a level not less than 20 percent of annual adopted General Fund revenue. The purpose of this unassigned 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 creditworthiness and maintain adequate cash flows. Use of funds below the 20 percent required level must be approved by specific action of the Mayor and Council.

Unassigned Fund Balance – To the extent that the General Fund unassigned fund balance exceeds the target, the city may draw upon the fund balance to provide paygo financing for capital projects, for other one-time capital items, or for additional contributions to reduce the OPEB or Pension unfunded liabilities. In addition, Mayor and Council or the City Manager may commit or assign the fund balance that exceeds the target, respectively.

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 made available for unanticipated, unbudgeted expenditures of a non-recurring nature and/or unexpected cost increases that require the City Manager's approval. All spending from the contingency account shall be reported to the Mayor and Council.

Debt Service Fund

Restricted Minimum Cash Reserve – The city will maintain a cash balance in the Debt Service Fund of at least 10 percent of the average annual outstanding principal on the city's debt service schedule. This level of reserve



protects against increases in the city's debt service expenditures related to new bond issues, such as the cost of issuance and variable market rates.

Enterprise Funds

Cash Reserves – The city will maintain cash reserves for the enterprise funds equal to the following: one month of operating expenses for the Refuse and Parking funds, three months of operating expenses for the Stormwater Management Fund, and six months of operating expenses for the Water and Sewer funds. The RedGate Golf Course Fund is not required to maintain a cash reserve because there are no operating expenses associated with the current lease agreement.

Cash Improvement Plans – Any Enterprise Fund with a negative cash balance must submit plans that will allow the fund to show a positive cash balance within the rate setting period for each fund, which generally is five years. Rates and fees should be set accordingly and the Reserve Deficiency guidelines set below should be followed.

Reserve Deficiencies

If reserves in any city fund fall below the prescribed minimums, the city will implement the following budgetary strategies to replenish funding deficiencies:

1. Seek reductions in recurring expenditures
2. Seek to increase current revenue streams or develop new revenue sources
3. Seek the use of ongoing grant funding to alleviate operating expenditures

DEBT MANAGEMENT AND ADMINISTRATION POLICIES

1. Debt management will provide for the protection and maintenance of the city's AAA/Aaa 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 city's compliance officer is the Director of Finance. Compliance monitoring will be performed annually.
3. 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.
4. All debt issuance shall comply with federal, State, and city charter requirements. All IRS regulations in regards to post issuance tax compliance will be followed.
5. 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.
6. The city shall maintain all spending records related to bond issuance until at least three years after the final maturity is redeemed.
7. 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).
8. 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.
9. 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.
10. The city will try to keep the average maturity of general obligation bonds at or below twenty years.



11. 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.
12. The city will not issue tax or revenue anticipation notes.
13. The city will strive to maintain a high reliance on paygo financing for its capital improvements.
14. Neither Maryland State law nor the City Charter mandates a limit on municipal debt. However, the city will strive to maintain its net tax-supported debt at a level not to exceed 1 percent of the assessed valuation of taxable property within the city.
15. The city will strive to ensure that its net tax-supported debt per capita does not exceed \$1,341. This per capita dollar limit is adjusted annually in accordance with the change in the Consumer Price Index for All Urban Consumers (CPI-U) in the Washington-Arlington-Alexandria area. This debt measure should be calculated for the debt associated with the Debt Service Fund and for the combination of the debt associated with the Debt Service Fund and the Parking Fund.
16. 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.
17. The city will strive to ensure that its amortization rate shall be at least 25 percent in five years and 50 percent in ten years.
18. Required annual tax supported debt service expenditures should be kept at or below 15 percent of the city's annual adopted General Fund expenditures. This ratio reflects the city's budgetary flexibility to respond to changes in economic conditions.
19. If two or more of policies #14 through #18 are violated, the Mayor and Council will immediately discuss how to take steps to address the issues.
20. 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.
21. Debt service coverage ratios will be calculated annually for all of the city's enterprise funds. A minimum of a 1.2 coverage ratio should be maintained for each of the utility 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:

1. There is a net economic benefit.
 - a. 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.
 - b. 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.
 - c. Refinancings with savings of less than 3 percent will not be considered unless there is a compelling public policy objective.
2. It is needed to modernize covenants that are adversely affecting the city's financial position or operations.
3. 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 AND INVESTMENT POLICIES

It is the city's policy to invest funds not required for immediate expenditure in a manner that conforms to all State of Maryland statutes governing the investment of public funds. The Investment Officer or an appropriate designee is authorized to invest such funds until the time they will be needed in such investments as are authorized in the city's Statement of Investment Policy. The Policy represents the financial boundaries within which its cash and investment management process will operate.

The city's priorities for the investment and management of public funds are as follows:

1. Safety of principal: Investments of the city shall always be undertaken with a view toward ensuring that there will be preservation of the principal.
2. Liquidity: The maturity mix of the investment portfolio will be continuously monitored by the Investment Officer with a view toward reasonable estimation of the timing of the city's expenditure needs, so that sufficient liquidity is maintained to meet operating and capital requirements.
3. Return on investments: The city's investment program will be formulated with the objective of attaining a favorable rate of return throughout budgetary and economic cycles, taking into account the city's investment risk constraints established elsewhere in this policy.

The Chief Financial Officer shall submit the Statement of Investment Policy to the Mayor and Council at least every five years for their review and adoption. This will allow the Investment Policy to be updated with legislative changes as well as to reflect best practices in municipal finance.

ECONOMIC DEVELOPMENT REVENUE BONDS POLICIES AND CRITERIA

The city will review requests for tax-exempt financing from non-profit organizations seeking to locate or expand their operations within the city on a case by case basis. The city will only participate in these financing programs with non-profit organizations which comply with the policies and criteria stated below.

General Requirements

1. Where Economic Development Revenue Bonds (EDRB) are issued, the city may restrict the placement of bonds by the underwriter. All EDRB shall contain on the face thereof a statement to the effect that neither the full faith and credit nor the taxing power of the city or political subdivision is pledged to the payment of the principal, interest, or other costs of the bonds.
2. An annual administrative fee of 12.5 basis points will be due and payable at closing and on an annual basis thereafter while the bonds are outstanding. All legal and administrative costs incurred in the course of reviewing, pursuing, and defending any and all litigation in any way related to these financing agreements shall be borne by the borrowers regardless of whether a financing agreement is ever ultimately consummated.

Policies and Objectives

The objectives of city participation in tax-exempt financing of non-profit organizations are to:

1. Support the presence of non-profit organizations in the city which not only strive to achieve their non-profit mission but also enhance the employment base of the city; and
2. Promote the general health and welfare of city residents through the support of medical, educational, and other charitable endeavors.



It is the policy of the City of Rockville to participate in tax-exempt financing programs solely for projects that meet all of the following criteria:

1. The project is of a non-speculative nature (i.e. projects which are developed for a specific occupant).
2. The project complies with federally mandated tax legislation restricting the use of tax exempt financing to qualified Section 501 (c) (3) organizations.
3. The project furthers the charitable purpose of the non-profit.
4. The construction costs of the project exceed \$10,000,000.
5. The organization must be a tax-exempt entity qualified under Section 501 (c) (3) of the Internal Revenue Code of 1986, as amended. A copy of the organization's IRS Determination Letter must be provided to the city prior to bond closing.
6. The underwriter must provide a letter to the city stating that the underwriter has reviewed the financial aspects of the proposed project and has deemed the project financially feasible.
7. Any school which is a non-collegiate educational institution as defined under Education Article 2-206 of the Annotated Code of Maryland must hold a Certificate of Approval issued by the State Board of Education. Schools which have a relationship with a bona fide church organization must have received a determination from the State Board of Education stating that they are exempt from the need for a Certificate of Approval.
8. Organizations that provide medical or health services must be properly licensed by the County, the State, and/or the federal government, as applicable.
9. Religious organizations or organizations affiliated with a religious organization must obtain a letter of preliminary advice from the city's bond counsel to the effect that the sectarian benefit, if any, to a religious organization from the use of the facilities that are to be bond financed is not in violation of State or federal constitutional limits on the separation of church and state such as to preclude the issuance of tax exempt bonds under State or federal law.
10. The organization must submit to the city a letter of good standing from the State of Maryland State Department of Assessments and Taxation at the time the request is filed.

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, residents, Committees, and city staff 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 approval for allowance and write off transactions related to uncollectible accounts is delegated to the Controller.
5. 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.



6. 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.
7. 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.
8. 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.
9. 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.
10. 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.
11. The city's annual contribution toward the pension plans shall be determined by an independent actuary and published in 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. The funding of the Plan will be in accordance with the Retirement Board's adopted funding policy.
12. Beginning in FY 2009 the city will prefund its retiree health benefits through the Retiree Benefit Trust in accordance with GASB 75 based upon an actuarial valuation study. The study shall be completed every other year. The Retiree Benefit Trust will strive to maintain a funding level of 100 percent.



Major Policy Documents

In addition to the city's Financial Management Policies, the following policy documents guide the city's strategic planning and ongoing operations, including the preparation and execution of the city's annual operating budget and CIP. The actual policy documents can be found at www.rockvillemd.gov/policydocs.

Bikeway Master Plan

The Rockville Bikeway Master Plan was originally adopted in October 1998 and updated in April 2004. A new draft Plan was approved by the Planning Commission in September 2016, and adopted by the Mayor and Council in April 2017. With the strong support of the Mayor and Council, city staff, and residents, new bicycle facilities were added based on the 2004 Plan and new bicycle safety and promotion programs were undertaken. This transformed Rockville from a city with a few unconnected bicycle trails into one of Maryland's leading communities for bicycling. The updated plan established crosstown routes connecting neighborhoods and creating a transportation network for bicycles. The Pedestrian and Bicycle Safety (4B71) CIP project funds the implementation of some bicycle facilities included in this plan. For additional information, please contact the Bicycle and Pedestrian Coordinator in the Department of Public Works at (240) 214-8527.

City Charter

The City of Rockville 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 governance of the city. For additional information, please contact the Office of the City Clerk/Director of Council Operations at (240) 314-8280, or visit the city's website.

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/Director of Council Operations at (240) 314-8280 or visit the city's website.

Complete Streets Policy

The "Complete Streets" approach is being implemented by transportation agencies at the local, regional, and state levels across the country. Rockville is one of the first cities of its size to adopt a comprehensive Complete Streets Policy. The goal of Complete Streets is to provide streets that have facilities for all users, including pedestrians, bicyclists, transit users, and motorists, to the extent appropriate for the land use or the context of the street. The Mayor and Council adopted the policy in July 2009. Projects are implemented for new streets and whenever there is an opportunity to modify or repave an existing road. For additional information, please contact the Department of Public Works at (240) 314-8500, or visit the city's website.

Comprehensive Master Plan

The current Master Plan was adopted in November 2002 and has been updated with the adoption of the East Rockville (2004), Lincoln Park (2007), Twinbrook (2009), and Rockville Pike (2016) Neighborhood Plans; the Municipal Growth and Water Resources Elements (2010); the Bikeway Master Plan (2017); and with an amendment relating to Historic Preservation (2013), which endorsed Rockville becoming part of Heritage Montgomery. The Rockville 2040 process is the effort to update the 2002 Master Plan. Input from the community during Rockville 2040 indicates a desire for the updated plan to reaffirm the city's commitment to neighborhoods, a variety of housing options, Town Center, the environment, safety, the economy, open space, recreation and parks, a multi-modal transportation system, and community involvement in planning and city government. At its core, it acts as a tool for guiding future development and conservation.



The Master Plan provides:

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

For additional information, please contact the Department of Planning and Development Services at (240) 314-8200 or visit the city's website

Comprehensive Transportation Review

In 2004, Rockville's Mayor and Council adopted the Comprehensive Transportation Review (CTR). This policy applies to new development or redevelopment applications filed on or after September 29, 2004. The policy was updated in 2011 and 2018. The CTR lists the transportation requirements for all new development applications. One of the main objectives of these requirements is to ensure that development in Rockville addresses the needs of all transportation users—transit users, motorists, pedestrians, and bicyclists, to the extent appropriate for the land use. In order to meet this objective, the CTR requires developers to provide a Transportation Report that assesses multimodal impacts to a site and requires mitigation measures to alleviate impacts to the transportation system as a result of the new development. For additional information, please contact the Department of Public Works at (240) 314-8500, or visit the city's website.

IT Strategic Plan

The 2012-2016 IT Strategic Plan ("Plan") identifies the city's IT needs and, to the extent possible, anticipates future IT needs. The Plan lays out the means and steps necessary to meet those needs and the strategy to ensure the city's IT resources support the delivery of high quality services to internal and external customers. The Plan specifies ways to take advantage of exciting developments in information technology to improve efficiency, effectiveness, responsiveness, transparency, and accessibility. It also includes tools to help city government better analyze information and make decisions. For additional information, please contact the Department of Information Technology at (240) 314-8160, or visit the city's website.

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 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. The Policy was last updated in June 2019. For additional information please contact the Finance Department at (240) 314-8400, or visit the city's website.

Neighborhood/Area Plans

Rockville's Comprehensive Master Plan establishes citywide policies and priorities, but it also recognizes that different parts of Rockville have different needs and goals. When desired by a neighborhood and upon direction by the Mayor and Council, Long Range Planning and other city staff work with communities to identify concerns, goals, and recommended action steps. Once these neighborhood-specific plans are reviewed, amended, and adopted by the Planning Commission and Mayor and Council, they become part of the overall Master Plan. Neighborhood plans integrate local goals with long range citywide policies and programs.



Neighborhood plans typically address major aspects of the community, including: land use and zoning, housing, public safety, transportation, pedestrian and bicycle circulation/safety, community services and facilities, historic preservation, and the environment. When a planning area has more commercial activity, such as Town Center or Rockville Pike, the focus also includes such relevant aspects as economic development.

Major adopted Neighborhood Plans include:

- Rockville Pike, adopted August 2016
- Twinbrook, adopted May 2009
- Lincoln Park, adopted February 2007
- East Rockville, adopted March 2004
- Town Center, adopted October 2001
- West End-Woodley Gardens East/West, adopted September 1989
- Hungerford/New Mark Commons/Monroe-Lynfield, adopted March 1985
- Westmont (Tower Oaks), adopted March 1985

Parks, Recreation, and Open Space (PROS) Plan

The Recreation and Parks Strategic Plan (Plan) is a long range plan document that sets overall direction in terms of goals and objectives for parks and recreation in the City of Rockville for the next five to ten years. This city's parks, recreation, and open spaces serve a diverse population of city residents, but also non-city residents, who frequently come from well beyond the city's borders, and a large employment base. The current Recreation and Parks Strategic Plan was presented to the Mayor and Council on March 23, 2020. The Plan was based on information from community input, the results of a statistically-valid survey of residents, and current data upon which future investments and programming can be based. The Plan also includes measurable strategies that established recommendations, goals, policies, and guidelines. Staff is in the process of collecting feedback on the Plan from city boards and commissions. Once approved by the Mayor and Council the Plan will help inform future budget discussions relating to park, recreation, and open space needs and priorities for the city. For additional information, please contact the Department of Recreation and Parks at (240) 314-8600.

Strategy for a Sustainable Rockville

Rockville has a long history of managing the city in a sustainable and environmentally sensitive manner. However, desiring to be known as a national leader in these areas, the Mayor and Council unanimously adopted a *Sustainability Strategy* on October 1, 2007. In taking this action, the Mayor and Council acknowledged that a combination of forces, including population growth, economic expansion, upward urbanization trends, and energy prices, 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 governments to solve. Cities that act with innovation, creativity, and foresight to 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 also is 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.

For additional information, please contact the Environmental Management Division of the Department of Public Works at (240) 314-8870 or visit the city's website.

Vision Zero

Vision Zero is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, fair mobility for all. First implemented in Sweden in the 1990s, Vision Zero has proven successful in reducing fatal and severe injury crashes across Europe — and is now gaining momentum in major American cities.

Vision Zero recognizes that people will sometimes make mistakes, so the road system and related policies should be designed to ensure those inevitable mistakes do not result in severe injuries or fatalities. Vision Zero also recognizes non-motorists are intrinsically more vulnerable in collisions with vehicles. This means that system designers and policymakers are expected to improve the roadway environment, policies and other related systems to lessen the severity of crashes for all users. At the core of Vision Zero is a commitment to protect human life, and a recognition that all transportation-related deaths and severe injuries are preventable and unacceptable.

Vision Zero is a multidisciplinary approach, bringing together diverse stakeholders through cross-disciplinary collaboration among local traffic planners, engineers and policymakers to address this complex problem. Vision Zero acknowledges that many factors contribute to safe mobility, including roadway design, speeds, behaviors, technology and policies, and sets clear goals to achieve the shared goal of zero fatalities and severe injuries.

In October 2018, the City of Rockville adopted a goal of moving the City of Rockville toward zero traffic deaths and serious injuries; and endorsed Vision Zero as a comprehensive and holistic approach to achieving this goal. The Mayor and Council directed the Director of Public Works to work with different commissions and committees to develop Vision Zero guidelines to identify a combination of equitable engineering, enforcement, education, and evaluation along with associated funding needed for the city to reach the goal toward zero deaths and serious injuries by 2030. The Vision Zero Action Plan was adopted by the Mayor and Council in July 2020. For additional information, please contact the Department of Public Works at (240) 314-8500, or visit the city's website.

Water and Wastewater System Studies

Rockville's water and wastewater systems are periodically assessed for adequate capacity, compliance with federal and State Laws, reliable service delivery and system resiliency. These assessments identify operational strategies, as well as capital projects, to cost effectively address these four goals. The assessments include findings on the systems' ability to provide adequate water and wastewater capacity to support the Master Plan level of development; meet State and federal regulations that include increasingly more stringent water quality standards; provide reliable service due to aging infrastructure which requires increased maintenance; and



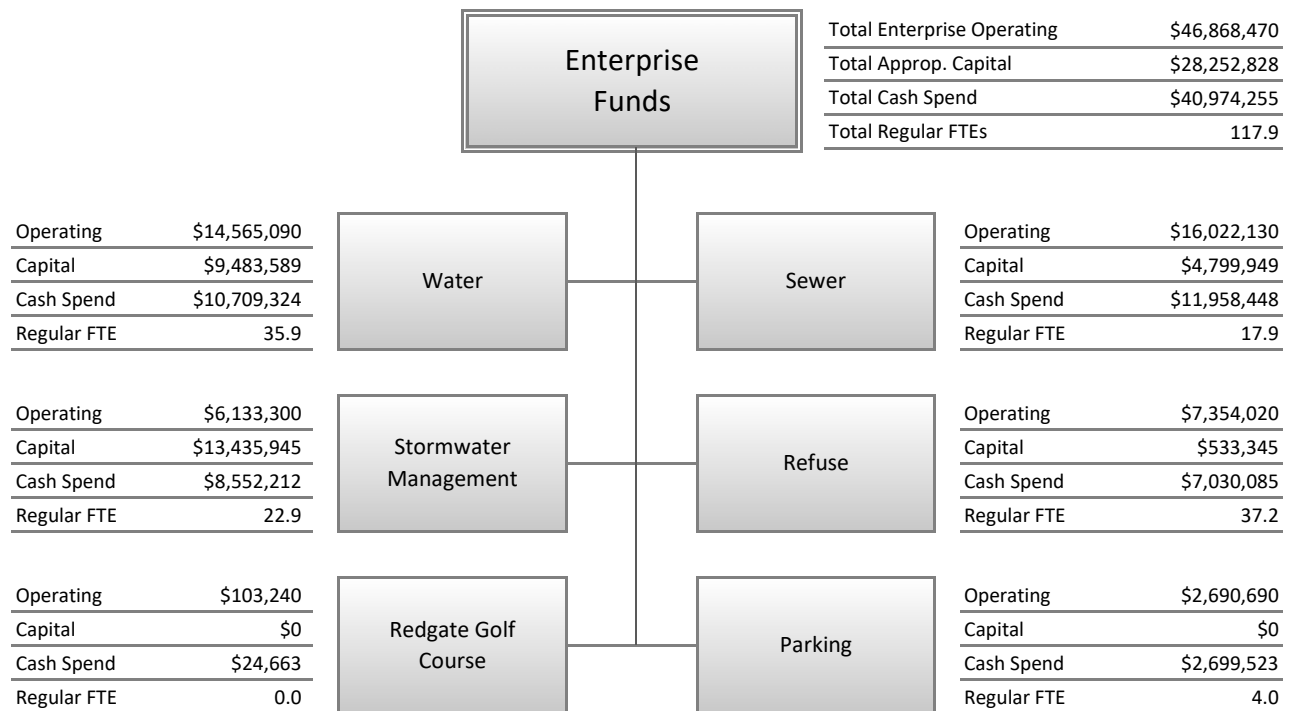
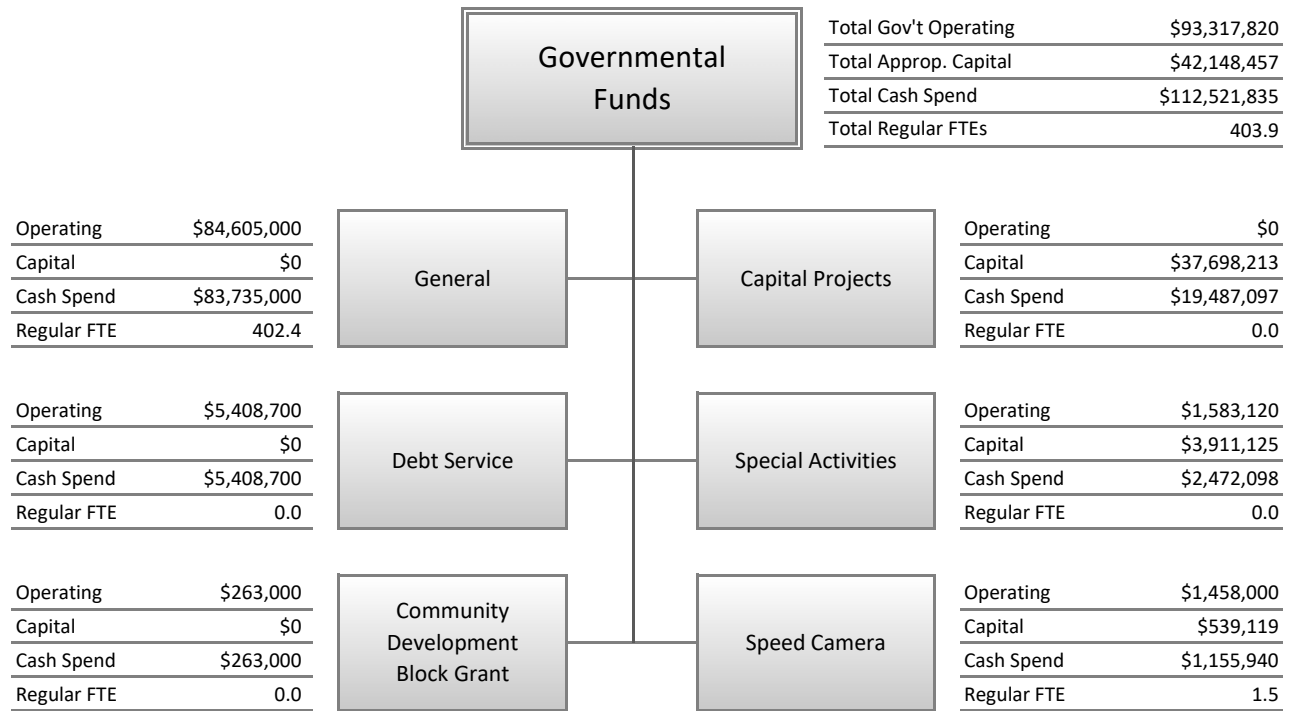
evaluate the vulnerabilities, threats, and consequences from potential hazards and prepare emergency response plans. The Water System Studies provide guidance on treatment and distribution systems. The Risk and Resilience Assessment considers natural hazards and malevolent acts on the Water System and the Emergency Response Plan includes plans and procedures to respond to natural hazards or malevolent acts that threatens safe drinking water. Wastewater Studies provide guidance on the collection systems in the Rock Creek, Watts Branch, and Cabin John sewer sheds. For additional information, please contact the Department of Public Works at (240) 314-8500 or visit the city's website.

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, the city has conducted assessments of the health of our three watersheds. These assessments include findings on overall stream conditions including stream side habitat, erosion, sources of pollution and strategies to restore and maintain the waterways. Rockville's Clean Water Act permits (issued by the Maryland Department of the Environment on behalf of the U.S. Environmental Protection Agency) ensure that none of the city's own activities threaten the quality of Rock Creek, Watts Branch, and Cabin John Creek, and support State initiatives to improve the Potomac River and the Chesapeake Bay. The permits also dictate the minimum requirements for the city's stormwater management and sediment control programs. For additional information, please contact the Environmental Management Division at (240) 314-8870 or visit the city's environmental website.



City of Rockville Fund Structure





Consolidated Financial Summary

The Consolidated Financial Summary presents total resources and total uses by fund type for the City of Rockville's 11 operating funds for FY 2019, FY 2020, and FY 2021. The accounts are organized into governmental funds ("gov't funds") and enterprise funds.

Governmental funds are those through which most governmental functions of the city are financed. The acquisition, use, and balance of the city's expendable financial resources and the related liabilities (except for those accounted for in the enterprise funds) are accounted for through governmental funds. The city's governmental funds are the General Fund, the Special Activities Fund, the Community Development Block Grant Fund, the Speed Camera Fund, the Capital Projects Fund (multi-year capital), and the Debt Service Fund.

The city uses enterprise funds 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 from the users of the services rather than general taxpayers. The city's enterprise funds are the Water, Sewer, Refuse, Parking, Stormwater Management, and RedGate Golf Course funds.

Budgets for governmental and enterprise funds are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). 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, or when they become both "measurable and available" to finance current operating expenditures for the fiscal period.

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.

The City Manager has the authority to transfer budgeted amounts between departments within any fund during the year, 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. On average, the city amends the budget three to four times per fiscal year.

Budget amendments apply to both the operating and capital budgets. Generally, if expenditure authority is added to a fund, it must be accompanied by an offsetting revenue source. In some cases, the Mayor and Council have appropriated General Fund unassigned fund balance to fund high priority capital projects and/or other one-time needs. A copy of the budget appropriation ordinance is included in the Supplemental Information section of this book.



Consolidated Financial Summary: All Operating Funds by Type

	FY 2019 Actual			FY 2020 Adopted			FY 2021 Adopted		
	Gov't Funds	Enterprise Funds	Total All Funds	Gov't Funds	Enterprise Funds	Total All Funds	Gov't Funds	Enterprise Funds	Total All Funds
<i>Revenue</i>									
Property Taxes	42,167,988	208,743	42,376,731	43,487,000	220,000	43,707,000	43,816,000	160,850	43,976,850
Other Gov't.	23,137,717	311,697	23,449,414	22,174,210	314,300	22,488,510	21,913,410	315,000	22,228,410
Fine/Forfeitures	2,911,701	600,850	3,512,551	2,808,800	465,000	3,273,800	3,031,090	550,000	3,581,090
Use Money/Prop.	3,440,381	222,842	3,663,223	2,954,800	224,400	3,179,200	2,526,450	232,400	2,758,850
Charges for Serv.	7,808,551	39,024,506	46,833,057	7,190,860	40,882,490	48,073,350	7,434,860	41,657,100	49,091,960
Licenses/Permits	3,464,229	819,961	4,284,190	3,071,000	500,000	3,571,000	3,411,000	515,000	3,926,000
Other Revenue	6,875,684	1,511,491	8,387,175	5,844,580	562,870	6,407,450	5,643,070	594,670	6,237,740
Total Revenue	89,806,251	42,700,090	132,506,341	87,531,250	43,169,060	130,700,310	87,775,880	44,025,020	131,800,900
Transfers In	5,282,460	1,510,730	6,793,190	5,055,250	1,453,320	6,508,570	4,964,240	1,603,320	6,567,560
Total Resources	95,088,711	44,210,820	139,299,531	92,586,500	44,622,380	137,208,880	92,740,120	45,628,340	138,368,460
Use of Reserves	86,397	-	86,397	673,000	1,005,910	1,678,910	577,700	1,240,130	1,817,830
Total (\$)	95,175,108	44,210,820	139,385,928	93,259,500	45,628,290	138,887,790	93,317,820	46,868,470	140,186,290
<i>Expenses</i>									
Personnel	49,944,598	10,969,001	60,913,599	51,683,850	11,728,110	63,411,960	51,935,190	12,076,160	64,011,350
Operating	15,192,416	8,211,552	23,403,968	16,534,680	8,894,840	25,429,520	16,771,740	9,406,210	26,177,950
Capital Outlay	2,782,906	321,012	3,103,918	1,954,560	839,610	2,794,170	2,069,890	1,002,120	3,072,010
Administrative	236,000	4,389,000	4,625,000	172,000	3,766,000	3,938,000	177,000	3,911,000	4,088,000
Other	2,205,267	9,751,067	11,956,334	2,406,410	10,539,160	12,945,570	2,649,990	10,436,130	13,086,120
Total Oper. Exp.	70,361,187	33,641,632	104,002,819	72,751,500	35,767,720	108,519,220	73,603,810	36,831,620	110,435,430
Principal	3,878,994	-	3,878,994	4,203,000	-	4,203,000	4,308,700	-	4,308,700
Interest	1,268,855	3,614,423	4,883,278	1,402,000	3,715,020	5,117,020	1,100,000	3,375,690	4,475,690
CIP Transfer	8,448,000	-	8,448,000	6,800,000	-	6,800,000	6,330,000	-	6,330,000
Transfers Out	6,429,190	364,000	6,793,190	6,201,980	306,590	6,508,570	6,260,970	306,590	6,567,560
Total Use	90,386,226	37,620,055	128,006,281	91,358,480	39,789,330	131,147,810	91,603,480	40,513,900	132,117,380
Add. to Reserves	4,788,882	6,590,765	11,379,647	1,901,020	5,838,960	7,739,980	1,714,340	6,354,570	8,068,910
Total (\$)	95,175,108	44,210,820	139,385,928	93,259,500	45,628,290	138,887,790	93,317,820	46,868,470	140,186,290



FY 2021 Financial Summary: All Operating Funds

The financial summaries on the next three pages present total resources and total appropriated uses for the City of Rockville's 11 operating funds for FY 2021. The summaries offer different presentations of data including the relationships between category and fund, department and fund, and category and department. The total FY 2021 operating budget equals \$140.2 million, an increase of just under 1 percent from FY 2020.

The taxpayer-supported General Fund is the largest component, constituting 60 percent or \$84.6 million of the total budget. The city's four utility funds, which include Water, Sewer, Refuse, and Stormwater Management, make up 31.4 percent or \$44.1 million of the budget.

The individual fund financial summaries on the pages that follow the total summaries include historical, current, and projected financial information for each of the city's appropriated governmental and enterprise funds. Following each individual fund summary is detailed information about the fund, including major revenue sources and financial position relative to policy targets and goals.

Budget Availability

The FY 2021 Operating Budget and Capital Improvements Program is available at rockvillemd.gov/budget. Also on the website is a link to the Excel version of the budget, which details the budget in a line item format.

Forecast Assumptions

The forecast is intended to inform staff and the elected body of the long-term impact that may result from short-term resource allocation decisions.

The expenditure budget estimates for FY 2022 through FY 2025 are based on different forecasting techniques or methods. The rationale for using one method over another depends on the type of expenditure. For expenditures that fluctuate, like capital outlay, conservative estimates that most closely match current trends are assumed. For expenditures that are linked to more specific activities or quantities, such as personnel and debt service, trend analysis or known schedules to determine future expenditures are used.

General assumptions that are consistent throughout all funds include: no change to the number of funded positions, increases in personnel costs of 4 to 5 percent (includes increases of approximately 4.5 percent to salary and 5 percent increases to benefits), increases in operating costs between 1 and 3 percent, vehicle replacements as outlined in the Supplemental Information section, changes in administrative charges consistent with the plan approved by the Mayor and Council in FY 2018, and debt service payments and depreciation expenses consistent with current schedules and planned debt issues.

The revenue budget estimates for FY 2022 through FY 2025 are described on each fund page. In general, governmental funds are mostly supported by taxes, intergovernmental revenues, and administrative charges, whereas enterprise funds are mostly supported by charges for services, fines and forfeitures, and transfers from the General Fund.

The forecast is not intended to be used as a proposed budget for future years because of the certainty of future adjustments. In addition, due to the unknown impacts of the COVID-19 pandemic, the FY 2021 budget will likely be amended. The impacts of COVID-19 may result in reduced revenues and increased expenditures in FY 2021 and future years. The COVID-19 pandemic continues to evolve and staff will update the Mayor and Council and Rockville community periodically throughout FY 2021.



FY 2021 Financial Summary: All Operating Funds by Category and Fund

	Governmental Funds					Enterprise Funds						Total Operating
	General	Special Activities	CDBG	Speed Camera	Debt Service	Water	Sewer	Refuse	Parking	SWM	RedGate	
<i>Revenue</i>												
Property Taxes	43,816,000	-	-	-	-	-	-	-	160,850	-	-	43,976,850
Other Gov't.	21,650,410	-	263,000	-	-	-	-	-	315,000	-	-	22,228,410
Fines/Forfeiture	1,583,090	-	-	1,448,000	-	-	-	-	550,000	-	-	3,581,090
Use Money/Prop.	1,340,820	1,144,630	-	10,000	31,000	52,400	-	17,000	51,000	112,000	-	2,758,850
Charges for Serv.	7,404,860	30,000	-	-	-	13,975,400	15,775,300	6,138,400	303,000	5,465,000	-	49,091,960
Licenses/Permits	3,411,000	-	-	-	-	-	-	-	-	515,000	-	3,926,000
Other Revenue	5,398,820	244,250	-	-	-	230,700	246,830	13,600	60,840	41,300	1,400	6,237,740
Total Revenue	84,605,000	1,418,880	263,000	1,458,000	31,000	14,258,500	16,022,130	6,169,000	1,440,690	6,133,300	1,400	131,800,900
Transfers In	-	164,240	-	-	4,800,000	306,590	-	46,730	1,250,000	-	-	6,567,560
Total Resources	84,605,000	1,583,120	263,000	1,458,000	4,831,000	14,565,090	16,022,130	6,215,730	2,690,690	6,133,300	1,400	138,368,460
Use of Reserves	-	-	-	-	577,700	-	-	1,138,290	-	-	101,840	1,817,830
Total (\$)	84,605,000	1,583,120	263,000	1,458,000	5,408,700	14,565,090	16,022,130	7,354,020	2,690,690	6,133,300	103,240	140,186,290
<i>Expenses</i>												
Personnel	51,813,230	-	-	121,960	-	3,903,310	1,950,340	3,234,580	306,810	2,681,120	-	64,011,350
Operating	15,033,020	793,740	263,000	681,980	-	2,449,660	3,959,450	2,018,520	99,440	879,140	-	26,177,950
Capital Outlay	1,721,890	348,000	-	-	-	380,060	87,570	440,720	-	93,770	-	3,072,010
Administrative	-	-	-	177,000	-	1,292,000	637,000	1,119,000	90,000	773,000	-	4,088,000
Other	2,475,890	174,100	-	-	-	3,553,200	5,077,600	519,200	173,530	1,012,000	100,600	13,086,120
Total Oper. Exp.	71,044,030	1,315,840	263,000	980,940	-	11,578,230	11,711,960	7,332,020	669,780	5,439,030	100,600	110,435,430
Principal	-	-	-	-	4,308,700	-	-	-	-	-	-	4,308,700
Interest	-	-	-	-	1,100,000	997,600	1,495,600	22,000	813,300	44,550	2,640	4,475,690
CIP Transfer	6,330,000	-	-	-	-	-	-	-	-	-	-	6,330,000
Transfers Out	6,260,970	-	-	-	-	-	306,590	-	-	-	-	6,567,560
Total Use	83,635,000	1,315,840	263,000	980,940	5,408,700	12,575,830	13,514,150	7,354,020	1,483,080	5,483,580	103,240	132,117,380
Add. to Reserves	970,000	267,280	-	477,060	-	1,989,260	2,507,980	-	1,207,610	649,720	-	8,068,910
Total (\$)	84,605,000	1,583,120	263,000	1,458,000	5,408,700	14,565,090	16,022,130	7,354,020	2,690,690	6,133,300	103,240	140,186,290



FY 2021 Financial Summary: All Operating Funds by Department and Fund

	Governmental Funds					Enterprise Funds							Total Operating
	General	Special Activities	CDBG	Speed Camera	Debt Service	Water	Sewer	Refuse	Parking	SWM	RedGate		
Revenue													
Mayor & Council	-	-	-	-	-	-	-	-	-	-	-	-	
City Attorney	-	-	-	-	-	-	-	-	-	-	-	-	
City Manager	1,102,300	785,630	-	-	-	-	-	-	-	-	-	1,887,930	
Finance	-	-	-	-	-	-	-	-	-	-	-	-	
HR	15,000	-	-	-	-	-	-	-	-	-	-	15,000	
IT	-	-	-	-	-	-	-	-	-	-	-	-	
PDS	3,765,880	9,000	263,000	-	-	-	-	-	-	-	-	4,037,880	
Police	2,443,210	-	-	1,448,000	-	-	-	-	853,000	-	-	4,744,210	
Public Works	657,100	350,000	-	-	-	56,000	9,000	9,500	-	840,000	-	1,921,600	
Rec. & Parks	6,640,340	438,490	-	-	-	-	-	-	-	-	-	7,078,830	
Non-Depart.	69,981,170	-	-	10,000	4,831,000	14,509,090	16,013,130	6,206,230	1,837,690	5,293,300	1,400	118,683,010	
Total Revenue	84,605,000	1,583,120	263,000	1,458,000	4,831,000	14,565,090	16,022,130	6,215,730	2,690,690	6,133,300	1,400	138,368,460	
Use of Reserves	-	-	-	-	577,700	-	-	1,138,290	-	-	101,840	1,817,830	
Total (\$)	84,605,000	1,583,120	263,000	1,458,000	5,408,700	14,565,090	16,022,130	7,354,020	2,690,690	6,133,300	103,240	140,186,290	
Expenses													
Mayor & Council	841,240	-	-	-	-	-	-	-	-	-	-	841,240	
City Attorney	1,424,940	-	-	-	-	-	-	-	-	-	-	1,424,940	
City Manager	5,381,520	353,340	-	-	-	-	-	-	-	-	-	5,734,860	
Finance	2,365,660	-	-	-	-	666,380	-	-	-	-	-	3,032,040	
HR	1,918,810	-	-	-	-	-	-	-	-	-	-	1,918,810	
IT	4,489,260	-	-	-	-	-	-	-	-	-	-	4,489,260	
PDS	6,390,270	-	263,000	-	-	-	-	-	-	-	-	6,653,270	
Police	11,706,120	-	-	773,980	-	-	-	-	364,420	-	-	12,844,520	
Public Works	8,878,760	237,500	-	-	-	5,712,000	5,748,910	5,410,870	2,640	3,452,210	-	29,442,890	
Rec. & Parks	25,266,380	725,000	-	-	-	-	-	-	-	-	-	25,991,380	
Non-Depart.	14,972,040	-	-	206,960	5,408,700	6,197,450	7,765,240	1,943,150	1,116,020	2,031,370	103,240	39,744,170	
Total Use	83,635,000	1,315,840	263,000	980,940	5,408,700	12,575,830	13,514,150	7,354,020	1,483,080	5,483,580	103,240	132,117,380	
Add. to Reserves	970,000	267,280	-	477,060	-	1,989,260	2,507,980	-	1,207,610	649,720	-	8,068,910	
Total (\$)	84,605,000	1,583,120	263,000	1,458,000	5,408,700	14,565,090	16,022,130	7,354,020	2,690,690	6,133,300	103,240	140,186,290	



FY 2021 Financial Summary: All Operating Funds by Category and Department

	Mayor and Council	City Attorney	City Manager	Finance	Human Resources	Info. Technology	Planning and Devel. Services	Police	Public Works	Recreation and Parks	Non- Dept.	Total Operating
<i>Revenue</i>												
Property Taxes	-	-	-	-	-	-	-	-	-	-	43,976,850	43,976,850
Other Gov't.	-	-	-	-	-	-	263,000	746,620	6,600	416,240	20,795,950	22,228,410
Fines/Forfeiture	-	-	-	-	-	-	2,500	3,578,590	-	-	-	3,581,090
Use Money/Prop.	-	-	1,887,930	-	-	-	9,000	-	350,000	37,520	474,400	2,758,850
Charges for Serv.	-	-	-	-	10,500	-	547,380	354,000	1,037,000	6,160,980	40,982,100	49,091,960
License/Permits	-	-	-	-	-	-	3,216,000	65,000	515,000	-	130,000	3,926,000
Other Revenue	-	-	-	-	4,500	-	-	-	13,000	299,850	5,920,390	6,237,740
Total Revenue	-	-	1,887,930	-	15,000	-	4,037,880	4,744,210	1,921,600	6,914,590	112,279,690	131,800,900
Transfers In	-	-	-	-	-	-	-	-	-	164,240	6,403,320	6,567,560
Total Resources	-	-	1,887,930	-	15,000	-	4,037,880	4,744,210	1,921,600	7,078,830	118,683,010	138,368,460
Use of Reserves	-	-	-	-	-	-	-	-	-	-	1,817,830	1,817,830
Total (\$)	-	-	1,887,930	-	15,000	-	4,037,880	4,744,210	1,921,600	7,078,830	120,500,840	140,186,290
<i>Expenses</i>												
Personnel	536,830	1,316,470	3,484,590	2,375,790	1,589,050	2,986,680	5,963,890	10,680,940	16,178,750	16,865,610	2,032,750	64,011,350
Operating	229,810	108,470	586,000	620,550	329,760	1,358,410	578,150	2,104,780	11,453,800	7,266,150	1,542,070	26,177,950
Capital Outlay	-	-	252,200	-	-	144,170	-	58,800	1,797,040	819,800	-	3,072,010
Administrative	-	-	-	-	-	-	-	-	-	-	4,088,000	4,088,000
Other	74,600	-	1,412,070	35,700	-	-	64,500	-	13,300	1,039,820	10,446,130	13,086,120
Total Oper. Exp.	841,240	1,424,940	5,734,860	3,032,040	1,918,810	4,489,260	6,606,540	12,844,520	29,442,890	25,991,380	18,108,950	110,435,430
Principal	-	-	-	-	-	-	-	-	-	-	4,308,700	4,308,700
Interest	-	-	-	-	-	-	-	-	-	-	4,475,690	4,475,690
CIP Transfer	-	-	-	-	-	-	-	-	-	-	6,330,000	6,330,000
Transfers Out	-	-	-	-	-	-	46,730	-	-	-	6,520,830	6,567,560
Total Use	841,240	1,424,940	5,734,860	3,032,040	1,918,810	4,489,260	6,653,270	12,844,520	29,442,890	25,991,380	39,744,170	132,117,380
Add. to Reserves	-	-	-	-	-	-	-	-	-	-	8,068,910	8,068,910
Total (\$)	841,240	1,424,940	5,734,860	3,032,040	1,918,810	4,489,260	6,653,270	12,844,520	29,442,890	25,991,380	47,813,080	140,186,290



Projected Changes in Fund Balance: Governmental Funds

For governmental funds, the term fund balance is used to describe financial position or the cumulative difference between revenues and expenditures over the life of the fund. These amounts are not invested in capital assets nor have they been committed or assigned for encumbrances, self-insurance, or other purposes.

Below is a summary schedule that includes beginning fund balances, increases and decreases in fund balances, and projected ending fund balances for each of the city's appropriated governmental funds.

Following the summary schedule is a discussion of the funds that are projected to have a change in fund balance of 10 percent or more.

Projected Changes in Fund Balance: Governmental Funds

Fund	6/30/20 Est. Balance	FY 2021 Revenues	FY 2021 Expenditures	6/30/21 Est. Balance	% Change
General*	21,465,661	84,605,000	83,735,000	22,335,661	4.1%
Spec. Act.**	7,433,360	1,583,120	2,472,098	6,544,382	-12.0%
CDBG	-	263,000	263,000	-	N/A
Speed***	1,396,065	1,458,000	1,155,940	1,698,125	21.6%
Debt Serv.	838,396	4,831,000	5,408,700	260,696	-68.9%
Capital	21,750,535	11,394,242	19,487,097	13,657,680	-37.2%
Total (\$)	52,884,017	104,134,362	112,521,835	44,496,544	-15.9%

* FY 2021 Expenditures include \$100,000 for planning of the RedGate property.

** FY 2021 Expenditures include \$1.2 million in capital spending.

*** FY 2021 Expenditures include \$175,000 in capital spending.

Special Activities Fund: The fund balance in the Special Activities Fund will decrease by 12 percent or almost \$900,000 due to the city's planned use of reserves. All accounts in this Fund are supported by specific revenue sources that are set aside for predetermined purposes. This Fund will fluctuate from year to year because in any one year the Fund may receive more revenue than it appropriates or it will spend the Fund's appropriated reserves.

Speed Camera Fund: The fund balance in the Speed Camera Fund will increase by 21.6 percent or just over \$300,000 due to projected revenues for FY 2020 and 2021. In the near future, the city plans to appropriate these funds for transportation and pedestrian safety projects in the capital budget.

Debt Service Fund: The fund balance in the Debt Service Fund is projected to decrease by 68.9 percent or \$577,700 due to the city's planned use of funds that resulted from a FY 2020 loan repayment from RHE. The Debt Service Fund is balanced over a five year period, with a reserve target equal to 10 percent of the average annual outstanding principal payment. The estimated 6/30/21 balance is in compliance with the reserve target.

Capital Projects Fund: The fund balance in the Capital Projects Fund is estimated to decrease by 37.2 percent or \$8.1 million due to the city's planned use of reserves that are currently appropriated for capital projects. This is a multi-year program that continually carries a large balance from year to year. Similar to the Debt Service Fund, this Fund is balanced over a five year period, with the ultimate goal of maintaining a positive cash balance each planned year.



Projected Changes in Cash Balance: Enterprise Funds

An important component of financial position for an enterprise fund is cash. Cash, which represents all cash or cash equivalents in an enterprise fund, is similar to a governmental fund balance because it focuses on near-term liquidity. The cash balances are derived from the cash flows that are established for each fund.

For the city's utility funds, rates are set based on cash flow models that differ from budget forecasts because they include actual cash outlays, whereas the budget forecast is consistent with Generally Accepted Accounting Principles (GAAP).

Below is a summary schedule that includes beginning cash balances, increases and decreases in cash balances, and projected ending cash balances for each of the city's appropriated enterprise funds.

Following the summary schedule is a discussion of the enterprise funds that are estimated to be out of compliance with the city's Financial Management Policies at the end of FY 2021.

Projected Changes in Cash Balance: Enterprise Funds

Fund	6/30/20 Est. Balance	FY 2021 Cash In	FY 2021 Cash Out	6/30/21 Est. Balance	% Change
Water	(429,594)	14,103,894	10,709,324	2,964,976	790.2%
Sewer	(919,113)	15,289,920	11,958,448	2,412,359	362.5%
Refuse	2,197,821	6,206,625	7,030,085	1,374,361	-37.5%
Parking	(150,198)	2,978,384	2,699,523	128,663	185.7%
SWM	6,819,510	6,112,476	8,552,212	4,379,774	-35.8%
RedGate	(53,194)	-	24,663	(77,857)	-46.4%
Total (\$)	7,465,232	44,691,299	40,974,255	11,182,276	49.8%

Water and Sewer Funds: The Water and Sewer funds continue to be out of compliance with the city's Financial Management Policies. In FY 2015, staff completed a comprehensive utility rate study that addressed the future sustainability and health of the Water and Sewer funds. This study recommended that water and sewer rate increases be implemented for FY 2016 through FY 2021 in order to achieve the policy target of six months operating reserve by the end of FY 2021.

Since the initial study in FY 2015, the city's operating and capital contributions to the Blue Plains Wastewater Treatment Facility have significantly increased and overall estimated revenues are slightly below projections due to water conservation efforts. In addition to these financial setbacks, the Mayor and Council decided to leave the rates flat for FY 2021 due to the economic impact to residents and businesses as a result of the COVID-19 pandemic. Due to all of these changes, the funds will not reach their policy targets until FY 2023 at the earliest.

The city is currently undergoing a study that evaluates the cost of service by property classification. The results of this study will likely impact the city's future rates and rate structure starting in FY 2022. Results of the study will be publicly presented in FY 2021. Unfortunately, not adjusting the utility rates for FY 2021 will negatively impact the financial health of the funds and will require greater increases in the future.

RedGate Golf Fund: The cash balance in the RedGate Golf Fund is negative due to the unanticipated closure of the course in FY 2019. The Mayor and Council decided in late-FY 2019 that the property would no longer operate as a golf course. During FY 2020, the Mayor and Council decided that the RedGate property will be used for passive and active recreation opportunities, and therefore covered by the General Fund. City staff is moving forward with the planning of the property in FY 2021.

Current expenses in the RedGate Fund include the debt service on past property improvements; the debt service ends in FY 2023 and the Fund will be closed at that time.



Financial Summary: General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
<i>Revenue</i>									
Property Taxes	40,105,715	41,385,200	42,167,988	43,487,000	43,816,000	44,845,403	45,895,226	46,966,045	48,058,281
Other Gov't.	20,598,797	20,567,721	22,774,302	21,911,210	21,650,410	21,665,210	22,041,464	22,425,243	22,816,698
Fines/Forfeitures	1,267,285	1,443,468	1,577,872	1,360,800	1,583,090	1,583,090	1,583,090	1,583,090	1,583,090
Use Money/Prop.	1,441,523	1,567,015	2,013,271	1,723,800	1,340,820	1,330,936	1,321,587	1,312,771	1,304,482
Charges for Serv.	6,817,056	7,526,456	7,778,785	7,160,860	7,404,860	7,607,023	7,814,997	8,028,953	8,249,064
Licenses/Permits	2,927,368	3,085,154	3,464,229	3,071,000	3,411,000	3,479,220	3,548,804	3,619,780	3,692,176
Other Revenue*	6,725,038	7,029,092	6,279,137	5,525,330	5,398,820	5,480,580	5,814,375	5,920,246	6,028,235
Total Revenue	79,882,782	82,604,106	86,055,584	84,240,000	84,605,000	85,991,461	88,019,544	89,856,128	91,732,026
Transfers In	-	-	-	-	-	-	-	-	-
Total Resources	79,882,782	82,604,106	86,055,584	84,240,000	84,605,000	85,991,461	88,019,544	89,856,128	91,732,026
Use of Reserves**	2,640,281	-	-	-	-	953,787	1,313,638	2,223,041	2,643,377
Total (\$)	82,523,063	82,604,106	86,055,584	84,240,000	84,605,000	86,945,248	89,333,182	92,079,169	94,375,403

* Includes hotel tax, miscellaneous revenues, and administrative charges from other funds.

** Although the forecast shows "Use of Reserves" to balance the budget in FY 2022 - FY 2025, it is the city's policy is to balance with current resources.

The forecast is not intended to be used as a proposed budget for future years because of the certainty of future adjustments.

The forecast is intended to inform staff and the elected body of the long-term impact that may result from short-term resource allocation decisions.

<i>Expenditures</i>									
Personnel	45,793,215	47,690,756	49,833,485	51,564,780	51,813,230	54,541,762	56,767,931	59,159,079	61,604,092
Operating	12,681,057	13,119,219	13,954,003	14,820,060	15,033,020	15,531,767	15,868,526	16,197,501	16,422,829
Capital Outlay	2,664,597	1,852,437	2,488,291	1,602,560	1,721,890	1,356,095	1,356,095	1,356,095	1,356,095
Administrative	-	-	-	-	-	-	-	-	-
Other***	3,040,172	1,640,657	2,098,456	2,247,310	2,475,890	2,496,669	2,517,663	2,538,874	2,160,305
Total Oper. Exp.	64,179,041	64,303,069	68,374,235	70,234,710	71,044,030	73,926,293	76,510,215	79,251,549	81,543,322
Principal	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
CIP Transfer	12,114,612	11,500,350	8,448,000	6,800,000	6,330,000	7,000,000	7,000,000	7,000,000	7,000,000
Transfers Out	6,229,410	6,246,240	6,429,190	6,201,980	6,260,970	6,018,955	5,822,966	5,827,620	5,832,081
Total Use	82,523,063	82,049,659	83,251,425	83,236,690	83,635,000	86,945,248	89,333,182	92,079,169	94,375,403
Add. to Reserves	-	554,447	2,804,159	1,003,310	970,000	-	-	-	-
Total (\$)	82,523,063	82,604,106	86,055,584	84,240,000	84,605,000	86,945,248	89,333,182	92,079,169	94,375,403

*** Includes caregiver and outside agency grants and the city's annual contribution to Rockville Economic Development, Inc. (REDI).

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
Goal: Maintain an unassigned fund balance of at least 20 percent of annual adopted revenue.									



General Fund

Purpose of Fund: The General Fund is the general operating fund of the city, and is used to account for all financial resources except those required to be accounted for in another fund.

Fund Policy: Current year operating expenditures must be funded 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.

User of Service: All residents, businesses, and visitors of the city benefit from the operations of the General Fund.

Budget Statistics: The General Fund makes up 60 percent of the total operating budget, and supports 402.4 regular FTEs, all general operating and administrative costs of the city, and 41 capital projects. The General Fund supports all or part of the budgets for all ten of the city's departments.

Special Notes: It is the city's policy to maintain a General Fund contingency account equal to a maximum of 1 percent of the city's General Fund budgeted appropriations. This account is available for unanticipated, unbudgeted expenditures of a non-recurring nature and/or unexpected cost increases that require the City Manager's approval. All spending from the contingency account is reported to the Mayor and Council on a quarterly basis. The contingency account for FY 2021 equals \$310,000, which is well below the policy limit of \$846,050.

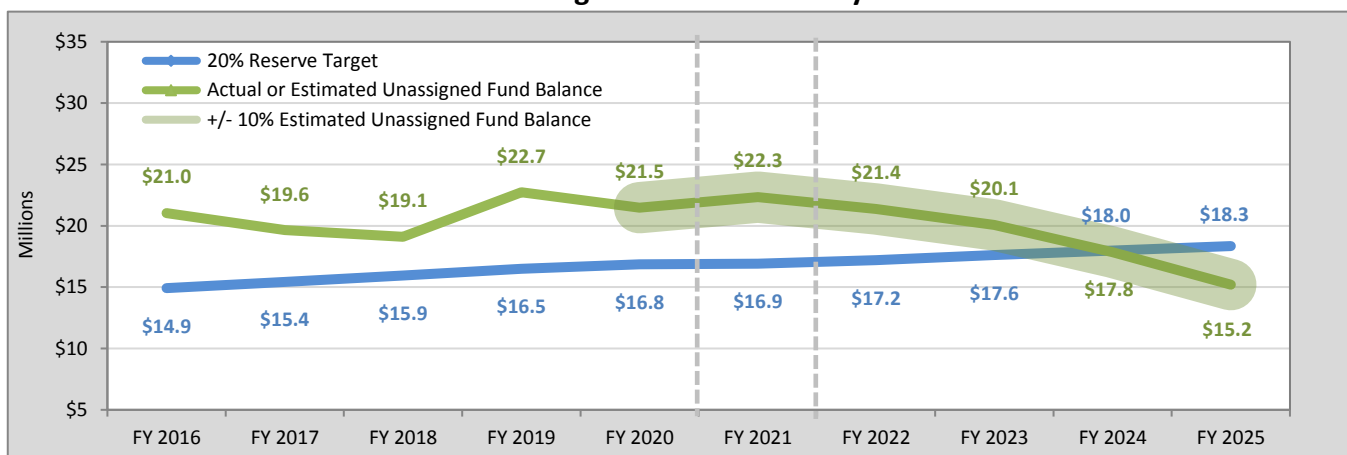
Fund Balance: It is the city's policy to maintain an unassigned fund balance ("reserve") of at least 20 percent of annual adopted General Fund revenue. The unassigned fund balance is defined as the accumulation of General Fund revenues that exceed General Fund expenditures, less the portion of the fund balance that is considered nonspendable, restricted, committed, or assigned. The purpose of this balance is to mitigate risks of economic uncertainty and to ensure the orderly provision of services to residents. Use of funds below the 20 percent required level must be approved by specific action of the Mayor and Council.

To the extent that the General Fund unassigned fund balance exceeds the target, the city may draw upon the fund balance to provide paygo financing for capital projects, for other one-time capital items, or for additional contributions to reduce the other post employment benefit or pension unfunded liabilities. In addition, Mayor and Council or the City Manager may commit or assign the fund balance that exceeds the target, respectively.

It is common to utilize unassigned fund balance above the target for capital projects in lieu of issuing new debt. Due to the projected balance above the policy target, the Mayor and Council may consider funding additional capital needs or expenses related to the city's COVID-19 response efforts during FY 2021.

In addition to new capital or COVID-19 needs, the FY 2021 adopted budget ordinance contains language that commits \$100,000 for planning of the use of the RedGate property.

General Fund Unassigned Fund Balance by Fiscal Year End





General Fund Revenue Detail

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Percent Change
Property Taxes	42,167,988	43,487,000	43,816,000	0.8%
Real Property Tax *	38,810,845	39,602,000	40,276,000	1.7%
Personal Property Tax *	3,258,096	3,745,000	3,400,000	-9.2%
Interest on Taxes	99,047	140,000	140,000	0.0%
From Other Gov't.	22,774,302	21,911,210	21,650,410	-1.2%
Income Tax *	15,585,645	14,200,000	14,900,000	4.9%
Tax Duplication *	2,409,750	2,409,750	2,409,750	0.0%
Highway User *	2,169,475	2,723,700	2,107,900	-22.6%
Police Protection Grant *	738,408	740,000	740,000	0.0%
Admissions & Amusement Tax *	1,375,116	1,400,000	1,050,000	-25.0%
Linkages to Learning Grant	214,996	217,900	217,900	0.0%
Youth & Family Services Grant	116,921	98,720	98,720	0.0%
Recreation Grants	25,000	21,720	21,720	0.0%
Traffic Signal Reimbursement	6,600	6,600	6,600	0.0%
PILOT Reimburse. from County	13,265	13,300	13,300	0.0%
Mowing Reimbursement from State	7,868	15,740	15,740	0.0%
Miscellaneous Grants	111,258	63,780	68,780	7.8%
Fines & Forfeitures *	1,577,872	1,360,800	1,583,090	16.3%
Municipal Infractions	6,805	2,800	2,500	-10.7%
Redlight Camera Citations	1,566,634	1,350,000	1,572,590	16.5%
Confiscated Funds	4,433	8,000	8,000	0.0%
Use of Money & Prop. *	2,013,271	1,723,800	1,340,820	-22.2%
Cable Franchise Fees	1,016,091	1,000,000	917,020	-8.3%
Interest Earnings	715,702	500,000	200,000	-60.0%
Land Rental	242,456	185,280	185,280	0.0%
Building Rental	38,322	37,520	37,520	0.0%
Other	700	1,000	1,000	0.0%
Licenses and Permits *	3,464,229	3,071,000	3,411,000	11.1%
Traders Licenses	118,627	130,000	130,000	0.0%
Building Permits	1,995,701	1,560,000	1,900,000	21.8%
Rental Licenses	1,190,105	1,200,000	1,200,000	0.0%
Animal Licenses	62,660	65,000	65,000	0.0%
Other Licenses	97,136	116,000	116,000	0.0%

* Revenue source is described on the pages following the General Fund Revenue Detail tables.



General Fund Revenue Detail (continued)

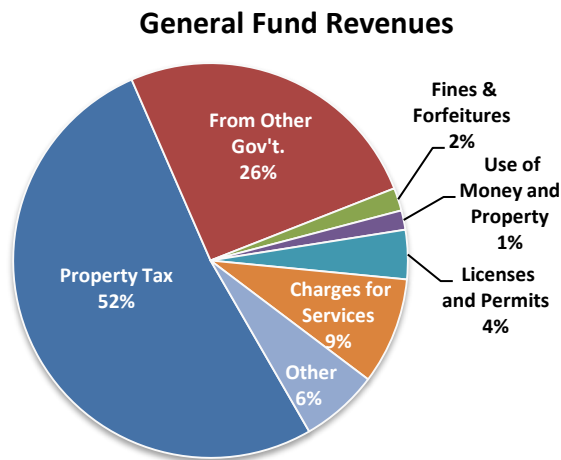
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Percent Change
Charges for Services *	7,778,785	7,160,860	7,404,860	3.4%
Forestry Develop. Review Fees	99,475	75,000	75,300	0.4%
Recreation Program Fees	3,423,524	3,302,910	3,388,030	2.6%
Zoning Fees	97,170	142,080	142,080	0.0%
Charges for Police Services	23,702	30,000	30,000	0.0%
Sale of Materials	8,765	20,000	20,000	0.0%
Fire Safety Fees	201,000	210,000	225,000	7.1%
Fire Review Fees	117,507	80,000	100,000	25.0%
Public Works Permits	1,028,359	650,000	650,000	0.0%
Swim Team Dues	636,894	497,000	595,640	19.8%
Membership Fees	765,258	798,500	790,000	-1.1%
Rec. and Parks Concessions	14,903	13,300	13,750	3.4%
Facility Rental Fees	698,034	770,760	771,150	0.1%
Social Services Fees	6,168	8,150	8,150	0.0%
Special Events Fees	73,359	64,700	79,200	22.4%
Theme Park Tickets	51,010	88,300	54,710	-38.0%
Fitzgerald Theatre Tickets	43,692	38,000	40,000	5.3%
Internal Facility Use	34,943	32,430	33,000	1.8%
Merchandise Sales	9,197	7,000	7,000	0.0%
Swim and Fitness Center Fees	417,228	301,230	350,350	16.3%
Fitness Classes	10,116	10,500	10,500	0.0%
Police Fingerprinting Fees	18,481	21,000	21,000	0.0%
Other Revenue *	6,279,137	5,525,330	5,398,820	-2.3%
Community Contributions	53,154	33,550	54,100	61.3%
Hotel Tax	1,018,380	1,020,000	790,000	-22.5%
Sale of Vehicles	31,399	46,300	500	-98.9%
Miscellaneous Revenues	544,573	466,980	445,720	-4.6%
Miscellaneous Grants	5,536	20,000	20,000	0.0%
Recreation Fees	1,095	500	500	0.0%
Water Admin. Charge *	1,383,000	1,284,000	1,292,000	0.6%
Sewer Admin. Charge *	768,000	674,000	637,000	-5.5%
Refuse Admin. Charge *	1,347,000	1,021,000	1,119,000	9.6%
Parking Admin. Charge *	127,000	87,000	90,000	3.4%
Stormwater Admin. Charge *	764,000	700,000	773,000	10.4%
Speed Camera Admin. Charge *	236,000	172,000	177,000	2.9%
Total (\$)	86,055,584	84,240,000	84,605,000	0.4%

* Revenue source is described on the pages following the General Fund Revenue Detail tables.



General Fund Revenues

There are seven categories of revenues that make up the General Fund. These sources total \$84.6 million for FY 2021, an increase of less than 1 percent from FY 2020. Property taxes make up the largest portion, constituting nearly 52 percent of total revenues.



Property Tax: 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 (SDAT). The Mayor and Council establish the tax rate each year in order to finance General Fund activities.

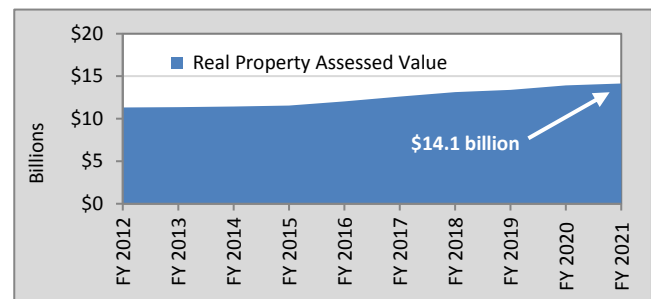
Real Property Tax: The City of Rockville's real property tax rate remains flat at \$0.292 for every \$100 of assessed value. SDAT reassesses real property every three years and tax bills are based on those assessments. For homeowners, any increase to assessed value is phased in equally over a three-year period, and the resulting increase in the property tax bill is capped at 10 percent. Any decrease is fully factored into the first full levy year after the assessment.

The real taxable assessed value from FY 2020 to FY 2021 increased by 1.7 percent to \$14.1 billion. This will result in an increase in revenues of \$674,000. There are no new assessments for January 2020 (off year); the next round of assessments will take place in January 2021 (Group 3) and January 2022 (Group 1). The total taxable assessed value is estimated to increase by 2.5 percent each year (including the value of new property), and the forecast assumes the tax rate will remain unchanged.

The FY 2021 through FY 2025 real property tax revenue estimate includes \$400,000 for the city's Homeowners' Tax Credit Program. The Homeowners' Tax Credit Program is a State administered program that provides real property tax credits to low- to moderate-income residents for property taxes due on their principal residence. For FY 2021 and assumed throughout the forecast, households with gross incomes up to \$91,000 per year and a household net worth of less than \$200,000 (not including the value of the home and qualified retirement savings) could qualify for tax relief on the first \$495,000 of their home's assessed value. For low-income households, the credit could be several hundred dollars with the maximum credit totaling the city tax due on the first \$495,000 of assessed value.

In addition to the Homeowners' Tax Credit Program, the city provides less than \$80,000 in other tax waivers or tax credits for the following: non-profit swimming pools, Fireside Park Apartments, and RHE's subsidiary RELP.

Taxable Assessed Value by Fiscal Year



Personal Property Tax: The City of Rockville's 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 percent of the value of commercial inventory; (2) 82 percent of the value of manufacturing or research and development inventory; and (3) 100 percent of the value of manufacturing or research and development machinery.

The FY 2021 budget assumes that taxable assessed values will total approximately \$425 million, which is a decrease of \$35 million from prior estimates due to the anticipated impact of COVID-19 on Rockville businesses. Until more information becomes available, the forecast assumes this revenue source will remain flat.



General Fund Revenues (continued)

From Other Governments: This category of revenue consists of revenues from the federal government, State of Maryland, and Montgomery County. Nearly all of revenue in this category comes from income tax, tax duplication, admission and amusement tax, highway user revenue, and police protection grant.

Income Tax: Income tax revenue is the second largest source of revenue in the General Fund. 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 can impose an income tax that is separate from the State income tax. In accordance with Maryland law, municipalities receive 17 percent of collected county income taxes. Montgomery County's income tax rate is currently 3.2 percent.

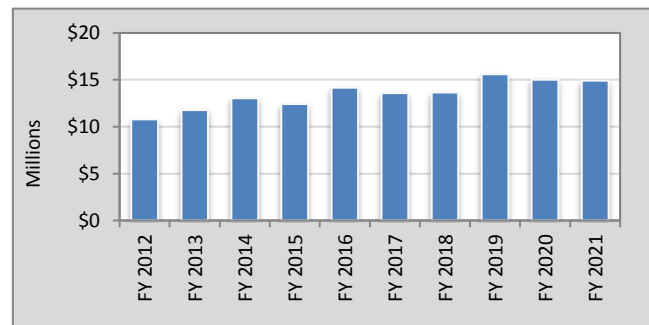
Starting in FY 2017, this revenue category was impacted by the Supreme Court decision on the *Wynne* case. The revenue payback from returns prior to FY 2017 as a result of the *Wynne* case is estimated at approximately \$400,000, spread over 20 instalments starting in FY 2021. The amended returns were paid by the State Comptroller using a reserve account and then the city will reimburse the State over five years through withholdings from quarterly distributions.

The income tax estimate for FY 2021 equals \$14.9 million, greater than the FY 2020 adopted estimate, but below historic actuals. This revenue source is challenging to predict because it is based on individual income tax returns each year. Factors such as employment rates, capital gains, and wage growth all contribute to the amount of annual revenue.

Rockville received its highest amount of income tax revenue, \$15.6 million, in FY 2019. Based on income tax receipts during the first eight months of FY 2020, the budget was amended up by \$800,000 to \$15 million in March 2020.

Due to the volatility of this revenue source, and the potential impacts on employment rates and overall income losses from COVID-19, the General Fund forecast will remain flat for FY 2022 and increase by a modest 2 percent each year throughout the forecast until more information becomes available. This will be adjusted upward in future years if actual receipts continue to exceed the adopted budget.

Income Tax Revenue by Fiscal Year



Tax Duplication: Tax duplication payments are received from Montgomery County as a partial reimbursement for services the County does not provide, but receives taxes from Rockville properties. Several factors, such as number of streetlights, the number of street miles maintained by the city, and what Montgomery County spends each year on tax duplication services, should determine what the city receives.

The FY 2021 estimate includes the same amount of revenue, \$2.4 million, as in FY 2017 through FY 2020. This revenue figure was derived from a formula that is based on actual Montgomery County spending from more than a decade ago. This formula underfunds the city's share because it uses old data to determine the cost of services.

Until more information becomes available, the forecast assumes \$2.4 million per year throughout the forecast.

Admissions and Amusement Tax: The admissions and amusement tax is a local tax collected by the State of Maryland Comptroller's Office for jurisdictions in Maryland. The tax is imposed on the gross receipts from admissions, the use or rental of recreational or sports equipment, and the sale of merchandise, refreshments, or services at a place where entertainment is provided.

Admissions and amusement tax rates are imposed by county and municipal governments at varying rates up to 10 percent of gross receipts from taxable activities. If gross receipts from the activity are also subject to the sales and use tax, the admissions and amusement tax is limited to 5 percent. The general admission and amusement tax rate for the city is 10 percent.

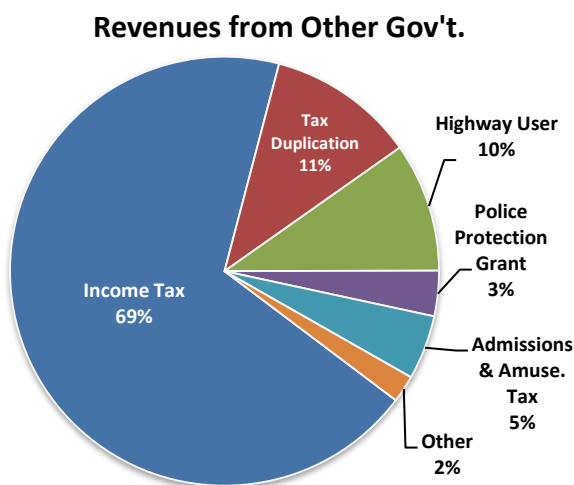


General Fund Revenues (continued)

Rockville receives the largest amount of this revenue from motion pictures, athletic facilities, and ice skating rinks. Revenues from this source have averaged approximately \$1 million each year, until FY 2017 when they hit a record high of \$1.3 million due to a large recreation facility opening. The FY 2021 budget includes \$1.05 million from this revenue source, which is a decrease of 25 percent due to the estimated impacts of COVID-19 on indoor recreation facilities and motion pictures. The forecast is conservative and assumes this revenue will remain flat for FY 2022 and will then increase by a modest 2 percent each year throughout the forecast. This revenue is paid to the city on a quarterly basis.

Highway User: Highway User Revenue (HUR), which is distributed by the State of Maryland based on a methodology that uses lane miles and registrations, peaked in FY 2007 at \$3.3 million. Beginning in FY 2020, and consistent with legislation enacted during the 2018 Session of the Maryland General Assembly, highway user funds are provided through capital transportation grants instead of providing a portion of the Gasoline Motor Vehicle Revenue Account (GMVRA) revenues.

For FY 2021, the city is projected to receive a total of \$2.1 million, a decrease of 23 percent due to the estimated impacts of COVID-19. Similar to income tax and admissions and amusement tax, the forecast is conservative and assumes this revenue will remain flat for FY 2022 and will then increase by a modest 2 percent each year after. Staff remains cautious about this revenue source as this was one that was reduced by over 90 percent after the last recession in FY 2010.



Police Protection Grant: This revenue consists of an annual operating grant from the State of Maryland to the City of Rockville to assist with funding police protection services. The FY 2021 budget assumes \$740,000 and future years will increase by 2 percent per year, which is consistent with past trends and with communications from the State.

Fines and Forfeitures: Redlight camera citation revenues make up over 99 percent of this category. Revenue from redlight cameras will remain relatively steady with current trends. FY 2020 was adopted at 18,000 citations paid, but was amended upwards in March 2020 consistent with actual activity. The FY 2021 budget assumes almost 21,000 paid citations. The city receives \$75 in revenue per paid citation; the city pays the vendor \$29.34 per paid citation. The forecast assumes flat revenues, which is generally consistent with the average amount of revenue per year for the last five years.

Use of Money and Property: This revenue source is made up of cable franchise fees, land rental, building rental, and interest earnings. Cable franchise fees and interest earnings make up a majority of this revenue source for FY 2021.

Cable Franchise Fees: This revenue source represents franchise fees and operating grants paid to the city by Comcast and Verizon. In the State of Maryland, cable companies pay a franchise fee as partial compensation for the use of public rights-of-way under authority of federal law. The FY 2021 estimate for this category equals approximately \$917,000, a decrease from FY 2019 and FY 2020. The forecast assumes a 2 percent decrease each year consistent with consumer behavior.

Interest Earnings: The second largest source in this category, represents the interest that the city earns on investment accounts. In May 2019 the city began utilizing the services of an investment advisor/asset manager to assist with the investment of city funds, with the goal of diversifying the city's investment options and generating additional interest income. Although investment income increased during most of FY 2020, in the last quarter of the fiscal year the markets were not favorable as a result of the COVID-19 pandemic. The FY 2021 budget assumes only \$200,000, which is a decrease from the past several years. The forecast will remain conservative and will increase by 2 percent per year.



General Fund Revenues (continued)

Charges for Services: This revenue source comes from charges to users who individually benefit from a particular city service. Recreation services make up a majority of this category including swim team dues, recreation program fees, Swim and Fitness Center membership, and other facility membership fees. This total revenue category will increase by 3.4 percent, or \$244,000, from FY 2020 to FY 2021.

Staff is closely monitoring this category of revenues and will likely suggest an amendment to the budget during FY 2021 due to the impacts of COVID-19. Depending on the region's strategy for reopening, recreation services may be significantly impacted.

The recreation services revenues are estimated to increase by 3 percent per year throughout the forecast to keep pace with general operating and program cost increases, while most of the other sources are estimated to remain flat or increase by a modest 2 percent.

Licenses and Permits: Nearly 91 percent of the revenue in this category comes from building permits and rental licenses. Building permit revenue consists of revenue received from permits issued for building construction, electrical work, plumbing, sewer, water, and gas. Rental license revenue consists of licensing fees for the inspection of single- and multi-family dwelling units and hotels.

While most of this category will remain consistent with the FY 2020 adopted budget, the FY 2021 estimate for building permits equals \$1.9 million, or \$340,000 more than FY 2020. Staff estimates that both permits and licenses will increase by a modest 2 percent per year throughout the forecast.

Other Revenue: This category is made up of revenue sources that are not consistent with the other categories. This revenue source is primarily made up of hotel tax, community contributions, miscellaneous revenues, and administrative charges.

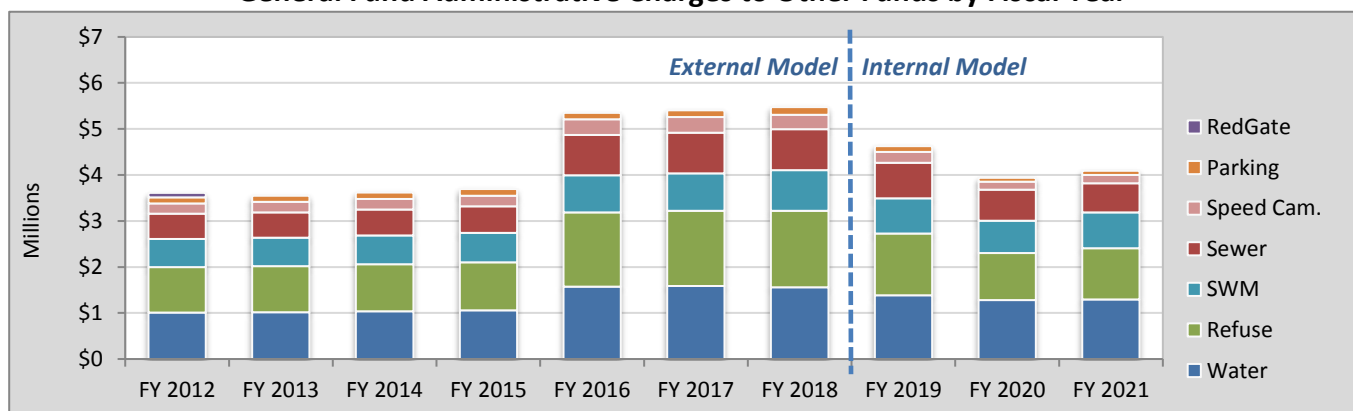
Administrative Charges: This revenue source represents centrally budgeted administrative or "overhead" costs. Each fund pays for its share of the costs through a transfer to the General Fund.

Prior to FY 2019, the city used a complex cost allocation model developed by an external consultant. For FY 2019, Finance staff developed an in-house model that is objective, more flexible, and easier to understand. The internal model is based on three steps: determining General Fund costs to be allocated, determining the allocation percentages of the funds receiving General Fund services, and then distributing General Fund costs based on the first two steps. This method, approved by the Mayor and Council in FY 2018, generates less General Fund revenue.

Due to the significant decrease in administrative charge revenues, the Mayor and Council approved a two-year implementation plan, with full implementation starting in FY 2020. This approach helped to mitigate any detrimental effects on the General Fund's resources in FY 2019, while still utilizing the new internal model.

The FY 2021 administrative charge revenue equals \$4.1 million based on the internal model; this is \$150,000 more than what was adopted in FY 2020.

General Fund Administrative Charges to Other Funds by Fiscal Year





General Fund Expenditure Detail

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Percent Change
Personnel	49,833,485	51,564,780	51,813,230	0.5%
Regular Employee Wages *	33,101,059	35,178,130	35,049,080	-0.4%
Temporary Employee Wages *	3,018,365	3,075,340	3,399,030	10.5%
Overtime *	1,294,219	965,370	943,570	-2.3%
Benefits *	12,419,842	12,345,940	12,421,550	0.6%
Operating, Contractual Services *	8,922,661	9,282,450	9,551,170	2.9%
Consultants	752,130	303,190	318,950	5.2%
Professional Services	129,182	160,630	175,770	9.4%
Outside/Temporary Employees	411,599	340,470	343,360	0.8%
Artisans	152,846	113,110	110,690	-2.1%
Digital Scanning	18,500	21,000	15,000	-28.6%
Phone and Internet Services	358,512	458,760	500,250	9.0%
Postage	172,337	258,840	146,590	-43.4%
Advertising (Non Recruitment)	62,634	72,630	66,980	-7.8%
Software Maint. and Subscriptions	1,092,845	1,182,370	1,187,220	0.4%
Property Tax Billing	139,208	170,700	170,700	0.0%
Janitorial Services	241,803	265,210	316,710	19.4%
Medical Exams	21,057	21,390	22,090	3.3%
Recruitment	22,304	21,900	21,900	0.0%
Travel, Training, Professional Devel.	545,454	626,590	448,900	-28.4%
Contract Services	2,988,816	3,107,350	3,239,690	4.3%
Alarm System	30,483	23,320	23,320	0.0%
Contract Equipment Maintenance/Repair	295,400	307,870	304,580	-1.1%
Transportation Services	121,674	151,200	149,980	-0.8%
Credit Card Charges	129,499	130,470	139,270	6.7%
Refuse Dump Fees	8,661	9,320	9,320	0.0%
Uniform Rental and Cleaning	63,909	99,470	104,160	4.7%
Refuse Service	37,067	50,000	37,070	-25.9%
Facility Rental (Non City Facility)	223,283	233,900	236,280	1.0%
Printing Contracts	108,185	234,430	153,940	-34.3%
Equipment Rental	151,070	151,980	175,520	15.5%
Internal City Facility Rental	40,968	52,630	47,630	-9.5%
Property and Liability Insurance	505,393	536,020	601,760	12.3%
Equipment Lease	97,842	87,700	92,950	6.0%
Vehicle Lease	-	90,000	390,590	334.0%

* Expenditure item/category is described on the pages following the General Fund Expenditure Detail tables.



General Fund Expenditure Detail (continued)

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Percent Change
Operating, Commodities *	5,031,342	5,537,610	5,481,850	-1.0%
Electricity	1,716,947	1,827,350	1,803,790	-1.3%
Heating Fuel	191,373	227,600	236,380	3.9%
Gasoline/Oil	341,114	390,960	281,900	-27.9%
Water Charges	120,342	168,810	166,790	-1.2%
Sewer Charges	96,292	118,440	131,080	10.7%
SWM Fees	178,869	202,290	200,130	-1.1%
Equipment Parts	354,001	303,300	312,380	3.0%
Program/Maintenance Supplies	1,233,597	1,273,190	1,261,710	-0.9%
Chemicals	253,699	246,290	253,980	3.1%
Trophies And Award	7,511	10,680	9,650	-9.6%
Uniforms/Staff Shirts	123,669	134,360	144,260	7.4%
Boards And Commissions Support	3,192	5,600	5,600	0.0%
General Fund Contingency *	-	350,000	310,000	-11.4%
Vehicle Preparation Costs	19,893	30,910	50,100	62.1%
Theme Park Tickets	47,070	88,300	54,710	-38.0%
Furniture and Equipment < \$5000	343,773	159,530	259,390	62.6%
Capital Outlay *	2,488,291	1,602,560	1,721,890	7.4%
Major Repairs	764,184	748,700	752,700	0.5%
Special Projects	151,062	83,000	145,000	74.7%
Vehicle Replacement *	979,401	416,900	348,360	-16.4%
Equipment & Tools	219,193	143,180	268,660	87.6%
Computer/Communication Equipment	300,817	194,730	206,170	5.9%
Computer Software	73,634	16,050	1,000	-93.8%
Other *	2,098,456	2,247,310	2,475,890	10.2%
Other Misc Expenses	11,140	33,580	33,680	0.3%
Hotel Tax Payments	34,905	35,700	35,700	0.0%
Green Building Tax Rebate	-	8,500	-	-100.0%
Outside/Caregiver Grants *	2,052,411	2,169,530	2,406,510	10.9%
CIP Transfer *	8,448,000	6,800,000	6,330,000	-6.9%
Transfers Out *	6,429,190	6,201,980	6,260,970	1.0%
Transfer To Parking Fund *	1,100,000	1,100,000	1,250,000	13.6%
Transfer To Debt Service Fund *	5,090,000	4,900,000	4,800,000	-2.0%
Transfer To Refuse Fund *	46,730	46,730	46,730	0.0%
Transfer To Special Activities Fund *	192,460	155,250	164,240	5.8%
Total (\$)	83,251,425	83,236,690	83,635,000	0.5%

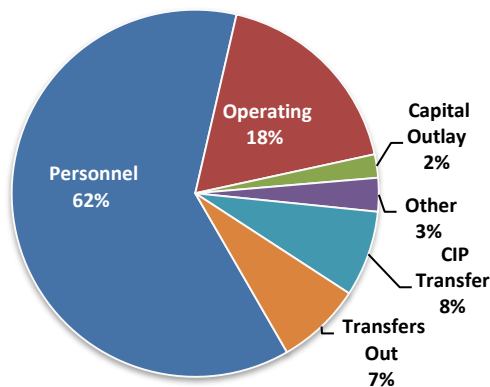
* Expenditure item/category is described on the pages following the General Fund Expenditure Detail tables.



General Fund Expenditures

There are six categories of expenditures that make up the General Fund. These expenditures total \$83.6 million for FY 2021, an increase of less than 1 percent from FY 2020. Personnel expenditures make up the largest portion, constituting 62 percent.

General Fund Expenditures



Personnel: This category of expenditures consists of regular employee wages, temporary employee wages, overtime, and benefits. This category increased by 0.5 percent or approximately \$250,000 from FY 2020 to FY 2021.

Regular Employee Wages: The FY 2021 budget equals \$35 million for regular employee wages. The budget includes a 1 percent cost of living adjustment for employees below the department head level and no increases for steps or performance based increments. The forecast assumes an overall regular wage increase of 4.5 percent each year. This category will likely increase in FY 2022 due to the implementation of salary adjustments as a result of the Compensation and Classification Study that was presented to the Mayor and Council in March 2020 and will be discussed during FY 2021.

Temporary Employee Wages: The FY 2021 budget equals \$3.4 million, an increase of 10.5 percent from FY 2020. The majority of the increase is due to the increase in the minimum wage for Montgomery County and the city increasing the temporary employee payscales to minimize the compression impact of a rapidly rising minimum wage.

The County's minimum wage will equal \$14.00 for FY 2021, up from \$13.00 during FY 2020. During the FY 2018 budget process, the Mayor and Council directed staff to

pay the city's temporary employees at rates comparable to the County, helping the city to remain competitive in the regional labor market.

The temporary employee wages category is estimated to increase by 3 percent each year throughout the forecast. Almost all of the General Fund temporary employee wages is allocated to Recreation and Parks. Montgomery County's minimum wage is set to increase to \$15.00 starting in FY 2022, and then increase by an inflationary factor each year after that.

Overtime: The overtime budget for FY 2021 equals \$943,570, a 2.3 percent decrease from FY 2020. Overtime is estimated to increase by 4 percent each year throughout the forecast, which is consistent with regular employee annual wage increases for Police and AFSCME. Approximately 66 percent of overtime is allocated to the Police Department.

Benefits: Benefits increased by \$75,610 or less than 1 percent from FY 2020. City covered benefits for FY 2021 include: allowances, disability pay, retirement, health and dental insurance (including post employment benefits), and life insurance. Each benefit is described in more detail below and on the following page.

Allowances include cell phone, car, and meal and shoe allowances that vary by department. This category of expenses remained relatively flat at \$149,170 for FY 2021. There are 271.4 FTES that are budgeted to receive allowances in FY 2021.

Disability pay decreased by 14.8 percent from FY 2020 due to phasing out the Income Protection Plan ("IPP") and utilizing an externally managed disability program that started in FY 2019. IPP is a self-funded, self-administered long term disability program that provides disability benefits for both on and off the job injuries or illnesses. In FY 2019, current IPP members were grandfathered into IPP (currently three members are grandfathered), while the new long-term disability program became available for eligible employees. This category will experience reductions over time due to the phasing out of IPP participants when they reach normal retirement age.

The city's retirement program consists of a defined benefit (DB) plan and a defined contribution (Thrift) plan. Each employee group contributes different amounts



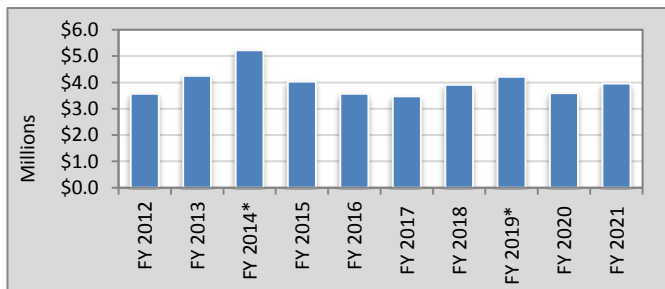
General Fund Expenditures (continued)

toward their retirement, and accordingly earns a different benefit. Administrative and AFSCME employees are in both the DB and Thrift plans, while Police employees are only in the DB plan.

For FY 2021, the city's General Fund contribution to the DB plan equals \$3.2 million (\$4 million all funds), which is an increase of 10.2 percent from FY 2020. The FY 2021 and future years' contribution estimates are consistent with the annual report prepared by the city's actuary, which considers factors such as actual experience, market assumptions, and projected compensation increases. For FY 2022 through FY 2025, the city's contribution is estimated between \$3.2 and \$3.6 million for the General Fund (\$4 and \$4.3 million all funds) based on the July 1, 2019, Valuation Report.

After the city contributes the required amount in FY 2021, the funded ratio for the pension plan is projected to equal 85 percent. Staff expects the annual contributions will likely increase in the next actuarial evaluation based on the negative impact to the investment markets as a result of the COVID-19 pandemic. Until new estimates are available, staff will forecast using the latest published Valuation Report.

Defined Benefit Contributions (All Funds)



* For FY 2014, the City contributed an extra three months due to a change in the dates for the plan year. For FY 2019, the City funded a 1 percent cost of living adjustment for current retirees.

For the Thrift plan, the city matches employees' contributions with 50 cents for every dollar contributed by the employee; employees can contribute between 1 and 5 percent of their salary. The FY 2021 budget for the city's match decreased by 1 percent, for a total of \$629,070 in the General Fund (\$810,570 all funds). In addition to the matching Thrift plan, chartered employees and at-will employees receive an additional contribution based on their salary. This contribution equals \$240,810 for FY 2021. This total category of

expenses will increase by 4.5 percent each year, consistent with the assumed increase for regular wages.

Health insurance increased by 4.1 percent from FY 2020 to FY 2021, due to the estimated increase in rates from the city's healthcare insurance providers offset by the city returning to a full fiscal year with a contribution rate of 80 percent of the lowest cost plan.

The city currently offers several different types of health insurance plans under two providers. Health insurance is available to all regular full- and part-time employees and their eligible dependents, although part-time employees are responsible for a greater percentage of the cost. The forecast assumes an annual increase of 5 percent, which is consistent with past trends and the city's desire to limit the amount of annual increases by changing providers and/or plan designs. There are 376.3 FTEs budgeted to receive health benefits in FY 2021.

In addition to the city covering 80 percent of the lowest cost plan, the city further subsidizes employees' health costs by contributing \$416 or \$516 per year if they successfully complete a voluntary health assessment.

Dental insurance remained relatively consistent, at \$123,930 for FY 2021. The city currently offers two different plans under one provider. Dental insurance has remained relatively flat over the years and is expected to remain flat throughout the forecast. There are 386.9 FTEs budgeted to receive dental benefits in FY 2021.

The city provides retirees with healthcare coverage upon retirement. The city began prefunding retiree healthcare costs through a Retiree Benefit Trust (Trust) starting in FY 2009. Since that time, the city has made an annual contribution to the Trust. For FY 2021, the city's General Fund contribution decreased by 72.5 percent to \$132,900 (\$163,580 all funds) due to a decrease in the health insurance rates from a change in providers two years ago. If the city contributes the actuarially determined amount the funded ratio of the Trust will equal 108 percent. The forecast assumes the contributions for future years will remain flat.

The city provides life insurance equal to 1.5 times an employee's base salary (up to a maximum of \$250,000), at no cost to the employee. Employees can purchase additional supplemental life insurance coverage for themselves, their spouse, and dependent children.



General Fund Expenditures (continued)

Life insurance is expected to remain flat from FY 2020 to FY 2021. This category of expenses will increase by 4.5 percent throughout the forecast, which is consistent with the assumed increase for regular employee wages.

Operating: This category is made up of contractual services and commodities. The overall operating budget increased by 1.4 percent from \$14.8 million to \$15 million from FY 2020 to FY 2021.

Contractual Services: Contractual services increased by 2.9 percent to \$9.6 million in FY 2021. This category is mostly comprised of annual contracts that support the city's technology, parks, and facilities. In addition to annual services, other additions include a \$65,740 increase for the city's property and liability insurance (which now includes cybersecurity) and almost \$300,000 for the city's vehicle lease program. For FY 2022 and future years, most items in this category will increase by 1 percent.

Commodities: The overall commodities category decreased by 1 percent to equal \$5.5 million in FY 2021. This category supports utility costs at city facilities, program/maintenance supplies, new or replacement furniture/equipment, and the General Fund contingency account.

Utilities (electricity, heating fuel, water, sewer, stormwater management) remained relatively flat, while furniture/equipment and vehicle preparation costs increased by \$119,050. These increases were offset by a reduction of \$109,060 in vehicle fuel and \$40,000 in the contingency account. The FY 2021 contingency amount complies with the Financial Management Policies, which limits the contingency account to a maximum of 1 percent of the adopted General Fund budget.

Actual contingency spending from FY 2019 appears to be \$0 due to the administrative process to transfer contingency funds to the account lines that were approved for use. In FY 2019, \$297,748 in contingency funds were transferred and expended. City staff regularly reports on the use of General Fund contingency in the quarterly financial reports that are presented to the Mayor and Council. The forecast assumes the contingency account will equal \$310,000 per year.

Capital Outlay: This category increased by 7.4 percent from FY 2020 and equals \$1.7 million for FY 2021. The majority of the increase is due to the addition of \$125,560 in Public Works for a new digital radio system (non-Police) that is capable of voice, text, and GPS tracking (note: the total cost of the system is \$369,200 and is split between different departments and funds). This new system, which replaces an outdated analog system, will increase operational efficiencies and help to protect the city in emergency situations.

Also included in this category is \$348,360 for new vehicles and vehicle replacements (see the Supplemental Information section for a list of vehicle replacements). Due to the city's new vehicle lease program that began in FY 2020, this area of expenditures will be reduced over time because the lease costs are budgeted under contractual services.

For the purpose of the forecast, the base expenditures for computer hardware, software, and general office equipment remains flat, while other major capital purchases, such as vehicles, are adjusted per existing replacement schedules. Major repairs, special projects, and operating cost impacts resulting from capital projects are estimated at \$500,000 per year throughout the forecast.

Other: This category, which increased by 10.2 percent and equals \$2.5 million in FY 2021, primarily consists of outside and caregiver agency grants. The majority of the increase from FY 2020 to FY 2021 is due to the addition of \$160,000 to Rockville Economic Development Inc. (REDI) for marketing, administrative personnel, and economic development incentives.

Excluding REAP funds, the total amount of caregiver agency grants increased by 8.4 percent from FY 2020 adopted, mainly due to the one-time addition of \$45,000 for COVID-19 support to caregiver agencies, consistent with the Mayor and Council's direction during the FY 2021 budget process.

Other outside agency grants vary each year (see the Supplemental Information section for a complete list of caregiver and outside agencies). The forecast assumes most grants will increase by 1 percent each year throughout the forecast.



General Fund Expenditures (continued)

CIP Transfer: Each year, the city makes a transfer from the General Fund, which is known as the cash or "paygo" contribution. The paygo contribution is critical in controlling the city's overall debt and maintaining the city's credit rating. In past years, the city transferred one-time savings (unassigned fund balance in excess of the reserve target) in addition to the annual budgeted transfer amount in an effort to reduce borrowing.

The FY 2021 budget includes a transfer of \$6.3 million, which is a decrease from the 2020 adopted transfer of \$6.8 million. The amount of the paygo contribution impacts both the current fiscal year and future years since the Capital Projects Fund is balanced over a five year period. Future paygo transfers equal \$7 million per year, and are based on the schedule of funded projects as presented in the CIP Projects section.

Transfers Out: This category consists of transfers from the General Fund to the Parking, Debt Service, Refuse, and Special Activities funds.

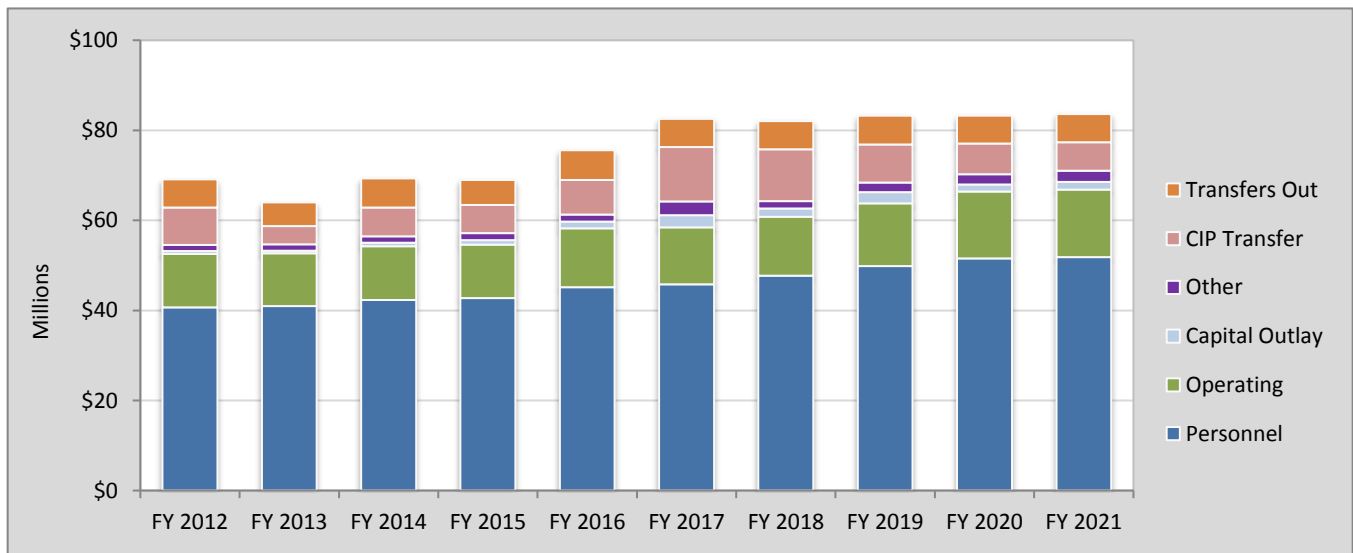
The Parking Fund transfer equals \$1.25 million in FY 2021, which is \$150,000 more than FY 2020. It is anticipated that a General Fund transfer will be needed until the debt is repaid in FY 2036. Future transfers are projected at \$1.1 million per year. Future discussions about parking and parking policy decisions may impact future transfer amounts (see "Financial Summary: Parking Fund" for additional information).

The transfer to the Refuse Fund represents the city's grant contribution to Rockville Housing Enterprises (RHE). RHE, via the city's annual outside agency grant program, receives free recycling and refuse pickup at their low income properties. The transfer amount is derived from the 105 properties multiplied by the annual refuse rate.

The Debt Service Fund transfer equals \$4.8 million in FY 2021 and will decrease to \$4.5 million over the forecast period based on estimated debt service schedules. The forecast assumes a new bond issue of \$7.9 million in FY 2024 for the Outdoor Recreation Pool Renovations (RC18) project. This annual transfer is needed to pay down the taxpayer-supported debt that is used to finance general taxpayer-supported capital projects.

The General Fund transfer to the Special Activities Fund of \$164,240 subsidizes four accounts, including Art in Public Places for \$84,240, Recreation Fund for \$40,000, Senior Assistance Fund for \$25,000, and Farmer's Market East Fresh Rockville for \$15,000. Only Art in Public Places is prescribed in the city's Financial Management Policies. The Mayor and Council approved subsidies in FY 2021 to help the three other programs to maintain their current levels of financial assistance for residents that qualify.

General Fund Expenditure Categories by Fiscal Year





Financial Summary: Special Activities Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
<i>Revenue</i>									
Property Taxes	-	-	-	-	-	-	-	-	-
Other Gov't.	-	-	86,870	-	-	-	-	-	-
Fines/Forfeitures	-	-	-	-	-	-	-	-	-
Use Money/Prop.*	1,476,304	1,232,612	1,343,382	1,199,000	1,144,630	1,128,917	1,113,519	1,098,429	1,083,640
Charges for Serv.	31,082	30,327	29,766	30,000	30,000	30,000	30,000	30,000	30,000
Licenses/Permits	-	-	-	-	-	-	-	-	-
Other Revenue**	166,325	141,125	591,566	319,250	244,250	244,250	244,250	244,250	244,250
Total Revenue	1,673,711	1,404,064	2,051,584	1,548,250	1,418,880	1,403,167	1,387,769	1,372,679	1,357,890
Transfers In	119,890	119,510	192,460	155,250	164,240	169,605	170,991	173,020	174,856
Total Resources	1,793,601	1,523,574	2,244,044	1,703,500	1,583,120	1,572,772	1,558,761	1,545,698	1,532,746
Use of Reserves	-	-	-	-	-	-	-	-	-
Total (\$)	1,793,601	1,523,574	2,244,044	1,703,500	1,583,120	1,572,772	1,558,761	1,545,698	1,532,746

* FY 2020 Actual will include \$1.7 million from Ingleside at King Farm.

** Includes community contributions.

Expenditures

Personnel	-	-	-	-	-	-	-	-	-
Operating	213,881	265,421	234,283	770,210	793,740	593,740	593,740	593,740	593,740
Capital Outlay	72,345	59,072	294,615	352,000	348,000	348,000	348,000	348,000	348,000
Administrative	-	-	-	-	-	-	-	-	-
Other***	104,144	76,313	80,811	159,100	174,100	174,100	174,100	174,100	174,100
Total Oper. Exp.	390,370	400,806	609,709	1,281,310	1,315,840	1,115,840	1,115,840	1,115,840	1,115,840
Principal	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
CIP Transfer	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Total Use	390,370	400,806	609,709	1,281,310	1,315,840	1,115,840	1,115,840	1,115,840	1,115,840
Add. to Reserves	1,403,231	1,122,768	1,634,335	422,190	267,280	456,932	442,921	429,858	416,906
Total (\$)	1,793,601	1,523,574	2,244,044	1,703,500	1,583,120	1,572,772	1,558,761	1,545,698	1,532,746

*** Includes community assistance, holiday drive, and funding for outside agencies.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
Goal: Maintain individual accounts in order to track revenues set aside for specific purposes.									



Special Activities Fund

Purpose of Fund: The Special Activities Fund accounts for revenues received from fundraising and community activities, payment-in-lieu programs, General Fund transfers, as well as from a variety of corporations and community service organizations.

Fund Policy: All accounts are funded by specific revenues set aside for specific purposes. Most of the city's accounts are established by ordinance, resolution, or by the city's Financial Management Policies.

User of Service: The Special Activities Fund accounts benefit all residents and businesses within the city.

Budget Statistics: The Special Activities Fund makes up 1 percent of the total operating budget, and supports the programs listed in the table to the right and seven capital projects. The Fund supports the departments of Recreation and Parks, Public Works, Planning and Development Services, and the City Manager's Office.

Special Notes: There are 10 appropriated accounts for FY 2021. Of the 10 accounts, five are partially or fully subsidized by the General Fund in FY 2021 – Art in Public Places, Farmer's Market Eat Fresh Rockville, Glenview Mansion (via direct fee revenue), Recreation Fund, and Senior Assistance.

Special Activities Fund Forecast: The amount that is appropriated each year is directly related to the overall revenues received in the past years and projected revenues for the next year.

Fund Balance: The Special Activities Fund fund balance will fluctuate from year to year because in any one year the Fund may receive more revenues than it appropriates or vice versa. For example, in FY 2021, Transportation Improvements estimates it will receive \$350,000 in revenues, but will spend \$1.4 million. The \$1 million difference will be supported by the existing fund balance.

Special Activities Fund Expenditures by Program

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Art in Public Architecture	-	120,470	-
Art in Public Places	4,716	259,000	409,000
Cable TV Equipment	138,666	376,500	353,340
Farmer's Market Eat Fresh Rockville	17,461	15,000	30,000
Forest and Tree Preservation	100,000	30,050	-
Friends of the Arts	-	-	-
Glenview Mansion	12,734	37,000	20,000
Holiday Drive	18,288	26,000	26,000
Housing Opportunities	-	-	-
Park Maintenance	-	65,690	125,000
Recreation Fund	36,623	40,000	40,000
Rockville Emergency Assistance Program	8,022	50,000	50,000
Senior Assistance	755	25,000	25,000
Transportation Improvements	272,444	236,600	237,500
Total (\$)	609,709	1,281,310	1,315,840

Special Activities Fund Change in Fund Balance

	6/30/20* Balance	FY 2021 Rev.	FY 2021 Exp.	6/30/21 Balance
Art in Public Architecture	138,143	-	-	138,143
Art in Public Places	497,963	84,240	409,000	173,203
Cable TV Equipment	2,774,561	785,630	353,340	3,206,851
Farmer's Market Eat Fresh Rockville	5,000	25,000	30,000	-
Forest and Tree Preservation	146,742	-	-	146,742
Friends of the Arts	4,976	-	-	4,976
Glenview Mansion	27,737	20,000	20,000	27,737
Holiday Drive	29,122	26,000	26,000	29,122
Housing Opportunities	2,002,987	9,000	-	2,011,987
Park Maintenance	485,663	200,000	125,000	560,663
Recreation Fund	106,090	55,000	40,000	121,090
Rockville Emergency Assistance Program	113,888	250	50,000	64,138
Senior Assistance	37,260	28,000	25,000	40,260
Transportation Improvements ¹	1,063,227	350,000	1,393,758	19,469
Total (\$)	7,433,360	1,583,120	2,472,098	6,544,382

* Based on 6/30/19 actuals adjusted by FY 2020 estimated rev. and exp.

1. The FY 2021 Exp. includes \$1.2 million of projected CIP spending.



Financial Summary: Community Development Block Grant Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
<i>Revenue</i>									
Property Taxes	-	-	-	-	-	-	-	-	-
Other Gov't.	206,478	145,586	276,545	263,000	263,000	263,000	263,000	263,000	263,000
Fines/Forfeitures	-	-	-	-	-	-	-	-	-
Use Money/Prop.	-	-	-	-	-	-	-	-	-
Charges for Serv.	-	-	-	-	-	-	-	-	-
Licenses/Permits	-	-	-	-	-	-	-	-	-
Other Revenue	29,400	23,620	4,981	-	-	-	-	-	-
Total Revenue	235,878	169,206	281,526	263,000	263,000	263,000	263,000	263,000	263,000
Transfers In	-	-	-	-	-	-	-	-	-
Total Resources	235,878	169,206	281,526	263,000	263,000	263,000	263,000	263,000	263,000
Use of Reserves	-	-	19,859	-	-	-	-	-	-
Total (\$)	235,878	169,206	301,385	263,000	263,000	263,000	263,000	263,000	263,000
<i>Expenditures</i>									
Personnel	-	-	-	-	-	-	-	-	-
Operating	234,861	156,331	301,385	263,000	263,000	263,000	263,000	263,000	263,000
Capital Outlay	-	-	-	-	-	-	-	-	-
Administrative	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Oper. Exp.	234,861	156,331	301,385	263,000	263,000	263,000	263,000	263,000	263,000
Principal	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
CIP Transfer	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Total Use	234,861	156,331	301,385	263,000	263,000	263,000	263,000	263,000	263,000
Add. to Reserves	1,017	12,875	-	-	-	-	-	-	-
Total (\$)	235,878	169,206	301,385	263,000	263,000	263,000	263,000	263,000	263,000
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
Goal: Manage and operate program consistent with all federal CDBG requirements and criteria.									
	👍	👍	👍	👍	👍	👍	👍	👍	👍



Community Development Block Grant Fund

Purpose of Fund: The Community Development Block Grant (CDBG) Fund is a special revenue fund that helps the city provide rehabilitation assistance to low and moderate income homeowners through the city's Single Family Rehabilitation Program. This program ensures that all city residents' homes are safe, healthy, habitable, and meet minimum code requirements.

Fund Policy: Fund expenditures must meet all federal CDBG requirements and criteria.

User of Service: The CDBG program targets low and moderate income homeowners.

Budget Statistics: The CDBG Fund makes up less than 1 percent of the total operating budget and supports all CDBG grant expenses. The Fund supports the Department of Planning and Development Services budget.

Special Notes: The CDBG grant is a sub-grant of federal funds administered through Montgomery County, Maryland.

CDBG Fund Forecast: The FY 2021 budget is based on information from Montgomery County. Staff assumes the annual grant amount will remain the same for future years.

Fund Balance: The fund balance in the Community Development Block Grant Fund will not fluctuate from year to year due to the requirements that the annual grant be spent in a timely manner.

Approved CDBG Projects

	Year 44 FY 2019/20	Year 45 FY 2020/21	Year 46 FY 2021/22
Community			
Reach of Montgomery County	-	-	51,551
Cornerstone of Montgomery County	-	129,870	61,650
Housing Unlimited	-	23,394	8,700
Rockville Housing Enterprises Public Housing Renovations	41,000	37,200	60,000
Single Family Rehabilitation - City of Rockville	222,000	72,536	81,099
Total (\$)	263,000	263,000	263,000



Financial Summary: Speed Camera Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
<i>Revenue</i>									
Property Taxes	-	-	-	-	-	-	-	-	-
Other Gov't.	-	-	-	-	-	-	-	-	-
Fines/Forfeitures	1,832,161	1,808,045	1,333,829	1,448,000	1,448,000	1,419,040	1,390,659	1,362,846	1,335,589
Use Money/Prop.	-	3,680	12,715	-	10,000	-	-	-	-
Charges for Serv.	-	-	-	-	-	-	-	-	-
Licenses/Permits	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-
Total Revenue	1,832,161	1,811,725	1,346,544	1,448,000	1,458,000	1,419,040	1,390,659	1,362,846	1,335,589
Transfers In	-	-	-	-	-	-	-	-	-
Total Resources	1,832,161	1,811,725	1,346,544	1,448,000	1,458,000	1,419,040	1,390,659	1,362,846	1,335,589
Use of Reserves	-	-	-	-	-	-	-	-	-
Total (\$)	1,832,161	1,811,725	1,346,544	1,448,000	1,458,000	1,419,040	1,390,659	1,362,846	1,335,589
<i>Expenditures</i>									
Personnel	168,489	106,586	111,113	119,070	121,960	127,574	133,449	139,597	146,032
Operating	729,991	652,091	649,043	681,410	681,980	682,680	683,400	684,139	684,899
Capital Outlay	-	-	-	-	-	-	-	-	-
Administrative	342,000	313,400	236,000	172,000	177,000	180,540	184,151	187,834	191,590
Other	-	-	-	-	-	-	-	-	-
Total Oper. Exp.	1,240,480	1,072,077	996,156	972,480	980,940	990,794	1,000,999	1,011,570	1,022,522
Principal	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
CIP Transfer	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Total Use	1,240,480	1,072,077	996,156	972,480	980,940	990,794	1,000,999	1,011,570	1,022,522
Add. to Reserves	591,681	739,648	350,388	475,520	477,060	428,246	389,660	351,276	313,067
Total (\$)	1,832,161	1,811,725	1,346,544	1,448,000	1,458,000	1,419,040	1,390,659	1,362,846	1,335,589
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
Goal: Support public safety expenditures as required by the State of Maryland.									
	👍	👍	👍	👍	👍	👍	👍	👍	👍



Speed Camera Fund

Purpose of Fund: The Speed Camera Fund is used to account for the financial transactions associated with the city's Safe Speed Program.

Fund Policy: The Speed Camera Fund is a Special Revenue Fund and the use of funds is restricted by legal and regulatory provisions.

User of Service: The Safe Speed Program benefits all pedestrians and drivers within the city limits.

Budget Statistics: The Speed Camera Fund makes up 1 percent of the total operating budget and supports 1.5 regular employees, three capital projects, and the operating costs of the program. The Fund supports the departments of Police and Non-Departmental.

Special Notes: Speed Camera citation revenues spiked in FY 2017, mainly due to the addition of new speed cameras on Maryland Avenue by South Washington Street. Since that spike, the overall number of citations have trended downward as drivers modify their behavior.

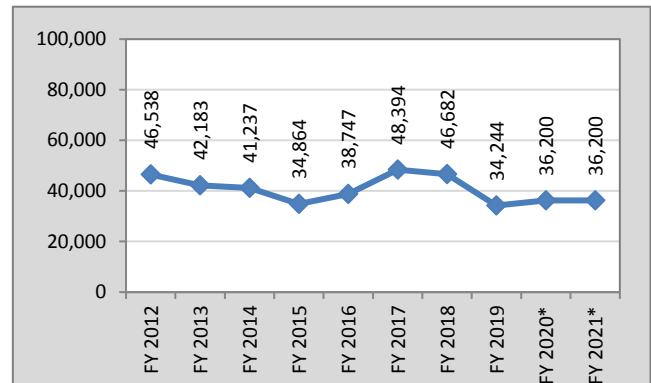
In October 2016 the city entered into a fixed fee contract with the current speed camera vendor. Prior to this time the city paid the vendor a fee per issued citation.

Speed Camera Fund Forecast: For FY 2021, the city anticipates approximately 36,200 paid citations. Revenue projections are calculated based on the number of paid citations multiplied by \$40 per citation. The number of paid citations is projected to decrease by 2 percent per year over the forecast period.

Fund Balance: The overall changes in the fund balance of the Speed Camera Fund are mainly due to CIP appropriations and spending for pedestrian and traffic safety. By law, all Speed Camera Fund revenues must be used for public safety purposes.

History of Speed Camera Citations: The city first implemented speed cameras in FY 2008. The number of citations has fluctuated from year-to-year depending on the location of the cameras. For FY 2021, staff estimates approximately 36,200 citations will be issued and paid.

**Number of Speed Camera Citations
by Fiscal Year**



* Estimated.



Financial Summary: Debt Service Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
<i>Revenue</i>									
Property Taxes	-	-	-	-	-	-	-	-	-
Other Gov't.	-	-	-	-	-	-	-	-	-
Fines/Forfeitures	-	-	-	-	-	-	-	-	-
Use Money/Prop.	64,821	66,880	71,013	32,000	31,000	20,000	20,000	20,000	30,000
Charges for Serv.	-	-	-	-	-	-	-	-	-
Licenses/Permits	-	-	-	-	-	-	-	-	-
Other Revenue*	5,429,296	-	-	-	-	-	-	-	-
Total Revenue	5,494,117	66,880	71,013	32,000	31,000	20,000	20,000	20,000	30,000
Transfers In**	5,350,000	5,230,000	5,090,000	4,900,000	4,800,000	4,700,000	4,500,000	4,500,000	4,500,000
Total Resources	10,844,117	5,296,880	5,161,013	4,932,000	4,831,000	4,720,000	4,520,000	4,520,000	4,530,000
Use of Reserves	-	186,749	66,538	673,000	577,700	-	-	-	-
Total (\$)	10,844,117	5,483,629	5,227,551	5,605,000	5,408,700	4,720,000	4,520,000	4,520,000	4,530,000

* Other revenue represents bond proceeds that are related to bond refinancings.

** Represents transfers from the General Fund.

<i>Expenditures</i>									
Personnel	-	-	-	-	-	-	-	-	-
Operating	80,294	16,928	53,702	-	-	-	-	157,720	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Administrative	-	-	-	-	-	-	-	-	-
Other	379,353	189,333	26,000	-	-	-	-	-	-
Total Oper. Exp.	459,647	206,261	79,702	-	-	-	-	157,720	-
Principal	8,946,268	3,884,870	3,878,994	4,203,000	4,308,700	3,702,422	3,685,373	3,236,802	3,126,837
Interest	1,298,334	1,392,498	1,268,855	1,402,000	1,100,000	934,733	794,102	792,258	803,946
CIP Transfer	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Total Use	10,704,249	5,483,629	5,227,551	5,605,000	5,408,700	4,637,155	4,479,475	4,186,780	3,930,783
Add. to Reserves	139,868	-	-	-	-	82,845	40,525	333,220	599,217
Total (\$)	10,844,117	5,483,629	5,227,551	5,605,000	5,408,700	4,720,000	4,520,000	4,520,000	4,530,000

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
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Goal: Maintain a cash balance equal to at least 10 percent of the city's average annual outstanding principal amount.





Debt Service Fund

Purpose of 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.

Fund Policy: Neither Maryland State law nor the City Charter mandates a limit on municipal debt. However, the city will strive to maintain its overall level of debt at or below the targets set forth in the city's Financial Management Policies.

User of Service: All city residents and businesses benefit from capital projects supported by the issuance of bonds.

Budget Statistics: The Debt Service Fund makes up 4 percent of the total operating budget and supports all principal and interest payments on taxpayer-supported capital projects. The Debt Service Fund supports the Non-Departmental budget.

Special Notes: The forecast assumes a new bond issue of \$7.9 million in FY 2024 for the Outdoor Recreation Pool Renovations (RC18) project.

Debt Service Fund Forecast: The FY 2021 budget includes expenditures for the payment of principal and interest on non-enterprise debt. Future years include payments consistent with the outstanding debt schedule in addition to the payments on new debt and applicable debt issuance fees and charges.

The forecast assumes future revenues from special assessments related to driveway aprons, interest earnings on the Debt Service Fund, and transfers from the General Fund.

Fund Balance: The fund balance in the Debt Service Fund increased significantly in FY 2020 due to a final loan repayment from RHE.

Debt Service Fund Current Debt

	Principal	Interest	Total
2021	4,256,048	1,085,131	5,341,179
2022	3,702,422	934,733	4,637,155
2023	3,685,373	794,102	4,479,475
2024	3,236,802	654,253	3,891,055
2025	2,732,537	541,736	3,274,273
2026	1,791,970	434,344	2,226,314
2027	1,780,120	370,520	2,150,640
2028	1,310,000	306,821	1,616,821
2029	1,295,000	266,321	1,561,321
2030	1,285,000	226,104	1,511,104
2031	1,270,000	186,076	1,456,076
2032	645,000	146,330	791,330
2033	645,000	125,894	770,894
2034	645,000	105,056	750,056
2035	645,000	83,750	728,750
2036	645,000	62,375	707,375
2037	595,000	40,600	635,600
2038	320,000	20,000	340,000
2039	320,000	10,000	330,000
Total (\$)	30,805,272	6,394,146	37,199,418

Taxpayer Supported Debt Summary

	Year	Outstanding Principal	Interest Rate Range	Final Maturity
General Improvements - Refunding (2011A)	2011	123,368	2.00-3.00%	2021
General Improvements - Refunding (2013B)	2013	1,343,442	3.00-4.00%	2023
General Improvements - Refunding (2014A)	2014	2,081,887	2.00-3.00%	2024
General Improvements (2014B)	2014	1,575,000	2.00-5.00%	2025
General Improvements - Refunding (2015A)	2015	3,044,514	4.00-5.00%	2025
General Improvements (2016A)	2016	880,000	2.00-3.00%	2036
General Improvements - Advance Refund (2016B)	2016	3,142,061	2.00-5.00%	2028
General Improvements (2017A)	2017	4,595,000	4.00%	2037
General Improvements (2019A)	2019	6,085,000	2.00-5.00%	2039
General Improvements - Refunding (2020A)	2020	7,935,000	1.90%	2031
Total (\$)		30,805,272		



Financial Summary: Water Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
Revenue									
Property Taxes	-	-	-	-	-	-	-	-	-
Other Gov't.	-	-	-	-	-	-	-	-	-
Fines/Forfeitures	-	-	-	-	-	-	-	-	-
Use Money/Prop.	86,776	47,266	44,070	52,400	52,400	52,400	107,823	127,815	131,761
Charges for Serv.	12,360,558	11,835,224	12,281,100	13,688,000	13,975,400	14,432,468	14,657,882	14,749,679	15,006,769
Licenses/Permits	-	-	-	-	-	-	-	-	-
Other Revenue	327,401	217,212	272,173	229,500	230,700	231,200	231,200	231,200	231,200
Total Revenue	12,774,735	12,099,702	12,597,343	13,969,900	14,258,500	14,716,068	14,996,905	15,108,694	15,369,730
Transfers In*	330,640	425,620	364,000	306,590	306,590	312,722	318,976	325,356	331,863
Total Resources	13,105,375	12,525,322	12,961,343	14,276,490	14,565,090	15,028,790	15,315,881	15,434,050	15,701,593
Use of Reserves	-	-	-	-	-	-	-	-	-
Total (\$)	13,105,375	12,525,322	12,961,343	14,276,490	14,565,090	15,028,790	15,315,881	15,434,050	15,701,593

* Represents transfers from the Sewer Fund.

Expenses									
Personnel	3,439,008	3,595,447	3,772,077	3,783,680	3,903,310	4,081,482	4,239,419	4,403,712	4,574,618
Operating	2,161,702	2,301,162	2,080,344	2,065,560	2,449,660	2,154,089	2,200,190	2,247,573	2,296,287
Capital Outlay	71,296	99,792	305,548	115,000	380,060	874,683	690,658	721,538	385,697
Administrative	1,588,160	1,556,800	1,383,000	1,284,000	1,292,000	1,317,840	1,344,197	1,371,081	1,398,502
Other**	3,131,764	3,366,709	3,255,284	3,586,100	3,553,200	3,553,200	3,553,200	3,553,200	3,553,200
Total Oper. Exp.	10,391,930	10,919,910	10,796,253	10,834,340	11,578,230	11,981,294	12,027,664	12,297,104	12,208,304
Principal	-	-	-	-	-	-	-	-	-
Interest	992,860	1,020,802	929,667	909,000	997,600	1,137,295	1,183,920	1,233,954	1,281,144
CIP Transfer	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Total Use	11,384,790	11,940,712	11,725,920	11,743,340	12,575,830	13,118,589	13,211,583	13,531,058	13,489,448
Add. to Reserves	1,720,585	584,610	1,235,423	2,533,150	1,989,260	1,910,201	2,104,298	1,902,992	2,212,145
Total (\$)	13,105,375	12,525,322	12,961,343	14,276,490	14,565,090	15,028,790	15,315,881	15,434,050	15,701,593

** Includes depreciation.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
Goal 1: Total operating resources should meet or exceed total operating uses unless there is a plan to spend down reserves.	👍	👍	👍	👍	👍	👍	👍	👍	👍
Goal 2: Maintain a cash balance of at least six months of operating expenses.	👎	👎	👎	👎	👎	👎	👍	👍	👍
Goal 3: Maintain a minimum 1.2 debt service coverage ratio.	👍	👍	👍	👍	👍	👍	👍	👍	👍



Water Fund

Purpose of Fund: The Water Fund is used to account for all financial activity associated with the treatment, transmission, and distribution of potable water.

Fund Policy: The Water Fund is an enterprise fund and is self-supporting, with fees and charges supporting all operating costs, capital outlay, infrastructure, and debt service costs.

User of Service: The city provides water service to 70 percent of the city, or approximately 13,000 accounts. The water usage charge for FY 2021 remains equal to FY 2020.

In addition to the usage charges, the FY 2021 budget includes a fixed ready-to-serve charge that is based on the size of the water meter and ranges from \$13.13 to \$1,510.33 per quarter. The ready-to-serve charge did not increase from FY 2020. The fixed ready-to-serve charge is necessary in order to support a system with significant fixed costs.

Budget Statistics: The Water Fund makes up 10 percent of the total operating budget, and supports 35.9 regular FTEs, all operating costs of the program, and 11 capital projects. The Fund supports the budgets for Public Works, Finance, and Non-Departmental.

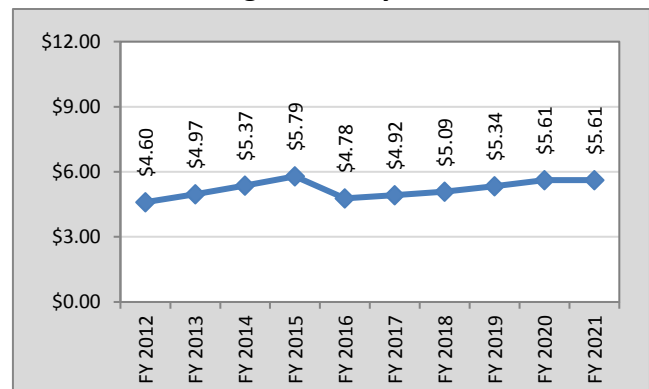
Special Notes: The city is planning to issue new bonds in the amount of \$12.6 million in FY 2021, \$8.4 million in FY 2023, and \$8.6 million in FY 2025 to support the following CIP projects: Commercial Water Meter Replacements (UB21), Water Main Rehab and Improv. (UD21) and Water Treatment Plant Electrical, Roof, and HVAC Upgrades (UA17).

Water Fund Forecast: The Water Fund forecast is based on projections from the city's utility rate consultant. FY 2021 revenue projections for the Water Fund are based on the number of current water accounts multiplied by the adopted rates. Water Fund charges for services revenues, which consists of utility charges, connections, and penalties, are projected to total \$14 million for FY 2021. Please see Supplemental Information for a full schedule of rates.

The city is currently undergoing a study that evaluates the cost of service by property classification. The results of this study may impact the city's future rates and rate structure. Results of the study will be presented in fall/winter 2020.

History of Water Rates: The rates shown below represent the usage charge per 1,000 gallons, assuming an average usage of 14,000 gallons per quarter. Rockville also imposes a ready-to-serve charge of \$19.70 per quarter for households with a 3/4 inch meter. Approximately 30 percent of Rockville residents do not receive water service from the city, but are serviced by the Washington Suburban Sanitary Commission's (WSSC) water system.

Water Usage Rates by Fiscal Year



Water Fund Current Debt

Year	Principal	Interest	Total
2021	2,032,400	777,399	2,809,799
2022	2,036,740	697,197	2,733,937
2023	2,042,065	618,267	2,660,332
2024	1,830,475	542,746	2,373,221
2025	1,831,921	476,057	2,307,978
2026	1,670,000	411,201	2,081,201
2027	1,660,000	355,067	2,015,067
2028	1,650,000	297,453	1,947,453
2029	1,230,000	240,136	1,470,136
2030	1,230,000	203,567	1,433,567
2031	1,205,000	166,650	1,371,650
2032	1,000,000	130,534	1,130,534
2033	850,000	99,180	949,180
2034	850,000	72,345	922,345
2035	605,000	45,663	650,663
2036	480,000	25,936	505,936
2037	160,000	10,338	170,338
2038	75,000	4,688	79,688
2039	75,000	2,344	77,344
Total (\$)	22,513,601	5,176,768	27,690,369



Financial Summary: Sewer Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
Revenue									
Property Taxes	-	-	-	-	-	-	-	-	-
Other Gov't.	-	-	-	-	-	-	-	-	-
Fines/Forfeitures	-	-	-	-	-	-	-	-	-
Use Money/Prop.	-	-	-	-	-	-	59,906	82,015	82,479
Charges for Serv.	12,407,272	13,307,704	14,213,586	15,288,090	15,775,300	16,777,208	17,225,593	17,339,295	17,759,996
Licenses/Permits	-	-	-	-	-	-	-	-	-
Other Revenue	213,558	202,942	765,586	237,830	246,830	237,830	237,830	237,830	237,830
Total Revenue	12,620,830	13,510,646	14,979,172	15,525,920	16,022,130	17,015,038	17,523,329	17,659,140	18,080,305
Transfers In	-	-	-	-	-	-	-	-	-
Total Resources	12,620,830	13,510,646	14,979,172	15,525,920	16,022,130	17,015,038	17,523,329	17,659,140	18,080,305
Use of Reserves	-	-	-	-	-	-	-	-	-
Total (\$)	12,620,830	13,510,646	14,979,172	15,525,920	16,022,130	17,015,038	17,523,329	17,659,140	18,080,305
Expenses									
Personnel	1,864,564	1,887,486	1,914,497	1,919,860	1,950,340	2,070,898	2,151,000	2,234,325	2,321,005
Operating	3,322,581	3,785,398	3,709,452	3,886,050	3,959,450	4,141,035	4,203,096	4,266,149	4,330,212
Capital Outlay	5,389	24,085	13,964	188,770	87,570	38,020	947,085	259,976	293,531
Administrative	884,350	895,300	768,000	674,000	637,000	649,740	662,735	675,989	689,509
Other*	4,261,067	4,591,848	4,838,218	5,056,600	5,077,600	5,077,600	5,077,600	5,077,600	5,077,600
Total Oper. Exp.	10,337,951	11,184,117	11,244,131	11,725,280	11,711,960	11,977,293	13,041,516	12,514,039	12,711,857
Principal	-	-	-	-	-	-	-	-	-
Interest	1,392,436	1,444,401	1,371,224	1,550,000	1,495,600	1,514,643	1,459,932	1,413,143	1,280,773
CIP Transfer	-	-	-	-	-	-	-	-	-
Transfers Out	330,640	425,620	364,000	306,590	306,590	312,722	318,976	325,356	331,863
Total Use	12,061,027	13,054,138	12,979,355	13,581,870	13,514,150	13,804,658	14,820,424	14,252,538	14,324,493
Add. to Reserves	559,803	456,508	1,999,817	1,944,050	2,507,980	3,210,380	2,702,905	3,406,602	3,755,812
Total (\$)	12,620,830	13,510,646	14,979,172	15,525,920	16,022,130	17,015,038	17,523,329	17,659,140	18,080,305

* Includes depreciation.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
Goal 1: Total operating resources should meet or exceed total operating uses unless there is a plan to spend down reserves.	👍	👍	👍	👍	👍	👍	👍	👍	👍
Goal 2: Maintain a cash balance of at least six months of operating expenses.	👎	👎	👎	👎	👎	👎	👍	👍	👍
Goal 3: Maintain a minimum 1.2 debt service coverage ratio.	👍	👍	👍	👍	👍	👍	👍	👍	👍



Sewer Fund

Purpose of Fund: The Sewer Fund is used to account for the financial activity associated with the collection of sewage and sewage delivery to the Blue Plains Wastewater Treatment facility.

Fund Policy: The Sewer Fund is an enterprise fund and is self-supporting, with fees and charges supporting all operating costs, capital outlay, infrastructure, and debt service costs.

User of Service: The city provides sewer service to 70 percent of the city, or approximately 13,000 accounts. These properties pay \$10.50 per 1,000 gallons of water usage, which is equal to FY 2020.

In addition to the usage charges, the FY 2021 budget includes a fixed ready-to-serve charge that is based on the size of the water meter and ranges from \$15.25 to \$1,753.37 per quarter. The ready-to-serve charge did not increase from FY 2020. The fixed ready-to-serve charge is necessary in order to support a system with significant fixed costs.

Budget Statistics: The Sewer Fund makes up 11 percent of the total operating budget, and supports 17.9 regular FTEs, all operating costs of the program, and four capital projects. The Fund supports the budgets for Public Works and Non-Departmental.

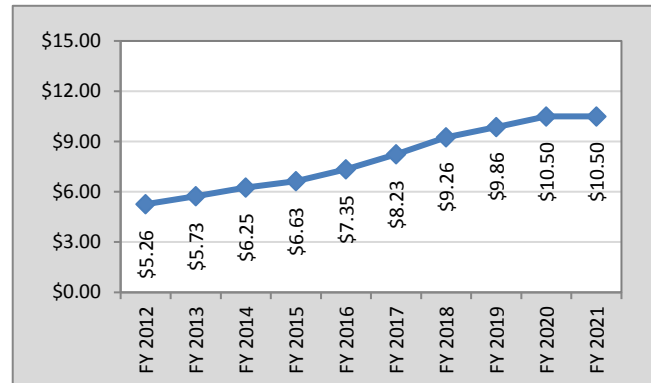
Special Notes: The city is planning to issue bonds in FY 2021 and FY 2023 to support the Blue Plains Wastewater Treatment (UA21) CIP project. After FY 2023 the Sewer Fund capital budget will most likely be funded with current resources.

Sewer Fund Forecast: The Sewer Fund forecast is based on projections from the city's utility rate consultant. FY 2021 revenue projections for the Sewer Fund are based on the number of current sewer accounts multiplied by the adopted rates. Sewer Fund charges for services revenues, which consists of utility charges, connections, and penalties, are projected to total \$15.8 million for FY 2021. Please see Supplemental Information for a full schedule of rates.

The city is currently undergoing a study that evaluates the cost of service by property classification. The results of this study may impact the city's future rates and rate structure. Results of the study will be presented in fall/winter 2020.

History of Sewer Rates: The rates shown below represent the usage charge per 1,000 gallons. Rockville also imposes a ready-to-serve charge of \$22.87 per quarter for households with a 3/4 inch meter. Approximately 30 percent of Rockville residents do not receive sewer service from the city, but are serviced by the Washington Suburban Sanitary Commission's (WSSC) sewer system.

Sewer Usage Rates by Fiscal Year



Sewer Fund Current Debt

Year	Principal	Interest	Total
2021	3,384,875	1,340,911	4,725,786
2022	3,217,970	1,206,538	4,424,508
2023	3,208,754	1,080,240	4,288,994
2024	3,087,723	961,863	4,049,586
2025	2,965,542	853,598	3,819,140
2026	2,648,030	754,654	3,402,684
2027	2,644,880	667,582	3,312,462
2028	2,370,000	579,159	2,949,159
2029	2,360,000	504,428	2,864,428
2030	2,360,000	429,422	2,789,422
2031	2,350,000	353,574	2,703,574
2032	2,115,000	278,019	2,393,019
2033	1,775,000	212,857	1,987,857
2034	1,770,000	158,207	1,928,207
2035	1,220,000	103,713	1,323,713
2036	890,000	65,226	955,226
2037	490,000	37,450	527,450
2038	340,000	21,250	361,250
2039	340,000	10,625	350,625
Total (\$)	39,537,774	9,619,316	49,157,090



Financial Summary: Refuse Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
<i>Revenue</i>									
Property Taxes	-	-	-	-	-	-	-	-	-
Other Gov't.	-	-	-	-	-	-	-	-	-
Fines/Forfeitures	-	-	-	-	-	-	-	-	-
Use Money/Prop.	13,840	30,099	43,188	42,000	17,000	10,882	7,495	7,368	9,004
Charges for Serv.	6,121,017	6,294,727	6,193,582	6,138,400	6,138,400	6,521,550	6,892,925	7,246,000	7,599,575
Licenses/Permits	-	-	-	-	-	-	-	-	-
Other Revenue	46,226	24,503	25,540	13,600	13,600	13,600	13,600	13,600	13,600
Total Revenue	6,181,083	6,349,329	6,262,310	6,194,000	6,169,000	6,546,032	6,914,020	7,266,968	7,622,179
Transfers In *	44,520	46,730	46,730	46,730	46,730	49,350	51,975	54,600	57,225
Total Resources	6,225,603	6,396,059	6,309,040	6,240,730	6,215,730	6,595,382	6,965,995	7,321,568	7,679,404
Use of Reserves	12,036	617,944	-	903,190	1,138,290	888,402	694,408	522,096	355,583
Total (\$)	6,237,639	7,014,003	6,309,040	7,143,920	7,354,020	7,483,784	7,660,403	7,843,663	8,034,988

* This represents the General Fund contribution for RHE refuse pickup.

<i>Expenses</i>									
Personnel	2,549,758	2,571,635	2,695,354	3,042,780	3,234,580	3,367,005	3,505,159	3,649,294	3,799,672
Operating	1,709,464	1,681,063	1,675,003	2,020,550	2,018,520	2,038,705	2,059,092	2,079,683	2,100,480
Capital Outlay	3,439	700,355	-	511,090	440,720	400,000	400,000	400,000	400,000
Administrative	1,632,200	1,668,000	1,347,000	1,021,000	1,119,000	1,141,380	1,164,208	1,187,492	1,211,242
Other**	307,524	360,374	457,749	522,000	519,200	519,200	519,200	519,200	519,200
Total Oper. Exp.	6,202,385	6,981,427	6,175,106	7,117,420	7,332,020	7,466,290	7,647,659	7,835,669	8,030,594
Principal	-	-	-	-	-	-	-	-	-
Interest	35,254	32,576	29,804	26,500	22,000	17,494	12,744	7,994	4,394
CIP Transfer	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Total Use	6,237,639	7,014,003	6,204,910	7,143,920	7,354,020	7,483,784	7,660,403	7,843,663	8,034,988
Add. to Reserves	-	-	104,130	-	-	-	-	-	-
Total (\$)	6,237,639	7,014,003	6,309,040	7,143,920	7,354,020	7,483,784	7,660,403	7,843,663	8,034,988

** Includes depreciation.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
Goal 1: Total operating resources should meet or exceed total operating uses unless there is a plan to spend down reserves.									
Goal 2: Maintain a cash balance of at least one month of operating expenses.									
Goal 3: Maintain a minimum 1.2 debt service coverage ratio.									



Refuse Fund

Purpose of Fund: The Refuse Fund is used to account for the financial activity associated with the collection and disposal of residential recycling, refuse, and yard waste.

Fund Policy: The Refuse Fund is an enterprise fund and is self-supporting, with fees and charges supporting all operating costs, capital outlay, infrastructure, and debt service costs.

User of Service: All residential properties in the city pay the annual rate that remains flat at \$445 for FY 2021.

Budget Statistics: The Refuse Fund makes up 5 percent of the total operating budget, supports 37.2 regular FTEs, one CIP project, and all operating costs of the program. The Fund supports the budgets for the Public Works Department and Non-Departmental.

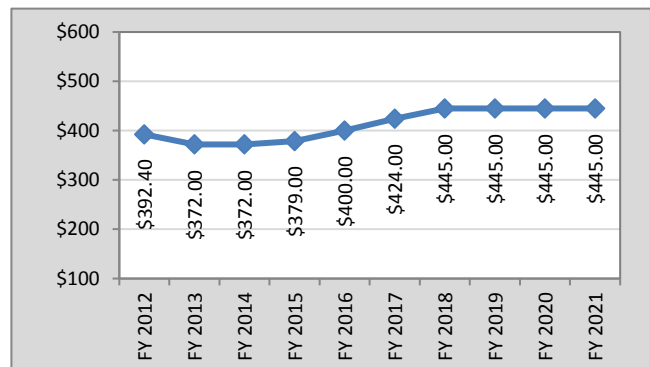
Special Notes: The Refuse Fund's current debt will be retired in FY 2026. No additional bond issues are planned at this time.

Due to some changes in the recyclables market, the city is evaluating options for the future of the city's recycling program, with the possibility of transitioning to a more affordable dual stream system. More information will be presented to the Mayor and Council during FY 2021.

Refuse Fund Forecast: FY 2021 revenue projections for the Refuse Fund are based on the number of current refuse accounts multiplied by the refuse rate. Refuse Fund charges for services revenues are estimated at \$6.1 million for FY 2021. The refuse rate per household is estimated to increase by approximately 5 percent per year throughout the forecast period. The 5 percent increases come after four years of a flat rate of \$445 per year.

History of Refuse Rates: The city currently operates a semi-automated once per week single-stream recycling and refuse program. For FY 2021, the rate remains flat at \$445 per residential household. The rate has remained flat for four consecutive years.

Annual Refuse Rates by Fiscal Year



Refuse Fund Current Debt

Year	Principal	Interest	Total
2021	90,000	21,994	111,994
2022	95,000	17,494	112,494
2023	95,000	12,744	107,744
2024	90,000	7,994	97,994
2025	95,000	4,394	99,394
2026	95,000	2,254	97,254
Total (\$)	560,000	66,874	626,874



Financial Summary: Stormwater Management Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
Revenue									
Property Taxes	-	-	-	-	-	-	-	-	-
Other Gov't.	-	-	-	-	-	-	-	-	-
Fines/Forfeitures	-	-	-	-	-	-	-	-	-
Use Money/Prop.	23,776	51,468	97,548	79,000	112,000	59,940	33,240	32,124	31,603
Charges for Serv.	5,277,039	5,082,118	6,008,032	5,465,000	5,465,000	5,696,617	5,930,136	6,166,057	6,404,404
Licenses/Permits	504,576	610,949	819,961	500,000	515,000	530,450	546,364	562,754	579,637
Other Revenue	67,429	52,404	70,847	41,300	41,300	41,300	41,300	41,300	41,300
Total Revenue	5,872,820	5,796,939	6,996,388	6,085,300	6,133,300	6,328,307	6,551,039	6,802,235	7,056,944
Transfers In	-	-	-	-	-	-	-	-	-
Total Resources	5,872,820	5,796,939	6,996,388	6,085,300	6,133,300	6,328,307	6,551,039	6,802,235	7,056,944
Use of Reserves	-	-	-	-	-	-	-	-	-
Total (\$)	5,872,820	5,796,939	6,996,388	6,085,300	6,133,300	6,328,307	6,551,039	6,802,235	7,056,944
Expenses									
Personnel	2,133,820	2,233,445	2,354,644	2,677,840	2,681,120	2,804,630	2,933,869	3,069,103	3,126,611
Operating	631,010	661,472	638,334	821,000	879,140	887,931	896,811	905,779	914,837
Capital Outlay	-	404	1,500	24,750	93,770	94,100	-	116,600	256,000
Administrative	814,940	877,600	764,000	700,000	773,000	788,460	804,229	820,314	836,720
Other*	699,866	790,983	804,315	982,000	1,012,000	1,012,000	1,012,000	1,012,000	1,012,000
Total Oper. Exp.	4,279,636	4,563,904	4,562,793	5,205,590	5,439,030	5,587,121	5,646,909	5,923,796	6,146,168
Principal	-	-	-	-	-	-	-	-	-
Interest	78,646	69,167	59,684	48,700	44,550	35,048	25,547	17,841	10,131
CIP Transfer	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Total Use	4,358,282	4,633,071	4,622,477	5,254,290	5,483,580	5,622,169	5,672,456	5,941,637	6,156,299
Add. to Reserves	1,514,538	1,163,868	2,373,911	831,010	649,720	706,138	878,584	860,598	900,645
Total (\$)	5,872,820	5,796,939	6,996,388	6,085,300	6,133,300	6,328,307	6,551,039	6,802,235	7,056,944

* Includes depreciation.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
Goal 1: Total operating resources should meet or exceed total operating uses unless there is a plan to spend down reserves.									
Goal 2: Maintain a cash balance of at least three months of operating expenses.									
Goal 3: Maintain a minimum 1.2 debt service coverage ratio.									



Stormwater Management Fund

Purpose of Fund: The Stormwater Management (SWM) Fund is used to account for the financial activity associated with maintaining existing and constructing new SWM infrastructure.

Fund Policy: The SWM Fund is an enterprise fund and is self-supporting, with fees and charges supporting all operating costs, capital outlay, infrastructure, and debt service costs.

User of Service: All residential and commercial properties in the city pay \$132 per equivalent residential unit (ERU) per year, which is equal to the FY 2020 rate.

Budget Statistics: The SWM Fund makes up 4 percent of the total operating budget, and supports 22.9 regular FTEs, all operating costs of the program, and nine capital projects. The Fund supports the budgets for the Public Works Department and Non-Departmental.

Special Notes: The Stormwater Management Fund's current debt will be retired in FY 2030. No additional bond issues are planned at this time.

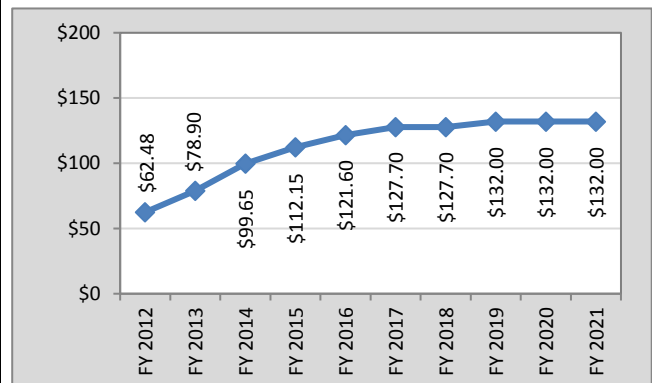
Stormwater Management Fund Forecast: FY 2021 revenue projections for the SWM Fund are based on the current number of ERUs in the city multiplied by the annual fee of \$132 per equivalent residential unit.

Future operating and capital budgets are consistent with the requirements of the new National Pollution Discharge and Elimination System (NPDES) general permit for Phase II Municipal Separate Storm Sewer Systems (MS4) that was issued in 2018.

A current inflationary rate increase of approximately 3 to 4 percent is factored into the forecast starting in FY 2022. Further analysis will be done in future years to see if a lower or flat rate is fiscally sustainable given changing market conditions and potential program requirements. Staff will ensure that the Stormwater Management Fund maintains compliance with the current Financial Management Policies, which require a fund reserve equal to three months of operating expenses and a debt service coverage ratio of 1.2.

History of Stormwater Management Fee: Fiscal Year 2010 was the first year the city charged a stormwater management fee, which started at \$40. The fee for FY 2021 remains flat at \$132.

Stormwater Management Fee by Fiscal Year



Stormwater Management Fund Current Debt

Year	Principal	Interest	Total
2021	302,238	44,544	346,782
2022	302,735	35,048	337,783
2023	303,235	25,547	328,782
2024	303,741	17,841	321,582
2025	304,252	10,131	314,383
2026	52,105	2,415	54,520
2027	52,626	1,894	54,520
2028	53,152	1,368	54,520
2029	53,682	836	54,518
2030	29,916	299	30,215
Total (\$)	1,757,682	139,923	1,897,605



Financial Summary: Parking Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
<i>Revenue</i>									
Property Taxes	206,704	216,927	208,743	220,000	160,850	160,850	164,067	167,348	170,695
Other Gov't.	306,322	310,046	311,697	314,300	315,000	317,701	320,455	323,264	326,129
Fines/Forfeitures	479,650	641,890	600,850	465,000	550,000	530,000	530,000	530,000	530,000
Use Money/Prop.	61,677	41,998	38,034	51,000	51,000	52,845	53,274	53,583	53,838
Charges for Serv.	377,616	361,750	322,206	303,000	303,000	290,000	290,000	290,000	290,000
Licenses/Permits	-	-	-	-	-	-	-	-	-
Other Revenue	108,640	40,042	39,234	39,240	60,840	60,840	60,840	60,840	60,840
Total Revenue	1,540,609	1,612,653	1,520,764	1,392,540	1,440,690	1,412,236	1,418,636	1,425,036	1,431,502
Transfers In*	715,000	850,000	1,100,000	1,100,000	1,250,000	1,100,000	1,100,000	1,100,000	1,100,000
Total Resources	2,255,609	2,462,653	2,620,764	2,492,540	2,690,690	2,512,236	2,518,636	2,525,036	2,531,502
Use of Reserves	-	-	-	-	-	-	-	-	-
Total (\$)	2,255,609	2,462,653	2,620,764	2,492,540	2,690,690	2,512,236	2,518,636	2,525,036	2,531,502

* Represents transfers from the General Fund.

<i>Expenses</i>									
Personnel	247,708	269,029	232,429	303,950	306,810	320,886	335,616	351,033	367,167
Operating	73,486	74,206	108,419	101,680	99,440	101,051	102,697	104,378	106,096
Capital Outlay	-	9,000	-	-	-	-	-	-	-
Administrative	140,720	164,000	127,000	87,000	90,000	91,800	93,636	95,509	97,419
Other**	293,753	423,904	294,952	291,860	173,530	173,530	173,530	173,530	173,530
Total Oper. Exp.	755,667	940,139	762,800	784,490	669,780	687,267	705,479	724,450	744,212
Principal	-	-	-	-	-	-	-	-	-
Interest	1,294,567	1,267,171	1,219,903	1,177,300	813,300	759,022	715,822	671,122	625,223
CIP Transfer	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Total Use	2,050,234	2,207,310	1,982,703	1,961,790	1,483,080	1,446,289	1,421,301	1,395,572	1,369,435
Add. to Reserves	205,375	255,343	638,061	530,750	1,207,610	1,065,947	1,097,335	1,129,464	1,162,067
Total (\$)	2,255,609	2,462,653	2,620,764	2,492,540	2,690,690	2,512,236	2,518,636	2,525,036	2,531,502

** Includes funding for write-off of unpaid citations and amortization of capital lease of the parking garages.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
Goal 1: Total operating resources should meet or exceed total operating uses unless there is a plan to spend down reserves.									
Goal 2: Maintain a cash balance of at least one month of operating expenses.									



Parking Fund

Purpose of Fund: The Parking Fund is used to account for the revenues and expenses related to parking activities, the city's parking meter program, and the long-term payment for the design and construction of the three parking garages in Town Square.

Fund Policy: The Parking Fund is an enterprise fund, and by policy, total fees and charges should support all operating costs, capital outlay, infrastructure, and debt service costs.

User of Service: People who park their vehicles within the city limits.

Budget Statistics: The Parking Fund makes up 2 percent of the total operating budget and supports four regular FTEs and all operating costs of the program. The Fund supports the budgets for the departments of Public Works, Police, and Non-Departmental.

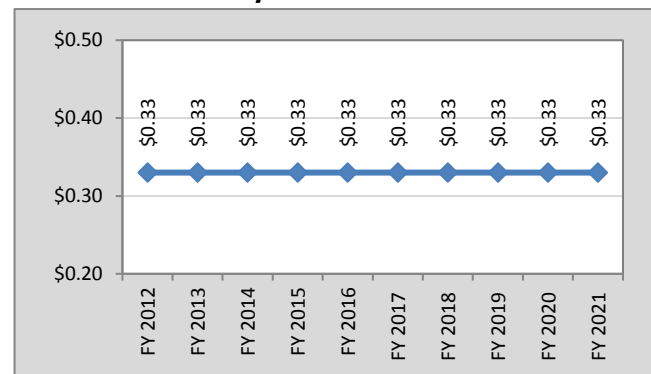
Special Notes: A special district tax levy partially funds the Parking Fund. The Parking District tax rate remains unchanged at \$0.33 per \$100 of assessed valuation for FY 2021. The District, which is comprised of FRIT's commercial properties within the Town Square boundaries, pays this tax in addition to their regular property tax. The District will generate approximately \$161,000 in special property tax revenue for FY 2021; this revenue is lower compared to previous years due to a successful appeal from the property owner that caused a decrease in real property assessed values in the District.

Staff is concerned about the financial pressure in the Parking Fund due to the elimination of 23 parking meters, the aging infrastructure of the existing parking meters, and the delay in increasing parking-related charges and fines. Future discussions with FRIT regarding the parking regime in the Town Square garages will also likely impact Parking Fund revenues and expenses in FY 2021 and beyond.

Parking Fund Forecast: The FY 2021 budget includes a transfer from the General Fund to the Parking Fund of \$1.25 million. It is anticipated that a General Fund transfer will be needed until the debt is repaid in FY 2036. Future General Fund transfers equal \$1.1 million each year throughout the forecast period. Future discussions about parking and parking policy decisions may impact future transfer amounts.

History of Parking District Tax Rate: 2008 was the first year the city levied a Parking District real property tax. Commercial properties within the Town Square boundaries pay this tax in addition to the general City property tax of \$0.292 per \$100 of assessed valuation.

**Parking District Tax Rate
by Fiscal Year**



Parking Fund Current Debt

Year	Principal	Interest	Total
2021	1,390,000	813,273	2,203,273
2022	1,440,000	759,022	2,199,022
2023	1,490,000	715,822	2,205,822
2024	1,530,000	671,122	2,201,122
2025	1,575,000	625,223	2,200,223
2026	1,620,000	577,972	2,197,972
2027	1,675,000	529,372	2,204,372
2028	1,720,000	479,123	2,199,123
2029	1,775,000	427,522	2,202,522
2030	1,825,000	374,273	2,199,273
2031	1,875,000	327,735	2,202,735
2032	1,920,000	278,985	2,198,985
2033	1,970,000	228,105	2,198,105
2034	2,025,000	174,915	2,199,915
2035	2,085,000	119,228	2,204,228
2036	2,135,000	60,848	2,195,848
Total (\$)	28,050,000	7,162,540	35,212,540



Financial Summary: RedGate Golf Course Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
<i>Revenue</i>									
Property Taxes	-	-	-	-	-	-	-	-	-
Other Gov't.	-	-	-	-	-	-	-	-	-
Fines/Forfeitures	-	-	-	-	-	-	-	-	-
Use Money/Prop.	121	180	2	-	-	-	-	-	-
Charges for Serv.	6,000	12,000	6,000	-	-	-	-	-	-
Licenses/Permits	-	-	-	-	-	-	-	-	-
Other Revenue*	1,333	1,333	338,111	1,400	1,400	1,400	1,400	-	-
Total Revenue	7,454	13,513	344,113	1,400	1,400	1,400	1,400	-	-
Transfers In	-	-	-	-	-	-	-	-	-
Total Resources	7,454	13,513	344,113	1,400	1,400	1,400	1,400	-	-
Use of Reserves	98,641	91,910	-	102,720	101,840	100,955	100,074	-	-
Total (\$)	106,095	105,423	344,113	104,120	103,240	102,355	101,474	-	-
* Includes amortization of bond premium (non-cash). FY 2019 assumed a final payment from Billy Casper Golf for the termination of the lease agreement with the city. These funds were booked, but were never received. The funds will be written off as a bad debt.									
<i>Expenses</i>									
Personnel	-	-	-	-	-	-	-	-	-
Operating	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Administrative	-	-	-	-	-	-	-	-	-
Other**	100,549	100,549	100,549	100,600	100,600	100,600	100,600	-	-
Total Oper. Exp.	100,549	100,549	100,549	100,600	100,600	100,600	100,600	-	-
Principal	-	-	-	-	-	-	-	-	-
Interest	5,546	4,874	4,141	3,520	2,640	1,755	874	-	-
CIP Transfer	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Total Use	106,095	105,423	104,690	104,120	103,240	102,355	101,474	-	-
Add. to Reserves	-	-	239,423	-	-	-	-	-	-
Total (\$)	106,095	105,423	344,113	104,120	103,240	102,355	101,474	-	-

** Includes depreciation on past improvements to the Course.



RedGate Golf Course Fund

Purpose of Fund: The original intent of the RedGate Golf Course Fund was to account for the financial activity associated with the city's public golf course.

Fund Policy: The RedGate Golf Course Fund is an enterprise fund.

User of Service: When the RedGate Golf Course was a full service golf course, it was open to all members of the public.

Budget Statistics: The RedGate Golf Course Fund makes up less than 1 percent of the total operating budget and supports debt service payments and depreciation on past property improvements. The Fund supports the Non-Departmental budget.

Special Notes: The Mayor and Council decided in late-FY 2019 that the property would no longer operate as a golf course. During FY 2020, the Mayor and Council decided that the RedGate property will be used for passive and active recreation opportunities. City staff is moving forward with the planning of the property in FY 2021.

The Mayor and Council committed \$100,000 in General Fund unassigned reserves via the FY 2021 adopted budget ordinance to support the planning process.

RedGate Golf Course Fund Forecast: The forecast supports debt service payments and depreciation on past property improvements. The forecast assumes the Fund will close in FY 2023, which is the last year for outstanding debt service payments. The forecast originally assumed a final payment from Billy Casper Golf in FY 2019 for the termination of the lease agreement with the city. These funds were booked, but were never received. The funds will be written off as a bad debt.

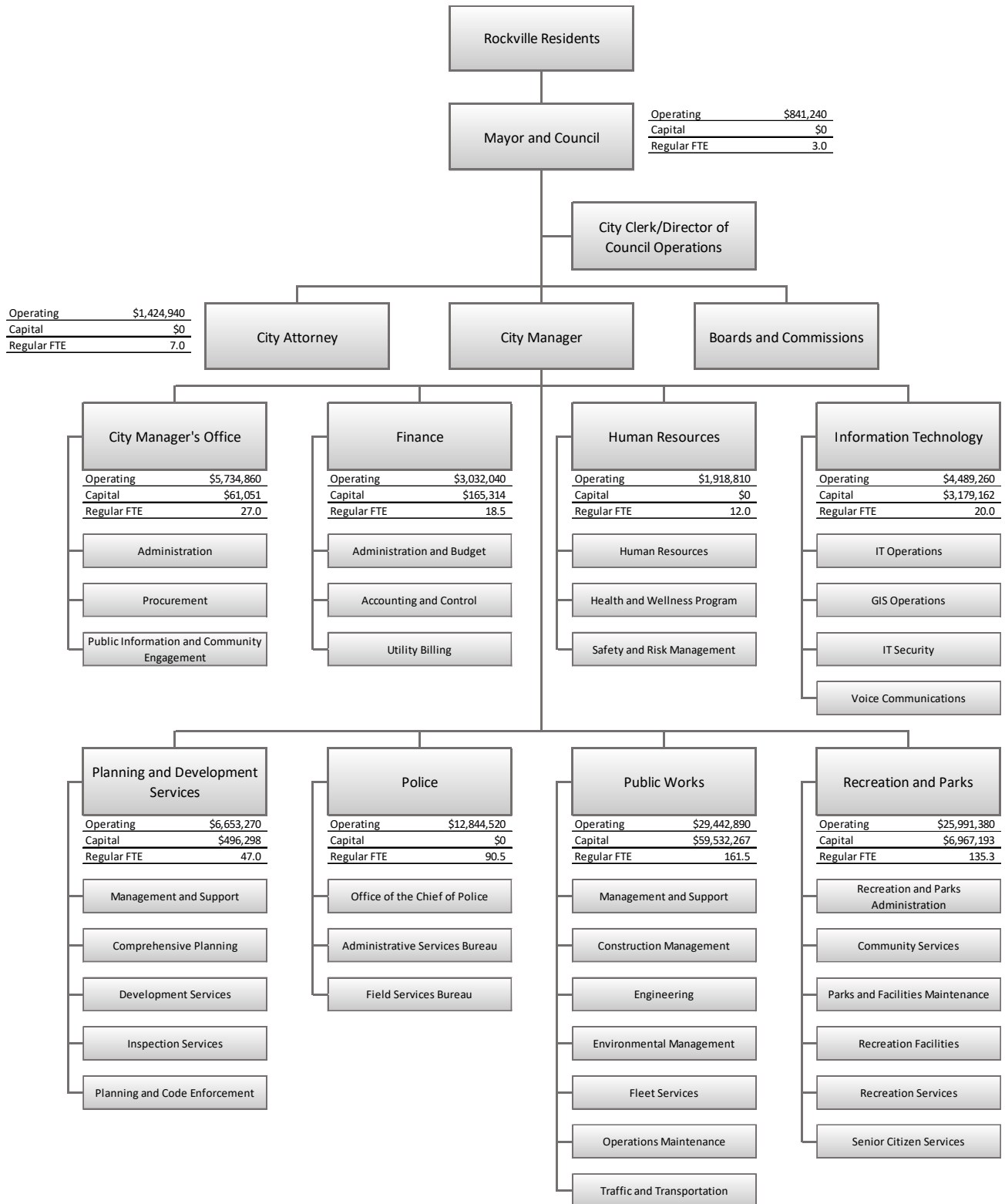
RedGate Golf Course Fund Current Debt

Year	Principal	Interest	Total
2021	22,027	2,636	24,663
2022	22,027	1,755	23,782
2023	21,841	874	22,715
Total (\$)	65,895	5,265	71,160





Citywide Organizational Chart



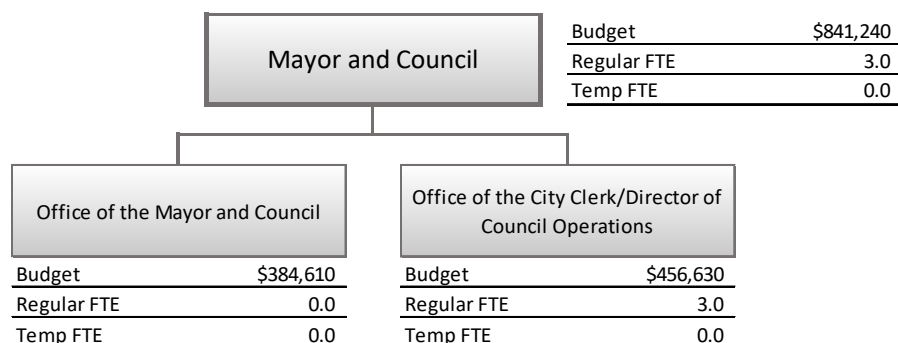




Mayor and Council Department

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.

The Mayor and Council, supported by the Office of the City Clerk/Director of Council Operations, advocate for the protection and promotion of the health, safety, comfort, and quality of life for the residents of Rockville and for the preservation of the city's property, rights, and privileges.



Fiscal Year 2020 Accomplishments

- Conducted Rockville's first vote by mail for the Rockville 2019 city election. The 2019 vote garnered over 12,200 votes, nearly doubling the vote count from the 2015 municipal election, and representing over 25% of all active registered voters in Rockville
- Conducted outreach for citizens and community HOAs, civic groups, and nursing homes to inform the electorate of the new vote by mail system and to encourage voter registration
- Administered and supported the Rockville Board of Supervisors of Elections implementation of the new online campaign finance reporting process
- Coordinated the oath of office and inauguration ceremony for the 2019 elected Mayor and Councilmembers
- Held two post-election forums for candidates, treasurers, and the general public on the 2019 vote by mail election for feedback to the Board of Supervisors of Elections
- Worked with the Finance Department to conduct a training on the new travel policy for the Mayor and Council
- Entered into an agreement with Yilan, Taiwan to become a Sister City to the City of Rockville
- Supported the Boards and Commissions Task Force in its review and recommendations to the Mayor and Council, and presented recommendations for Mayor and Council adoption
- Established a Charter Review Task Force to examine possible changes to the city's established municipal charter
- Implemented Respectful Workforce Training for city staff
- Reviewed and adopted recommendations from the Caregiver Task Force
- Adopted changes to the requirements for affordable housing
- Formulated the next steps for the King Farm Farmstead and the RedGate Golf Course
- Implemented the recommendations from the Compensation Commission Report
- Partnered with the Montgomery County Coalition for the Homeless to provide an emergency men's shelter in the 6 Taft Court building
- Presented a comprehensive 2019 Vote by Mail Report to Mayor and Council in May 2020
- Presented MML Vote by Mail Virtual Session in June 2020
- Provided administrative election resources for Montgomery County and municipalities on Vote by Mail



Mayor and Council Department Fiscal Year 2021 Outlook

With the establishment of a new elected body, the Mayor and Council Department will continue to establish new priorities as well as to follow through with new initiatives undertaken by the Mayor and Council. Additionally, the Department will continue to support activities such as:

- Continuing the Rockville Goes Purple initiative to raise awareness and educate about the dangers of prescription drugs and opioids
- Implementing recommendations from the Caregiver Task Force
- Discussing and implementing new initiatives for Rockville Town Center
- Formulating plans for the King Farm Farmstead as well as the RedGate Golf Course
- Reviewing and amending the city's affordable housing regulations
- Reviewing and adopting the 2040 Comprehensive Plan Update
- Increasing the city's proactive outreach to diverse populations
- Implementing the FAST initiative
- Supporting recruitment processes for appointments/reappointments for boards and commissions

Additionally, the Office of the City Clerk/Director of Council Operations will:

- Begin implementation of adopted changes from the Boards and Commissions Task Force recommendations
- Present the results and recommendations from the Charter Review Task Force to the Mayor and Council for possible adoption
- Present a new citywide records retention policy and begin implementation with Mayor and Council approval
- Conduct workshops on the vote by mail process upon request
- Approve a new agreement with Rockville Economic Development, Inc.



Mayor and Council Department FY 2021 Adopted Expenditures by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Office of the Mayor and Council	360,552	434,960	384,610	-11.6%
Office of the City Clerk/Director of Council Operations	530,571	728,650	456,630	-37.3%
Department Total (\$)	891,123	1,163,610	841,240	-27.7%

Mayor and Council Department FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	581,892	569,440	536,830	-5.7%
Operating	240,903	476,420	229,810	-51.8%
Capital Outlay	3,000	-	-	-
Other	65,328	117,750	74,600	-36.6%
Department Total (\$)	891,123	1,163,610	841,240	-27.7%

Mayor and Council Department FY 2021 Adopted Revenues by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Office of the Mayor and Council	-	-	-	-
Office of the City Clerk/Director of Council Operations	-	-	-	-
Department Total (\$)	-	-	-	-

Mayor and Council Department FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Office of the City Clerk/Director of Council Operations	3.0	3.0	3.0	0.0%
Regular Subtotal	3.0	3.0	3.0	0.0%
<i>Temporary</i>				
Office of the City Clerk/Director of Council Operations	0.2	0.2	-	-100.0%
Temporary Subtotal	0.2	0.2	-	-100.0%
Department Total	3.2	3.2	3.0	-6.3%

Significant Changes from FY 2020 to FY 2021

Operating expenditures decreased in the Office of the City Clerk/Director of Council Operations due to the removal of \$269,750 in one-time expenditures related to the 2019 election, and a citywide reduction in travel and training funding. This decrease is partially offset by transferring \$30,000 from the City Manager's Office for internal auditing expenses.

Other category funding in the Office of the Mayor and Council decreased due to the transfer of funding for the Rockville Volunteer Fire Department to the City Manager's Office. This decrease was partially offset by the addition of \$15,000 in one-time grants for the city's three resident companies (RESCOs).

Temporary FTEs decreased by 0.2 in the Office of the City Clerk/Director of Council Operations due to removing a one-time election specialist.



Office of the Mayor and Council

The Mayor and Council advocate for the protection and promotion of the health, safety, comfort, and quality of life for the residents of Rockville and for the preservation of the city's property, rights, and privileges.

Mayor and Council Division	Budget	\$384,610
	Regular FTE	0.0
	Temp FTE	0.0
Office of the Mayor and Council	Budget	\$384,610
	Regular FTE	0.0
	Temp FTE	0.0

Office of the Mayor and Council FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Office of the Mayor and Council	360,552	434,960	384,610	-11.6%
Division Total (\$)	360,552	434,960	384,610	-11.6%

Office of the Mayor and Council FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	135,294	150,620	150,620	0.0%
Operating	159,930	166,590	159,390	-4.3%
Capital Outlay	-	-	-	-
Other	65,328	117,750	74,600	-36.6%
Division Total (\$)	360,552	434,960	384,610	-11.6%

Office of the Mayor and Council FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Office of the Mayor and Council	-	-	-	-
Division Total (\$)	-	-	-	-

Significant Changes from FY 2020 to FY 2021

The personnel budget remains flat due to the Mayor and Council's decision not to adjust their compensation for FY 2021. The Compensation Commission recommends that the Mayor and Council's stipend be adjusted annually by the November Washington-Arlington-Alexandria CPI-U, which was 1.5 percent. This decision resulted in a savings of \$3,000 for FY 2021.

Other category funding decreased due to the transfer of funding for the Rockville Volunteer Fire Department to the City Manager's Office. This decrease was partially offset by the addition of \$15,000 in one-time grants for the city's three resident companies (RESCOs).



Office of the City Clerk/Director of Council Operations

The Office of the City Clerk/Director of Council Operations supports the Mayor and Council in carrying out their vision by preparing, recording, and managing the activities and decisions of the Mayor and Council; serving as the liaison between the Mayor and Council and the residents of Rockville; attending all official meetings of the elected body; codifying and maintaining official city records; conducting research and analysis of complex issues for the Mayor and Council; administering a fair and impartial process for city elections; coordinating the appointment process for the city boards and commissions; coordinating assigned activities with other divisions, departments, and outside agencies; and providing comprehensive administrative support to the Mayor and Council.

City Clerk/Director of Council Operations Division	Budget	\$456,630
	Regular FTE	3.0
	Temp FTE	0.0
Office of the City Clerk/Director of Council Operations	Budget	\$456,630
	Regular FTE	3.0
	Temp FTE	0.0

Performance Measures and Short Term Objectives

Goal: Provide high quality, comprehensive staff support to the Mayor and Council and boards and commissions

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of Mayor and Council ordinances and resolutions put into official record within two weeks of adoption (Target: 100%)	100%	100%	100%	100%
Percent of required attendees completing open meetings compliance training (Target: 100%)	100%	90%	100%	100%

Short Term Objectives	Planned Completion
Hold an election forum for all the jurisdictions with Boards of Supervisors of Elections in the State of Maryland regarding the vote by mail process	Q1 FY 2021

Goal: Manage an efficient, accurate, and compliant Mayor and Council meeting process

Critical Success Factor(s): Good Governance

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of Mayor and Council draft meeting minutes distributed within 30 days of meeting (Target: ≥ 95%)	80%	90%	≥ 95%	≥ 95%
Percent of Mayor and Council meeting minutes approved within three regular meetings (Target: ≥ 95%)	80%	85%	≥ 95%	≥ 95%



Goal: Provide recommendations, trainings, and policy updates for boards and commissions and the Charter Review Task Force

Critical Success Factor(s): Good Governance

Short Term Objectives	Planned Completion
Update boards and commissions policies and procedures	Q1 FY 2021
Conduct trainings with boards and commissions members and staff liaisons	Q2 FY 2021
Present Charter Review Task Force recommendations for Mayor and Council approval	Q4 FY 2021

Goal: Recommend and implement a new citywide records retention policy

Critical Success Factor(s): Good Governance

Short Term Objectives	Planned Completion
Present a new citywide record retention policy to the Mayor and Council for adoption	Q4 FY 2021

Goal: Initiate and engage the community on key city master plans

Critical Success Factor(s): Planning and Preservation

Short Term Objectives	Planned Completion
Facilitate adoption of the 2040 Comprehensive Plan	Q3 FY 2021
Consider public comments as part of the planning process for RedGate, in coordination with the Recreation and Parks, Public Works, and Planning and Development Services departments	Q4 FY 2021



Office of the City Clerk/Director of Council Operations FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Office of the City Clerk/Director of Council Operations	530,571	728,650	456,630	-37.3%
Division Total (\$)	530,571	728,650	456,630	-37.3%

Office of the City Clerk/Director of Council Operations FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	446,598	418,820	386,210	-7.8%
Operating	80,973	309,830	70,420	-77.3%
Capital Outlay	3,000	-	-	-
Other	-	-	-	-
Division Total (\$)	530,571	728,650	456,630	-37.3%

Office of the City Clerk/Director of Council Operations FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Office of the City Clerk/Director of Council Operations	-	-	-	-
Division Total (\$)	-	-	-	-

Office of the City Clerk/Director of Council Operations FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Office of the City Clerk/Director of Council Operations	3.0	3.0	3.0	0.0%
Regular Subtotal	3.0	3.0	3.0	0.0%
<i>Temporary</i>				
Office of the City Clerk/Director of Council Operations	0.2	0.2	-	-100.0%
Temporary Subtotal	0.2	0.2	-	-100.0%
Division Total	3.2	3.2	3.0	-6.3%

Significant Changes from FY 2020 to FY 2021

Operating expenditures decreased due to removal of \$269,750 in one-time expenditures related to the 2019 election, and a citywide reduction in travel and training funds. This decrease is partially offset by the transfer of \$30,000 from the City Manager's Office for internal auditing expenses.

Temporary FTEs decreased by 0.2 due to the removal of a one-time election specialist.





City Attorney's Office

The City Attorney's Office is dedicated to providing expert legal advice and skilled legal support to the Mayor and Council, the city's boards and commissions, and city staff on all legal matters affecting the city. The City Attorney's Office strives to provide proactive counsel, preventive advice, and early intervention to assist the city in developing a clear understanding of all of its legal options.

The City Attorney's Office (CAO) is responsible for providing legal support to the City of Rockville including serving as the legal advisor to the Mayor and Council, the city's boards and commissions, and the city staff on all legal matters affecting the city; reviewing all agreements to which the city is a party for legal sufficiency; preparing and/or reviewing legal documents for the city; preparing and/or reviewing amendments to the Rockville City Charter and Code for enactment by the Mayor and Council; and representing the city before administrative agencies and federal and State courts in legal proceedings in which the city has an interest.

City Attorney's Office	Budget	\$1,424,940
	Regular FTE	7.0
	Temp FTE	0.0
City Attorney	Budget	\$1,424,940
	Regular FTE	7.0
	Temp FTE	0.0

Fiscal Year 2020 Accomplishments

- Provided legal support for the 2019 city election (vote by mail)
- Provided legal support for the sign ordinance re-write
- Developed and drafted Chapter 7.5 entitled "Development Rights and Responsibilities Agreements"
- Served on Boards and Commissions Task Force
- Assisted with the re-write of Chapter 21 "Streets, Roads, Rights of Way and Public Improvements"
- Assisted with the re-write of Chapter 24 "Water, Sewers and Wastewater Disposal"



City Attorney's Office Fiscal Year 2021 Outlook

The City Attorney, appointed by the Mayor and Council, serves as legal advisor to the Mayor and Council, the city's boards and commissions, as well as all city departments and their staff. Since the City Attorney's Office's primary function is to provide legal support to the city, its work program from year-to-year is dictated by the city's priorities and the issues that may arise during the year.

During FY 2021, the City Attorney's Office anticipates the following responsibilities:

- Regularly attending meetings of the Mayor and Council, Planning Commission, Historic District Commission, Board of Appeals, Board of Supervisors of Elections, Ethics Commission, Commission on Landlord-Tenant Affairs, and when needed, attending the meetings of other boards and commissions, as well as task forces and work groups appointed by the Mayor and Council
- Providing legal advice and preparing legal opinions on a variety of legal issues as requested by the city including, but not limited to, the Maryland Open Meetings Act, the Maryland Public Information Act, zoning and planning matters, personnel matters (including Family and Medical Leave Act, Fair Labor Standards Act, Americans with Disabilities Act, Health Insurance Portability and Accountability Act, and other employment matters such as terminations, grievances, and labor negotiations), and economic development and contractual matters
- Representing the city in litigation including, but not limited to, municipal infractions, declaratory judgments, personnel matters, police trial boards, and appeals from administrative agency decisions (e.g., Planning Commission, Board of Appeals, Historic District Commission, and the city's Animal Review Official), as well as managing all outside legal counsel
- Reviewing or drafting amendments to the City Charter and Code, as well as providing legal support to the city related to the city's State legislative priorities and State legislation pending before the Maryland General Assembly
- Providing legal support related to the review of the Rockville 2040 Comprehensive Plan
- Providing legal support for implementation of the Twinbrook Quarter project



Performance Measures and Short Term Objectives

Goal: Provide expert legal advice and skilled legal support to Mayor and Council, boards and commissions, and city departments

Critical Success Factor: Good Governance

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of ordinances reviewed and/or prepared	34	57	30	30
Number of contracts reviewed and/or prepared	341	343	325	325
Number of development-related agreements reviewed and/or prepared	119	193	85	85
Number of administrative appeals active in court	9	14	8	8
Number of municipal infractions filed in court	66	32	60	30
Number of Mayor and Council and boards and commissions meetings attended	99	124	100	100
Number of MPIAs and subpoenas requesting documents*	-	-	-	90
Percent of code enforcement referrals reviewed within 10 working days of receipt (Target: ≥ 85%)	100%	100%	≥ 85%	≥ 85%
Percent of form contracts reviewed within 10 working days of receipt when received complete with all necessary attachments (Target: ≥ 85%)	81%	72%	≥ 85%	≥ 85%

*New performance measure in FY 2021; targets will be set in future years after a baseline is established.



**City Attorney's Office
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
City Attorney	1,167,309	1,363,990	1,424,940	4.5%
Department Total (\$)	1,167,309	1,363,990	1,424,940	4.5%

**Significant Changes from
FY 2020 to FY 2021**

There were no significant changes.

**City Attorney's Office
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	1,073,245	1,248,660	1,316,470	5.4%
Operating	93,428	112,580	108,470	-3.7%
Capital Outlay	636	2,750	-	-100.0%
Other	-	-	-	-
Department Total (\$)	1,167,309	1,363,990	1,424,940	4.5%

**City Attorney's Office
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
City Attorney	-	-	-	-
Department Total (\$)	-	-	-	-

**City Attorney's Office
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
City Attorney	6.0	7.0	7.0	0.0%
Regular Subtotal	6.0	7.0	7.0	0.0%
<i>Temporary</i>				
City Attorney	-	-	-	-
Temporary Subtotal	-	-	-	-
Department Total	6.0	7.0	7.0	0.0%

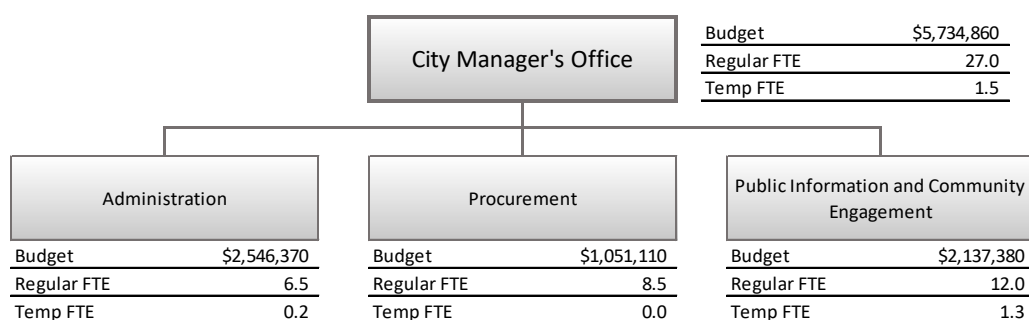


City Manager's Office

The City Manager's Office implements the policies and priorities of the Mayor and Council, provides professional recommendations to the Mayor and Council, and oversees the day-to-day management of city operations.

The team in the City Manager's Office (CMO) leads the city government's effort to make a meaningful difference in residents' lives and improve quality of life. The team addresses the needs of individual residents and neighborhoods through communication, problem solving, and attentive customer service. By staying engaged with all facets of the community, the CMO helps city departments and other stakeholders to understand priorities and execute results. By engaging with other levels of government, the CMO obtains resources and support for the things that are most important to Rockville.

The CMO partners with the Mayor and Council to tell the city's story, always striving to maintain the hometown feel that makes Rockville special. Through a focus on cross department collaboration, internal communication, and effective procurement, the CMO supports implementation of the Mayor and Council's priorities and the provision of quality city services. With an eye toward responsible spending, creative partnerships, and employee involvement, the CMO leads the implementation of the Mayor and Council's adopted budget and Capital Improvements Program.



Fiscal Year 2020 Accomplishments

- Coordinated implementation of, and provided bimonthly updates on, the Mayor and Council's priority initiatives
- Supported the Mayor and Council's Rockville Goes Purple initiative to provide awareness and education about the opioid epidemic
- Partnered with Rockville Economic Development Inc. (REDI) and the Rockville Chamber of Commerce through funding, strategic communication, coordinated problem-solving, and participation on their governing boards
- Collaborated with the Emergency Manager on the citywide response to the COVID pandemic, including providing direction to city departments, ensuring effective continuity of city operations, sharing information with the community and employees, and supporting vulnerable populations
- Supported the city's businesses and commercial districts by designating a business liaison in the city government as a resource focused on the success of Town Center and other commercial areas
- Contracted with a professional firm to conduct performance audits upon the request of the Mayor and Council or City Manager
- Supported the Mayor and Council's advocacy of policies, programs, and funding that benefit Rockville at the County, regional, State, and federal levels of government
- Oriented newly elected members of the Mayor and Council to the city government, educated new members on key topics, and supported the transition into the Mayor and Council's new term
- Streamlined the surplus property procedures for the city to reduce processing times and duplication of effort
- Developed and implemented a 2019 Rockville election outreach plan to increase awareness about vote by mail and encourage voter participation. Shared information about candidates in multiple formats. Launched a new text



messaging service targeting potential voters. Hosted an orientation to educate candidates about the city government

- Developed and implemented an outreach plan to increase awareness about Census 2020 in collaboration with Montgomery County
- Created more Rockville 11 programming specials geared toward highlighting city services and employees
- Completed setup and initial training for a new contract management system to improve the procurement processing, tracking, and communication with all city vendors, with final implementation expected in Summer 2020
- Completed the review and updates of the Procurement policies and procedures for the core procurement methods utilized by the city

City Manager's Office Fiscal Year 2021 Outlook

The City Manager's Office supports the Mayor and Council to meet their goals and to contribute to the quality of life and vibrancy of the entire Rockville community. During FY 2021, the CMO will continue to provide exceptional support to the Mayor and Council through high quality information, analysis, and recommendations. In addition, the CMO will ensure that the Mayor and Council are poised to effectively engage with federal, State, and County officials on the community's behalf. The CMO will coordinate with city departments and other stakeholders on the following efforts during FY 2021:

- Support the Mayor and Council's information gathering, deliberations and decision making, and lead citywide implementation of the priorities established by the Mayor and Council for the 2019 – 2023 term
- Focus efforts on ensuring a vibrant Rockville Town Center, maintaining the city's fiscal health, and engaging residents and other stakeholders in city government
- Support city employees through competitive salaries and benefit packages, improved work spaces, new technology tools, professional development programs, and opportunities to engage in decision making
- Increase the efficiency and effectiveness of city operations through change management, business process improvements, technology, and lessons learned from operating through the pandemic
- Support the Mayor and Council's advocacy of policies, programs, and funding that benefit Rockville at the County, regional, State, and federal levels of government
- Respond to public information and service requests efficiently and with exceptional customer service
- Collaborate with REDI and the Mayor and Council to establish a new agreement between the city and REDI to implement economic development priorities
- Engage city staff and the community in the Mayor and Council's work to address social injustice, racism, and bias
- Implement innovative approaches to recognize, celebrate, and make the most of Rockville's ethnic diversity, as well as the diversity of art, culture, and history that makes Rockville unique
- Complete the Rockville 11 Studio (GA16) CIP project and begin using the new Rockville 11 studio to provide innovative programming that strengthens the city's engagement with the community
- Improve Rockville Reports to make city news more accessible and easier to use
- Increase community awareness and use of all Rockville's engagement platforms, including the website, Rockville 11, social media, and Rockville Reports
- Research ways to improve online public participation in the Mayor and Council's meetings, discussions, and decision-making to increase civic involvement across the community
- Continue to improve the city's Procurement function, including the processes for solicitations and contract awards, by obtaining customer feedback and identifying improvements to processing times through an ongoing external survey. Continue to review and update the Procurement policies and procedures
- Continue increasing awareness about the opioid epidemic through Rockville Goes Purple activities
- Coordinate the strategic and safe re-opening of City facilities and resumption of in-person activities, while using lessons learned for the COVID pandemic to improve efficiency and effectiveness in operations



**City Manager's Office
FY 2021 Adopted Expenditures by Division**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Administration	2,443,956	2,371,600	2,546,370	7.4%
Procurement	870,944	1,033,190	1,051,110	1.7%
Public Information and Community Engagement	1,989,267	2,159,540	2,137,380	-1.0%
Department Total (\$)	5,304,167	5,564,330	5,734,860	3.1%

**City Manager's Office
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	3,306,374	3,385,340	3,484,590	2.9%
Operating	691,812	684,570	586,000	-14.4%
Capital Outlay	140,845	252,200	252,200	0.0%
Other	1,165,136	1,242,220	1,412,070	13.7%
Department Total (\$)	5,304,167	5,564,330	5,734,860	3.1%

**City Manager's Office
FY 2021 Adopted Revenues by Division**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Administration	-	-	-	-
Procurement	-	-	-	-
Public Information and Community Engagement	2,029,056	2,025,280	1,887,930	-6.8%
Department Total (\$)	2,029,056	2,025,280	1,887,930	-6.8%

**Significant Changes from
FY 2020 to FY 2021**

Operating funding decreased in the City Manager's Office due to a citywide reduction in travel and training funds, the transfer of the internal audit contract to the Department of the Mayor and Council, and the elimination of one-time equipment funding.

Other category funding increased due to the transfer in of funding for the Rockville Volunteer Fire Department from the Department of the Mayor and Council, and an increase in the city's grant to REDI.

Revenues in the Public Information and Community Engagement Division declined in conjunction with the number of cable subscribers.



**City Manager's Office
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Administration	6.5	6.5	6.5	0.0%
Procurement	7.5	8.5	8.5	0.0%
Public Information and Community Engagement	13.0	12.0	12.0	0.0%
Regular Subtotal	27.0	27.0	27.0	0.0%
<i>Temporary</i>				
Administration	0.3	0.2	0.2	0.0%
Procurement	-	-	-	-
Public Information and Community Engagement	1.3	1.3	1.3	0.0%
Temporary Subtotal	1.6	1.5	1.5	0.0%
Department Total	28.6	28.5	28.5	0.0%

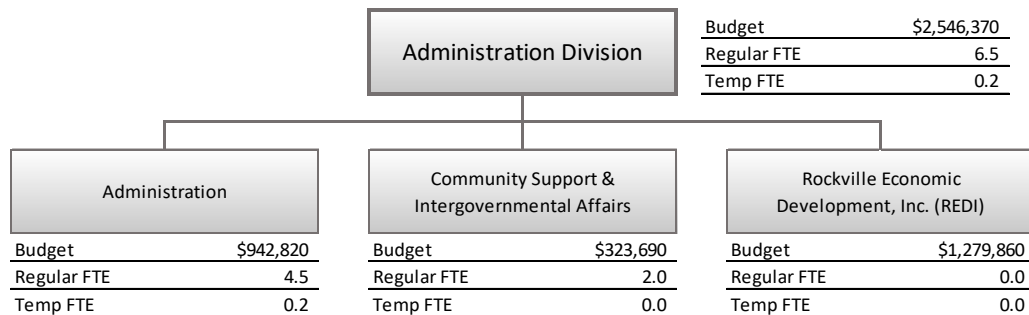
**Significant Changes from
FY 2020 to FY 2021**

There were no significant changes.



Administration Division

The Administration Division of the City Manager's Office provides professional leadership and management to the city government under the policy direction of its elected body, the Mayor and Council. The Division collaborates with and directs departments to manage all city operations; ensures the Mayor and Council's goals and priorities are met; and develops and maintains productive relationships with residents, businesses, community groups, and other governments. The Division ensures timely response to requests for service and to Maryland Public Information Act (MPIA) requests. It anticipates organization and community needs and prepares for and responds to changes that impact the city and its residents. The Division manages intergovernmental relations at the County, State, and federal levels of government; provides information and advocacy on legislation and intergovernmental projects; and works to secure funding in support of the city's capital investments. It manages the agreement between the city and Rockville Economic Development, Inc. (REDI).



Performance Measures and Short Term Objectives

Goal: Provide the City of Rockville with professional, ethical, and high quality city management

Critical Success Factor(s): Good Governance

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of biennial Community Survey respondents who strongly agree or agree with the overall direction the city government is taking* (Target: ≥ 63%)	-	61%	-	-
Percent of biennial Community Survey respondents rating the overall quality of life in Rockville as good or excellent* (Target: ≥ 93%)	-	94%	-	-
Percent of biennial Community Survey respondents who agree or strongly agree that they receive good value for city taxes they pay* (Target: ≥ 63%)	-	66%	-	-
City of Rockville General Fund FTE positions per 1,000 residents (based on population estimates provided by PDS each budget year)	5.79	5.67	5.63	5.48
Number of City of Rockville budgets in past 10 years with no increase in real or personal property tax rate**	10	10	10	10

*Due to the financial impacts associated with the COVID-19 pandemic, the city's biennial Community Survey was not funded in FY 2021. The future of the survey is unknown at this time.

**The last tax increase was in 1995.

Short Term Objectives	Planned Completion
Support the Mayor and Council's establishment of goals and priorities for the current term	Q1 FY 2021
Collaborate with the Emergency Manager on a citywide after action report of the city's response to the COVID pandemic	Q4 FY 2021



Goal: Protect and promote the city's interests at the county, regional, state, and federal levels of government

Critical Success Factor(s): Good Governance

Short Term Objectives	Planned Completion
Advocate for school construction funding at the county and state levels	Q4 FY 2021
Advocate for the permanent restoration of municipal revenues and protection of municipal interests in the deployment of small cell infrastructure at the state level	Q4 FY 2021

Goal: Respond to requests for information in a timely, accurate, and efficient manner

Critical Success Factor(s): Informed and Engaged Residents

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of responses to requests for service from the community to the Mayor and Council and City Manager's Office	393	304	400	304
Number of responses to Maryland Public Information Act (MPIA) requests	126	215	200	240
Percent of MPIA requests responded to within 30 days of receipt (Target: ≥ 98%)*	-	-	-	≥ 98%
Percent of biennial Community Survey respondents rating overall customer service as good or excellent** (Target: > 86%)	-	83%	-	-
Biennial Community Survey response rate** (Target: > 38%)	-	31%	-	-

*New performance measure for FY 2021.

**Due to the financial impacts associated with the COVID-19 pandemic, the city's biennial Community Survey was not funded in FY 2021. The future of the survey is unknown at this time.

Short Term Objectives	Planned Completion
Explore options and cost of electronic redaction software and an automated system to process, track, and electronically store MPIA records	Q4 FY 2021



Goal: Recruit, retain, and grow small businesses in the City of Rockville

Critical Success Factor(s): Economic Development

(This goal is administered by contract with Rockville Economic Development, Inc.)

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of strategically placed print ads in regional/national publications	-	3	2	4
Number of digital ads promoting Rockville as a place to do business	-	20	24	30
Number of business visits	131	89	140	140
Number of Business Expansion and MOVE Incentive Grant recipients	8	3	10	7
Square footage of space leased by grantees	34,200	28,630	40,000	35,000
Aggregate average annual salaries for grantee firms	\$67,000	\$97,250	\$87,000	\$90,000
Number of full-time jobs added to Rockville through grantees	-	118*	45	80
Number of Maryland Women's Business Center (MWBC) workshops offered to entrepreneurs	154	140	135	125
Number of MWBC workshop attendees	1,311	1,196**	1,200	1,200
Maryland Women's Business Center Capital Infusion in Rockville	-	\$102,500***	\$500,000	\$500,000
Number of Rockville companies promoted through social media	-	128	156	150
Number of broker/economic development event sponsorships	-	0	4	4
Number of industry sector events hosted/promoted	-	3	8	8
Number of external articles posted sharing news about Rockville's industry sectors	-	20	24	25

*The number of full time jobs for one of the grantees ranged from 88 to 118 during the course of the year.

** Of the 1,196 workshop attendees, 734 (61%) participated at the Rockville location.

***Maryland Women's Business Center Capital Infusion for Montgomery County totaled \$1.6 million.



**Administration Division
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Administration	1,043,677	939,290	942,820	0.4%
Community Support & Intergovernmental Affairs	388,509	312,450	323,690	3.6%
Rockville Economic Development, Inc. (REDI)	1,011,770	1,119,860	1,279,860	14.3%
Division Total (\$)	2,443,956	2,371,600	2,546,370	7.4%

**Administration Division
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	1,053,387	1,039,430	1,077,710	3.7%
Operating	237,024	105,180	71,820	-31.7%
Capital Outlay	-	-	-	-
Other	1,153,545	1,226,990	1,396,840	13.8%
Division Total (\$)	2,443,956	2,371,600	2,546,370	7.4%

**Administration Division
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Administration	-	-	-	-
Community Support & Intergovernmental Affairs	-	-	-	-
Rockville Economic Development, Inc. (REDI)	-	-	-	-
Division Total (\$)	-	-	-	-

**Significant Changes from
FY 2020 to FY 2021**

The Administration Cost Center's budget increased due to the transfer in of other category funding for the Rockville Volunteer Fire Department from the Department of the Mayor and Council. This increase was partially offset by a reduction in travel and training funds and the transfer of funding for the internal audit contract to the Department of the Mayor and Council (operating category), as well as the removal of one-time grant funding (other category).

The REDI budget (other category) increased by \$160,000 to support provide additional funding for administrative support, marketing, business recruitment and retention, and the Small Business Impact Fund.



**Administration Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Administration	4.5	4.5	4.5	0.0%
Community Support & Intergovernmental Affairs	2.0	2.0	2.0	0.0%
Rockville Economic Development, Inc. (REDI)	-	-	-	-
Regular Subtotal	6.5	6.5	6.5	0.0%
<i>Temporary</i>				
Administration	0.3	0.2	0.2	0.0%
Community Support & Intergovernmental Affairs	-	-	-	-
Rockville Economic Development, Inc. (REDI)	-	-	-	-
Temporary Subtotal	0.3	0.2	0.2	0.0%
Division Total	6.8	6.7	6.7	0.0%

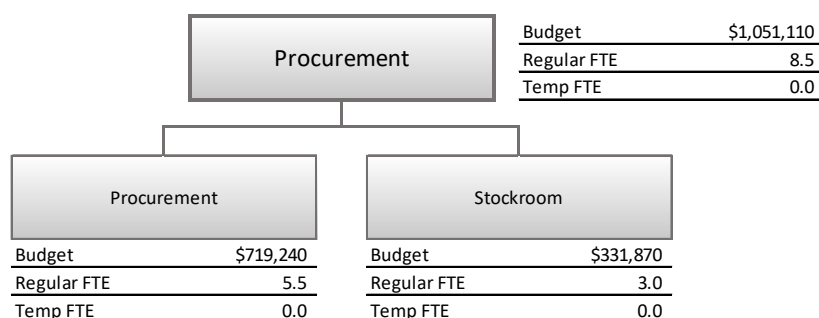
**Significant Changes from
FY 2020 to FY 2021**

There were no significant changes.



Procurement Division

The Procurement Division conducts all procurement activities in an open and transparent environment, protects the integrity of the city's procurement systems, maximizes the return on investment of the city's resources in fulfilling the city's public policy objectives, surpluses all excess city property, and provides equitable treatment to all persons involved in procurement activities. This Division maintains the city's minority, female, disabled (MFD) business outreach program, procurement card program, and supply management training program. This Division also manages the city's stockroom, which seeks to provide supplies to all city departments while minimizing the resources invested in inventory and optimizing availability of in-demand items.



Performance Measures and Objectives

Goal: Provide the City of Rockville with a high quality, transparent, and cost effective procurement process

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of total contract value saved/avoided due to the utilization of competitive procurement processes under City Code Chapter 17 (Target: >10%)	32%	25%	≥ 25%	≥ 28%
Percent of responses with an overall rating of satisfactory or above based on internal procurement customer satisfaction survey (Target: ≥ 90%)	72%	-	≥ 85%	≥ 85%
Percent of responses with an overall rating of satisfactory or above based on external procurement customer satisfaction survey (Target: ≥ 90%)*	-	-	-	≥ 85%
Number of one-on-one technical consultation meetings with minority, female, disabled (MFD) vendors that were a direct result of attending/participating/hosting MFD events (Target: ≥ 20)	46	42	≥ 40	≥ 40
Number of purchasing-related training events for internal staff and/or the business community (Target: ≥ 5)	12	17	≥ 8	≥ 10

*New performance measure in FY 2021.

Short Term Objectives	Planned Completion
Continue additional updates to the Procurement policies and procedures (i.e. administrative procedures, non-competitive methods)	Q3 FY 2021
Complete the Procurement Strategic Plan	Q4 FY 2021
Administer an external procurement customer survey	Q4 FY 2021



Goal: Provide the City of Rockville with a well-stocked, efficient, and cost effective stockroom

Critical Success Factor(s): Efficient and Effective Service Delivery, Fiscally Responsible

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Average availability rate of stock items requested by city departments (Target: $\geq 95\%$)	99%	99%	$\geq 95\%$	$\geq 95\%$
Error rate between actual and system annual inventory counts per stock number (Target: $\leq 20\%$)	12%	11%	$\leq 20\%$	$\leq 20\%$
Error rate between actual and system annual inventory counts per number of items (Target: $\leq 5\%$)	0%	0%	$\leq 5\%$	$\leq 5\%$
Error rate between actual and system annual inventory counts per dollar amount (Target: $\leq 2\%$)	0%	0%	$\leq 2\%$	$\leq 2\%$



**Procurement Division
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Procurement	645,501	698,590	719,240	3.0%
Stockroom	225,443	334,600	331,870	-0.8%
Division Total (\$)	870,944	1,033,190	1,051,110	1.7%

**Procurement Division
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	844,574	976,080	1,000,450	2.5%
Operating	21,378	48,480	42,030	-13.3%
Capital Outlay	-	-	-	-
Other	4,992	8,630	8,630	0.0%
Division Total (\$)	870,944	1,033,190	1,051,110	1.7%

**Procurement Division
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Procurement	-	-	-	-
Stockroom	-	-	-	-
Division Total (\$)	-	-	-	-

**Procurement Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Procurement	5.5	5.5	5.5	0.0%
Stockroom	2.0	3.0	3.0	0.0%
Regular Subtotal	7.5	8.5	8.5	0.0%
<i>Temporary</i>				
Procurement	-	-	-	-
Stockroom	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	7.5	8.5	8.5	0.0%

**Significant Changes from
FY 2020 to FY 2021**

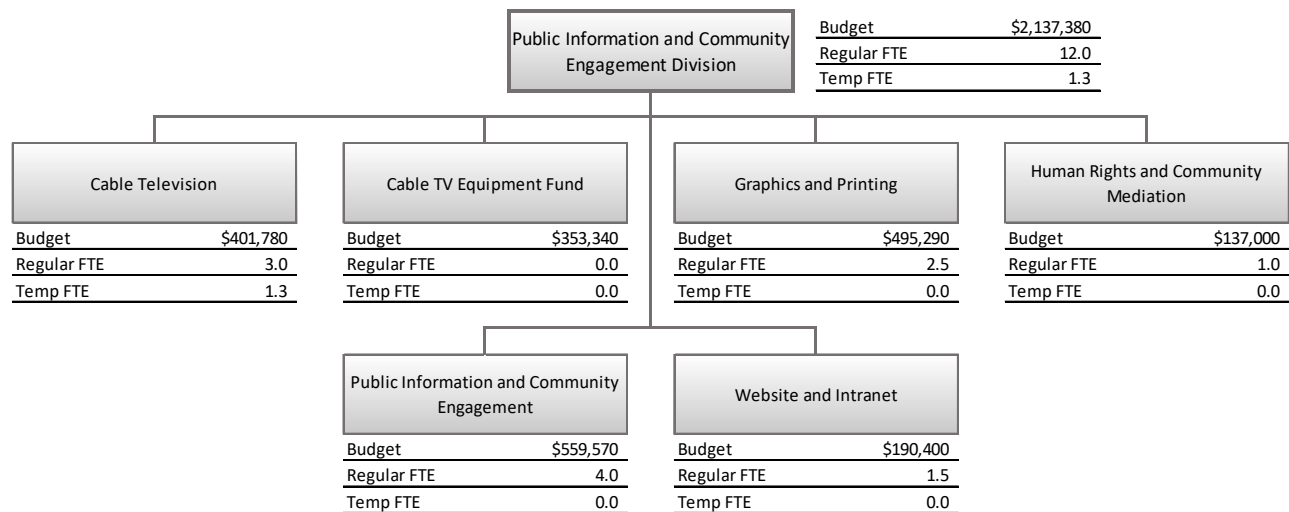
Operating costs for the Procurement Division decreased due to a citywide reduction in travel and training funds.



Public Information and Community Engagement Division

The Public Information and Community Engagement Division leads the effort to communicate with and engage all of Rockville's residents and stakeholders. This effort includes developing and implementing strategic, efficient, and transparent communication plans that are appropriate for the community's diverse audiences. The Division drives engagement between the city government and the community, facilitating awareness of city programs, projects, events, and services using the website (www.rockvillemd.gov), the city's newsletter (Rockville Reports and RockvilleReports.com), video production capabilities (Rockville Channel 11), as well as social media, electronic newsletters, video on demand, contact with local and national media outlets, and mobile technology.

Engaging the community also means direct contact with residents, promoting volunteerism, celebrating diversity, and supporting community problem solving. Quality of life is enhanced by funding neighborhood improvement projects, celebrating good neighbors, and cultivating civic leadership. The Division responds to our diverse population's needs by providing a staff liaison to the Human Rights Commission, the Asian Pacific-American Task Force, and the LGBTQ community.



Performance Measures and Short Term Objectives

Goal: Ensure Rockville residents are well informed about city services and the Mayor and Council, and have access to accurate, comprehensive, and engaging information

Critical Success Factor(s): Informed and Engaged Residents

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of website average monthly total visits*	109,954	61,927	100,000	70,000
Number of YouTube subscribers	523	675	550	700
Number of Facebook fans	4,770	6,615	6,000	7,500
Number of Twitter followers	9,835	10,906	15,000	15,000
Number of news segments taped and aired (including all meetings)	502	581	550	590
Number of video views on all platforms (streaming, YouTube, etc.)	74,133	116,000	200,000	200,000

*Tracking now done by Google Analytics which has resulted in lower, but more accurate tracking.



Short Term Objectives	Planned Completion
Redesign Rockville Reports news website	Q1 FY 2021

Goal: Create high quality and timely printed media

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of copy jobs completed	577	592	550	550

Goal: Facilitate public engagement and mobilization around issues that are important to Rockville's diverse community

Critical Success Factor(s): Informed and Engaged Residents

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of Good Neighbor awards given to residents	5	4	5	8
Number of Walking Town Meetings annually (Target: 3)	2	3	3	3
Number of residents engaged with at community meetings	644	472	600	450
Number of residents engaged with the city ambassador	1,627	1,932	1,500	1,500
Number of Rockville City Academy participants	15	18	20	20
Percent of Rockville City Academy participants rating the program good or excellent (Target: > 90%)	100%	100%	100%	100%
Percent of biennial Community Survey respondents who agree or strongly agree that the City of Rockville welcomes community involvement* (Target: > 73%)	-	76%	-	-
Number of formal mediations per year	1	0	2	2
Number of community forum and workshop participants	60	160	50	60
Percent of attendees at community forums and workshops rating the program good or excellent (Target: > 90%)	100%	100%	100%	100%
Estimated number of attendees at the Martin Luther King Jr. Celebration	650	600	600	600
Number of student Diversity Leadership Workshop participants	22	11	30	30
Percent of students participating in the Diversity Leadership Workshop rating the program good or excellent (Target: > 90%)	100%	100%	100%	100%
Number of volunteer hours generated by the Community Empowerment grant	2,210	576	100	400

*Due to the financial impacts associated with the COVID-19 pandemic, the city's biennial Community Survey was not funded in FY 2021. The future of the survey is unknown at this time.

Short Term Objectives	Planned Completion
Increase the visibility of the volunteer program	Q1 FY 2021
Implementation of the City Academy with a focus on underrepresented groups	Q4 FY 2021



Public Information and Community Engagement Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Cable Television	452,064	432,450	401,780	-7.1%
Cable TV Equipment Fund	138,666	376,500	353,340	-6.2%
Graphics and Printing	567,198	485,410	495,290	2.0%
Human Rights and Community Mediation	142,123	139,830	137,000	-2.0%
Public Information and Community Engagement	532,822	549,230	559,570	1.9%
Website and Intranet	156,394	176,120	190,400	8.1%
Division Total (\$)	1,989,267	2,159,540	2,137,380	-1.0%

Public Information and Community Engagement Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	1,408,413	1,369,830	1,406,430	2.7%
Operating	433,410	530,910	472,150	-11.1%
Capital Outlay	140,845	252,200	252,200	0.0%
Other	6,599	6,600	6,600	0.0%
Division Total (\$)	1,989,267	2,159,540	2,137,380	-1.0%

Public Information and Community Engagement Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Cable Television	1,158,547	1,185,280	1,102,300	-7.0%
Cable TV Equipment Fund	870,509	840,000	785,630	-6.5%
Graphics and Printing	-	-	-	-
Human Rights and Community Mediation	-	-	-	-
Public Information and Community Engagement	-	-	-	-
Website and Intranet	-	-	-	-
Division Total (\$)	2,029,056	2,025,280	1,887,930	-6.8%

Significant Changes from FY 2020 to FY 2021

The Cable Television Cost Center's budget decreased due to the transfer of a contract to the Cable TV Equipment Fund.

The Cable TV Equipment Fund Cost Center's budget decreased due to the removal of one-time operating funding.

Revenues in the Cable Television and Cable TV Equipment Fund declined in conjunction with the number of cable subscribers.



**Public Information and Community Engagement Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Cable Television	3.0	3.0	3.0	0.0%
Cable TV Equipment Fund	-	-	-	-
Graphics and Printing	3.5	2.5	2.5	0.0%
Human Rights and Community Mediation	1.0	1.0	1.0	0.0%
Public Information and Community Engagement	4.0	4.0	4.0	0.0%
Website and Intranet	1.5	1.5	1.5	0.0%
Regular Subtotal	13.0	12.0	12.0	0.0%
<i>Temporary</i>				
Cable Television	1.3	1.3	1.3	0.0%
Cable TV Equipment Fund	-	-	-	-
Graphics and Printing	-	-	-	-
Human Rights and Community Mediation	-	-	-	-
Public Information and Community Engagement	-	-	-	-
Website and Intranet	-	-	-	-
Temporary Subtotal	1.3	1.3	1.3	0.0%
Division Total	14.3	13.3	13.3	0.0%

**Significant Changes from
FY 2020 to FY 2021**

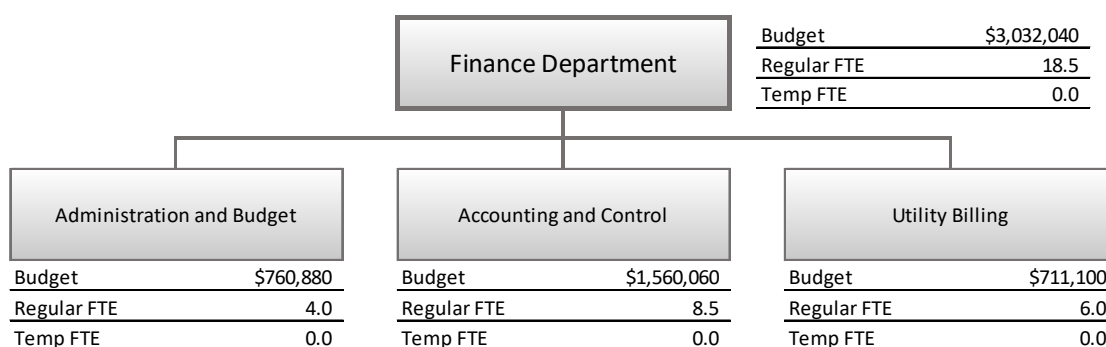
There were no significant changes.



Finance Department

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

The Finance Department manages all city financial activities under the direction of the Chief Financial Officer. The Department assists all city departments in meeting their service objectives by allocating and tracking the city's financial resources, processing financial transactions, and providing information and analysis as a basis for decision making. The Department produces bills, collects revenue, and provides customer service assistance to taxpayers and utility customers. The Department secures financing for capital construction, safeguards and invests city funds, and manages the city's retirement system. Finance Department staff produces the city's annual budget document, Comprehensive Annual Financial Report (CAFR), Popular Annual Financial Report (PAFR), and oversees the city's annual independent audit.



FY 2020 Accomplishments

- Completed two bond refundings of previously issued general obligation bonds for a total net present value savings of over \$3.7 million
- Completed the water and sewer study that analyzed the cost of service by property classification; presentation was delayed due to COVID-19
- Began implementation of a new utility billing and cashiering system that will have a positive impact on all residents in the city's water and sewer service area; implementation was delayed due to COVID-19
- Began implementation of the results of a request for proposal for new city recordkeepers for its retirement plans in an effort to lower costs for plan participants and improve financial education services
- Conducted staff training sessions related to the updated Travel Policy that was adopted by the Mayor and Council in FY 2019; the changes offer clarity in Policy implementation and modernize the Policy to address newer travel options (such as adding Uber and Lyft as approved options for ground transportation)
- Advised the Mayor and Council on solutions to the financial challenges related to the COVID-19 pandemic, including how to fund premium pay for essential employees and how to incorporate fiscal sustainability initiatives into the FY 2021 budget
- Submitted the city's first emergency response reimbursement request related to the COVID-19 pandemic
- Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the FY 2019 CAFR
- Received the GFOA Popular Annual Financial Reporting Award for the FY 2019 PAFR
- Received the GFOA Distinguished Budget Presentation Award for the FY 2020 Adopted Operating Budget and Capital Improvements Program (CIP) Budget document



Finance Department Fiscal Year 2021 Outlook

For Fiscal Year 2021, the Department will conclude the projects that were underway in FY 2020 but delayed due to COVID-19, while ensuring that the recommendations and services provided by the Department continue to meet the highest possible standards. The Department expects to continue to receive GFOA recognition for its financial documents; more specifically, the Excellence in Popular Annual Financial Reporting Award for its FY 2020 PAFR, the Certificate of Achievement for Excellence in Financial Reporting for its FY 2020 CAFR, and Distinguished Budget Presentation Award for its FY 2021 budget document.

Major Finance Department initiatives for FY 2021 include:

- Establish new water and sewer rates for FY 2022, 2023, and 2024; this rate setting will take into consideration the Mayor and Council's decision on adjustments to the city's rate structure as a result of the water and sewer study that analyzed the cost of service by property classification;
- Fully implement a new utility billing and cashiering system that will have a positive impact on all residents in the city's water and sewer service area. With the implementation, the Division will increase administrative efficiencies by encouraging and transitioning customers to online billing and payments;
- Conduct a competitive procurement and select a vendor to provide citywide banking services; this comprehensive procurement is conducted every ten years and will allow the city to potentially reduce banking costs;
- Conduct a competitive procurement and select a vendor to provide investment consulting services for the city's retirement plans;
- Implement the new GASB Standard (Statement No. 87) on Leases which will significantly change the way operating leases are reported by the city by requiring a full recognition of lease assets and future lease obligations; and
- Issue new tax-exempt general obligation bonds to support water and sewer capital projects; this transaction will include maintaining the city's triple-A bond rating
- Fully implement new vendor for all of the city's retirement programs

Moving into FY 2021, Finance staff will work diligently to maintain the City's successful budget discipline while providing sound financial recommendations to support higher priority items. The Department will continue to navigate the financial challenges related to the COVID-19 pandemic, including: periodically updating the Mayor and Council on changes to City revenues and expenditures as a result of the pandemic, submitting for emergency response reimbursements from higher levels of government, monitoring essential versus non-essential spending, and providing advice related to the City's overall financial strategy and long-term sustainability during and after this crisis. In addition to responding to COVID-19, the Department will focus on changes to the City's parking operations in Town Center, additional transfers to the Capital Projects Fund and/or the Debt Service Fund to support new or increased capital projects (King Farm property, 6 Taft Court, information technology infrastructure), and the sustainability of planned and/or anticipated regular employee salary and benefit increases.



Finance Department FY 2021 Adopted Expenditures by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Administration and Budget	857,405	775,030	760,880	-1.8%
Accounting and Control	1,467,748	1,540,100	1,560,060	1.3%
Utility Billing	630,464	655,170	711,100	8.5%
Department Total (\$)	2,955,617	2,970,300	3,032,040	2.1%

Finance Department FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	2,273,397	2,334,670	2,375,790	1.8%
Operating	637,315	599,930	620,550	3.4%
Capital Outlay	-	-	-	-
Other	44,905	35,700	35,700	0.0%
Department Total (\$)	2,955,617	2,970,300	3,032,040	2.1%

Finance Department FY 2021 Adopted Revenues by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Administration and Budget	-	-	-	-
Accounting and Control	-	-	-	-
Utility Billing	-	-	-	-
Department Total (\$)	-	-	-	-

Finance Department FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Administration and Budget	4.0	4.0	4.0	0.0%
Accounting and Control	8.5	8.5	8.5	0.0%
Utility Billing	6.0	6.0	6.0	0.0%
Regular Subtotal	18.5	18.5	18.5	0.0%
<i>Temporary</i>				
Administration and Budget	-	-	-	-
Accounting and Control	-	-	-	-
Utility Billing	-	-	-	-
Temporary Subtotal	-	-	-	-
Department Total	18.5	18.5	18.5	0.0%

Significant Changes from FY 2020 to FY 2021

Operating expenditures increased by \$30,000 in the Utility Billing Division due to the addition of ongoing software maintenance costs related to the Utility Billing Upgrade (GB16) CIP project. This increase was partially offset by a reduction in citywide travel and training funds.



Administration and Budget Division

The Administration and Budget Division develops financial management policies and strategies that promote the city's financial integrity. The Division recommends equitable taxation systems and usage fees; maximizes the return on city investments at minimal risk; maintains banking relations; maintains relationships with financial advisors, investment advisors, actuaries, and rating agencies; plans and executes bond sales; manages most of the city's Non-Departmental revenues and expenditures; and provides internal control oversight. The Chief Financial Officer serves as the Executive Secretary to the Retirement Board and the Director of Management and Budget/Deputy Director of Finance serves as the staff liaison to the Financial Advisory Board. The Division is responsible for the investment of all city funds and manages the city's Investment Policy. The Division manages the creation and implementation of the city's annual operating and capital budgets, including the production of the budget document, the approval of all budget transfers, construction of any budget amendments, and the creation of the city's PAFR. The Division approves the fiscal impact of agenda items that go before the Mayor and Council and provides objective management and fiscal analysis for the Mayor and Council and city departments.

Administration and Budget Division	Budget	\$760,880
	Regular FTE	4.0
	Temp FTE	0.0
Financial Administration and Budget	Budget	\$760,880
	Regular FTE	4.0
	Temp FTE	0.0

Performance Measures and Objectives

Goal: Provide high quality fiscal leadership and sound financial management of the city's resources

Critical Success Factor(s): Fiscally Responsible

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Bond rating (Target: AAA/Aaa)	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
Total dollar value of bond sales executed:				
New bond sale	\$10,155,000	\$14,830,000	\$0	\$21,377,000
Bond refunding	\$0	\$0	\$29,000,000	\$0
General Fund unassigned fund balance, as a percent of adopted revenue (Target: ≥ 20%)	24.0%	27.6%	≥ 20%	≥ 20%

Short Term Objectives	Planned Completion
Conduct a competitive procurement and select a vendor to provide investment consulting services for the city's retirement plans	Q2 FY 2021
Issue new tax-exempt general obligation bonds to support water and sewer capital projects	Q2 FY 2021
Present rate structure study to Mayor and Council	Q2 FY 2021
Implement new record keeper for the city's retirement programs	Q2 FY 2021
Update cash flows and establish new refuse rates for FY 2022	Q3 FY 2021
Update cash flows and establish new stormwater management rates for FY 2022 and 2023	Q3 FY 2021
Update rate models and establish new water and sewer rates for FY 2022, 2023, and 2024	Q3 FY 2021



Goal: Provide the City of Rockville with high quality, accurate budgetary and analytical services

Critical Success Factor(s): Fiscally Responsible

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Overall variance of General Fund expenditures (actual/adopted) (Target: +/- 5%)	3.0%	1.0%	+/- 5%	+/- 5%
Overall variance of General Fund revenues (actual/adopted) (Target: +/- 5%)	3.7%	4.4%	+/- 5%	+/- 5%
Value of operating budget amendments, as a percent of adopted budget, all funds (Target: < 5%)	5.2%	3.7%	< 5%	< 5%
Average GFOA budget reviewer score, as a percent of total points possible	84.7%	79.8%	90.0%	90.0%
Average GFOA PAFR reviewer score, as a percent of total points possible	89.0%	88.2%	90.0%	90.0%

Short Term Objectives	Planned Completion
Obtain GFOA award for Distinguished Budget Presentation for FY 2021 Operating and CIP Budget Book	Q2 FY 2021
Obtain GFOA award for Outstanding Achievement in Popular Annual Financial Reporting for FY 2020 PAFR	Q3 FY 2021



Administration and Budget Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Financial Administration and Budget	857,405	775,030	760,880	-1.8%
Division Total (\$)	857,405	775,030	760,880	-1.8%

Significant Changes from FY 2020 to FY 2021

Operating expenditures decreased due to a citywide reduction in travel and training funds.

Administration and Budget Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	725,882	753,660	745,050	-1.1%
Operating	121,523	21,370	15,830	-25.9%
Capital Outlay	-	-	-	-
Other	10,000	-	-	-
Division Total (\$)	857,405	775,030	760,880	-1.8%

Administration and Budget Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Financial Administration and Budget	-	-	-	-
Division Total (\$)	-	-	-	-

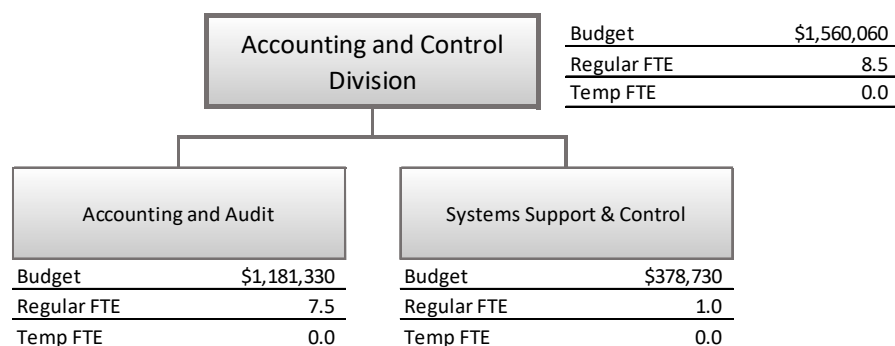
Administration and Budget Division FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Financial Administration and Budget	4.0	4.0	4.0	0.0%
Regular Subtotal	4.0	4.0	4.0	0.0%
<i>Temporary</i>				
Financial Administration and Budget	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	4.0	4.0	4.0	0.0%



Accounting and Control Division

The Accounting and Control Division provides timely and accurate accounting, internal control services, and financial reporting for the city. This Division provides professional and consistent financial services to all city departments through accounts payable, payroll processing, accounting services, systems support, and internal controls. This Division oversees all aspects of financial reporting and reports the results of city operations through the city's CAFR, and is responsible for adherence to all Internal Revenue Service (IRS) regulations and filing requirements related to its payroll processing, tax withholdings, and vendor payment processing. This Division is also responsible for overseeing the implementation of system upgrades, security administration, and maintenance of multiple electronic systems. Finally, this Division manages the activity of the city's pension, other postemployment benefits (OPEB), and deferred compensation programs and prepares and oversees accurate input of the city's actuarial reports.



Performance Measures and Objectives

Goal: Provide the City of Rockville with high quality, accurate, and timely accounting services

Critical Success Factor(s): Fiscally Responsible

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of journal vouchers (JVs)	589	587	590	590
Number of JVs per Accounting FTE	294	293	295	295
Percent of JVs entered to correct Accounting error	0.8%	1.3%	0.0%	0.0%
Percent of bank reconciliations completed within seven days of monthly close (Target: ≥ 92%)	92%	92%	≥ 92%	≥ 92%

Short Term Objectives	Planned Completion
Obtain an unqualified audit opinion for FY 2020	Q1 FY 2021
Implement GASB Statement No.87 on Leases	Q1 FY 2021
Obtain the GFOA Certificate of Achievement for Excellence in Financial Reporting for FY 2020 CAFR	Q4 FY 2021



Goal: Provide the employees of the City of Rockville with accurate and timely payroll services

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of payroll payments processed	18,232	21,736	18,000	18,000
Number of payroll payments per Payroll FTE	6,077	7,245	6,000	6,000
Number of voided payroll payments due to Payroll error (Target: 0)	1	0	0	0
Percent of all payments issued as manual checks (Target: 0%)	0.1%	0.0%	0.0%	0.0%

Goal: Provide city vendors with timely and accurate remuneration

Critical Success Factor(s): Fiscally Responsible

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of vendor payments processed	4,992	5,200	5,000	5,000
Number of vendor payments per Accounts Payable FTE	3,328	3,467	3,333	3,333
Average number of days to process and issue payments to vendors (Target: ≤ 7 days)	4	4	≤ 4	≤ 4
Number of voided vendor disbursements payments due to Accounts Payable error (Target: 0)	0	0	0	0
Percent of Accounts Payable vendor payments made using Automated Clearing House (ACH) (Target: ≥ 50%)	28%	53%	≥ 35%	≥ 50%
Percent of p-card holders audited for policy compliance (Target: 100%)	100%	100%	100%	100%
Percent of p-card holders placed in suspension for non-compliance	4%	3%	0%	0%

Goal: Manage and empower city staff to make effective use of the city's financial and related systems

Critical Success Factor(s): Efficient and Effective City Service Delivery

Short Term Objectives	Planned Completion
Conduct a competitive procurement and select a vendor to provide comprehensive citywide banking services	Q3 FY 2021



Accounting and Control Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Accounting and Audit	1,100,865	1,156,150	1,181,330	2.2%
Systems Support & Control	366,883	383,950	378,730	-1.4%
Division Total (\$)	1,467,748	1,540,100	1,560,060	1.3%

Significant Changes from FY 2020 to FY 2021

There were no significant changes.

Accounting and Control Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	1,036,569	1,049,540	1,073,340	2.3%
Operating	396,274	454,860	451,020	-0.8%
Capital Outlay	-	-	-	-
Other	34,905	35,700	35,700	0.0%
Division Total (\$)	1,467,748	1,540,100	1,560,060	1.3%

Accounting and Control Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Accounting and Audit	-	-	-	-
Systems Support & Control	-	-	-	-
Division Total (\$)	-	-	-	-

Accounting and Control Division FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Accounting and Audit	7.5	7.5	7.5	0.0%
Systems Support & Control	1.0	1.0	1.0	0.0%
Regular Subtotal	8.5	8.5	8.5	0.0%
<i>Temporary</i>				
Accounting and Audit	-	-	-	-
Systems Support & Control	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	8.5	8.5	8.5	0.0%



Utility Billing Division

The Utility Billing Division manages the billing and collection of city water and sewer fees; records and receives revenues for all city departments through the Finance cashier; and manages the billing and collection of special assessment charges. Utility Billing staff also read city water meters and provide customer service through appointments at customers' properties. This Division focuses on customer service, clear and logical implementation of utility fee rates, and efficient use of technology. The Utility Billing Division is in the middle of a multi-year process that promotes city utility customers to use online bill payments in lieu of paper billing. This process will be enhanced by the new utility billing system that will go live in FY 2021.

Utility Billing	Budget	\$711,100
	Regular FTE	6.0
	Temp FTE	0.0
Utility Billing	Budget	\$711,100
	Regular FTE	6.0
	Temp FTE	0.0

Performance Measures and Short Term Objectives

Goal: Provide prompt and accurate utility billing and excellent customer service to Rockville residents

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of paper utility bills (water and sewer) and late notices issued	61,502	61,424	61,500	61,500
Percent of utility bills mailed on time (by 15th of the month) (Target: 100%)	100%	100%	100%	100%
Number of online utility bill payments processed	16,652	18,598	16,900	19,000
Short Term Objectives				Planned Completion
Complete the implementation of a new electronic utility billing and cashing system				Q1 FY 2021
Go live with a new customer payment portal for water and sewer services				Q1 FY 2021
Go live with paperless service order management				Q2 FY 2021

Goal: Read Rockville water meters accurately and efficiently

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of water meters read quarterly	12,643	12,403	12,624	12,403
Number of water meters read monthly	259	233	250	233
Percent of new water meters tagged with GIS tools	-	10%	100%	100%



**Utility Billing Division
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Utility Billing	630,464	655,170	711,100	8.5%
Division Total (\$)	630,464	655,170	711,100	8.5%

**Utility Billing Division
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	510,946	531,470	557,400	4.9%
Operating	119,518	123,700	153,700	24.3%
Capital Outlay	-	-	-	-
Other	-	-	-	-
Division Total (\$)	630,464	655,170	711,100	8.5%

**Utility Billing Division
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Utility Billing	-	-	-	-
Division Total (\$)	-	-	-	-

**Utility Billing Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Utility Billing	6.0	6.0	6.0	0.0%
Regular Subtotal	6.0	6.0	6.0	0.0%
<i>Temporary</i>				
Utility Billing	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	6.0	6.0	6.0	0.0%

**Significant Changes from
FY 2020 to FY 2021**

Operating expenditures increased by \$30,000 due to the addition of ongoing software maintenance costs related to the Utility Billing Upgrade (GB16) CIP project.

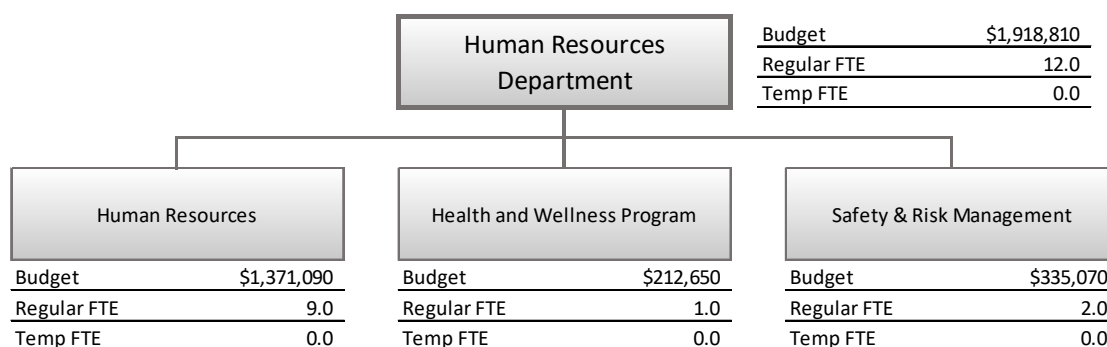




Human Resources Department

The Department of Human Resources recruits, retains, and provides services to qualified and capable people in a fair, effective, and efficient manner. The Department provides a full range of personnel and safety services in support of all city departments and their functions.

The Department of Human Resources provides services to ensure that all city departments have the necessary human capital to support their respective missions. Additionally, the Department of Human Resources provides the following services: talent acquisition and staffing, classification audits, testing, performance management, professional development, benefits, safety and risk management, health and wellness, employee relations, and labor relations. The Department oversees personnel policies, employee events, and special projects relating to the city workforce.



Fiscal Year 2020 Accomplishments

- Completed the Compensation and Classification Report, and presented to the Mayor and Council for recommendations and consideration
- Completed the comprehensive review of the Personnel Policies and Procedures Manual and presented to the Mayor and Council for adoption
- Implemented the new city online training platform, including training employees on its use and ensuring the mandatory completion of the workplace harassment and ethics training courses
- Developed a strategy to implement fall protection systems at city facilities
- Assessed the value of partnering with Montgomery County for a different employee health insurance program
- Reviewed first year aggregate data from the city's wellness vendor to guide the wellness program's strategic plan
- Collaborated with Montgomery County's Project Search Coordinator and filled the remaining part-time position with a graduate of the program
- Received a Workplace Health Achievement award from the American Heart Association
- Drafted formal policies related to the city's COVID-19 response, including policies on employee use of face masks, wellness, leave, and teleworking
- Collaborated with city management to create a safe work environment for essential employees reporting to their job sites during the COVID-19 stay-at-home order issued by the State of Maryland Governor



Human Resources Department Fiscal Year 2021 Outlook

In FY 2021 the Human Resources Department will continue to work on initiatives that are aligned with our overall values and vision. FY 2021 initiatives include: focus on the welfare and safety of our employees, professional growth and development for all staff, and the use of technology advancement to deliver critical and time sensitive training to all our employees.

During FY 2021, the Human Resources Department plans to undertake the following activities:

- Continue to assess health benefits service delivery and actively identify cost effective methodologies for consideration
- Supplement online training with twelve (12) more classroom training opportunities
- Enhance NeoGov e-forms to manage employee documents with ease through automated distribution, submission, tracking, and approval of HR forms
- Implement and oversee the fall protection solutions at various city facilities
- Develop a program for the purchase of prescription safety glasses for employees to mitigate eye injuries
- Perform atmospheric testing prior to allowing workers to enter confined spaces where there may be the potential for a hazardous atmosphere
- Work with an actuary to assess the fiscal impact of changing from the average of the last five (5) years of wages to the average of the last three (3) years of wages for calculating the pension benefit for sworn police officers
- Explore replacing the Short-Term Disability Leave Bank with an externally administered short-term disability insurance plan
- Continue to work with the Mayor and Council on changes to, and adoption of, the updated Personnel Policies and Procedures Manual
- Collaborate with city management to create a safe work environment for all employees and visitors returning to City Hall during COVID-19 pandemic
- Revisit the city's Compensation and Classification Study results with the Mayor and Council and work with Finance to implement the Mayor and Council's approved changes



Human Resources Department FY 2021 Adopted Expenditures by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Human Resources	1,286,650	1,340,770	1,371,090	2.3%
Health and Wellness Program	203,598	214,680	212,650	-0.9%
Safety & Risk Management	330,275	322,910	335,070	3.8%
Department Total (\$)	1,820,523	1,878,360	1,918,810	2.2%

Significant Changes from FY 2020 to FY 2021

There were no significant changes.

Human Resources Department FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	1,492,579	1,552,820	1,589,050	2.3%
Operating	327,944	325,540	329,760	1.3%
Capital Outlay	-	-	-	-
Other	-	-	-	-
Department Total (\$)	1,820,523	1,878,360	1,918,810	2.2%

Human Resources Department FY 2021 Adopted Revenues by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Human Resources	-	-	-	-
Health and Wellness Program	19,146	15,000	15,000	0.0%
Safety & Risk Management	-	-	-	-
Department Total (\$)	19,146	15,000	15,000	0.0%

Human Resources Department FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Human Resources	9.0	9.0	9.0	0.0%
Health and Wellness Program	1.0	1.0	1.0	0.0%
Safety & Risk Management	2.0	2.0	2.0	0.0%
Regular Subtotal	12.0	12.0	12.0	0.0%
<i>Temporary</i>				
Human Resources	-	-	-	-
Health and Wellness Program	-	-	-	-
Safety & Risk Management	-	-	-	-
Temporary Subtotal	-	-	-	-
Department Total	12.0	12.0	12.0	0.0%



Human Resources Division

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 Manual; maintain the appropriate record keeping in compliance with State and federal employment guidelines; and fulfill the benefit requirements for city of Rockville employees and their families in order to attract and retain a quality workforce.

Human Resources Division	Budget	\$1,371,090
	Regular FTE	9.0
	Temp FTE	0.0
Human Resources	Budget	\$1,371,090
	Regular FTE	9.0
	Temp FTE	0.0

Performance Measures and Short Term Objectives

Goal: Provide leadership and strategic direction to the city on all personnel-related matters

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Total city employees (Regular FTEs)	516.9	518.1	522.6	521.8
Number of regular city FTEs per Human Resources Division FTE, excluding the General Services Aide FTE	64	65	65	65
Number of employee separations				
Regular	22	20	23	21
Retiree	1	0	5	3
Other	8	10	8	7
Employee turnover rate	7%	7%	5%	5%
Percent of separating employees who have exit interviews (Target: 100%)	95%	85%	100%	100%
Short Term Objectives	Planned Completion			
Implement targeted recruitment plans to attract a diverse and talented pool of candidates for each position	Q2 FY 2021			
Increase visibility for recruitment on social media networks	Q3 FY 2021			



Goal: Conduct efficient recruitment processes for open vacancies through responsible recruiting practices

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Average cycle time to fill a position (Target: ≤ 60 days)	142 days	125	≤ 100 days	≤ 100 days
Average number of applications per external vacancy	145	145	140	143

Goal: Ensure a work environment conducive to professionalism and high performance, in compliance with all applicable labor laws

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of grievances	7	2	5	3
Percent of grievances with city decision within 90 days of receipt (Target: 100%)	80%	90%	90%	90%
Percent of grievances resolved without arbitration (Target: 100%)	100%	100%	100%	100%

Goal: Manage and design the city's benefit program to enable the city to attract, retain, and motivate a talented workforce

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of employee health plan questions resolved within 24 hours (Target: 100%)	90%	90%	95%	95%
Open enrollment beginning date (Target: Nov. 1 or earlier)	Nov 8	Oct 22	Oct 30	Oct 22

Short Term Objectives	Planned Completion
Update and expand the employee orientation system citywide and at the department level	Q2 FY 2021

Goal: Enhance the professional growth and performance of city employees, work teams, departments, as well as the organization as a whole

Critical Success Factor(s): Efficient and Effective City Service Delivery

Short Term Objectives	Planned Completion
Ensure that the city is in compliance with all employee laws and regulations that apply (EEOC, FLSA, FMLA, etc.)	Q2 FY 2021



Human Resources Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Human Resources	1,286,650	1,340,770	1,371,090	2.3%
Division Total (\$)	1,286,650	1,340,770	1,371,090	2.3%

Significant Changes from FY 2020 to FY 2021

There were no significant changes.

Human Resources Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	1,118,478	1,166,780	1,193,370	2.3%
Operating	168,172	173,990	177,720	2.1%
Capital Outlay	-	-	-	-
Other	-	-	-	-
Division Total (\$)	1,286,650	1,340,770	1,371,090	2.3%

Human Resources Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Human Resources	-	-	-	-
Division Total (\$)	-	-	-	-

Human Resources Division FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Human Resources	9.0	9.0	9.0	0.0%
Regular Subtotal	9.0	9.0	9.0	0.0%
<i>Temporary</i>				
Human Resources	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	9.0	9.0	9.0	0.0%



Health and Wellness Division

The purpose of the city's employee health and wellness program, LiveWell, is to improve the health and productivity of employees and contain or reduce the health-related costs for the city and individual employees by promoting positive health behavior change and healthy lifestyle choices. This change is achieved through various organizational practices, policies, programs, and a philosophy that actively supports efforts to help employees achieve success both at work and at home. The program targets specific health-related concerns and conditions like obesity, tobacco use, stress, and physical inactivity. LiveWell strives to improve the health and well-being of employees, reduce medical-related costs, reduce absenteeism, and ultimately produce healthier employees who can better serve the residents of Rockville.

Health and Wellness Program Division	Budget	\$212,650
	Regular FTE	1.0
	Temp FTE	0.0
Health and Wellness Program	Budget	\$212,650
	Regular FTE	1.0
	Temp FTE	0.0

Performance Measures and Short Term Objectives

Goal: Improve the general health, well-being, and productivity of city employees

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of city employees participating in wellness program (Target: ≥ 60%)	-	65%	≥ 60%	≥ 65%
Enrollment in on-site exercise classes as percent of capacity (Target: ≥ 75%)	80%	78%	≥ 75%	≥ 78%
Percent of City employees participating in city-sponsored health assessment (Target: > 50%)	49%	49%	> 55%	> 50%

Short Term Objectives	Planned Completion
Promote the wellness portal to families to increase family participation in portal health challenges and the annual health assessment	Q2 FY 2021
Promote the wellness portal incentive program to employees	Q2 FY 2021
Use aggregate data from the 2018 health assessment to plan applicable programs for employees	Q3 FY 2021



Health and Wellness Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Health and Wellness Program	203,598	214,680	212,650	-0.9%
Division Total (\$)	203,598	214,680	212,650	-0.9%

Significant Changes from FY 2020 to FY 2021

There were no significant changes.

Health and Wellness Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	107,357	110,470	113,190	2.5%
Operating	96,241	104,210	99,460	-4.6%
Capital Outlay	-	-	-	-
Other	-	-	-	-
Division Total (\$)	203,598	214,680	212,650	-0.9%

Health and Wellness Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Health and Wellness Program	19,146	15,000	15,000	0.0%
Division Total (\$)	19,146	15,000	15,000	0.0%

Health and Wellness Division FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Health and Wellness Program	1.0	1.0	1.0	0.0%
Regular Subtotal	1.0	1.0	1.0	0.0%
<i>Temporary</i>				
Health and Wellness Program	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	1.0	1.0	1.0	0.0%



Safety and Risk Management Division

The purpose of the Safety and Risk Management Division is to reduce the financial impact and frequency of claims, lawsuits, and work-related employee injuries to the city through the application of professional risk management techniques. The Division works to provide a safe environment for employees and the public.

Safety & Risk Management Division	Budget	\$335,070
	Regular FTE	2.0
	Temp FTE	0.0
Safety & Risk Management Division	Budget	\$335,070
	Regular FTE	2.0
	Temp FTE	0.0

Performance Measures and Short Term Objectives

Goal: Promote a safe working environment and safe delivery of city services for all city employees and members of the general public

Critical Success Factor(s): Fiscally Responsible

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of worker's compensation claims (Target: < 50)	46	34	< 50	< 45
Average worker's compensation claim cost (Target: < \$6,000)	\$10,402	\$6,209	\$6,000	< \$6,000
Total worker's compensation costs (premium + incurred paid losses) (Target: < \$1,200,000)	\$1,385,411	\$1,095,991	\$1,427,840	\$1,448,380

Goal: Take a proactive approach toward regulatory compliance, claims management, the protection of city assets, and mitigation of legal risks

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of loss control inspections (Target: > 100)	157	110	150	100
OSHA incident rate (Target: < 5.0)	6.2	4.54	< 5.0	< 5.0
Number of OSHA recordable injuries and illnesses (Target: < 28)	31	25	< 30	< 28



**Safety and Risk Management Division
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Safety & Risk Management	330,275	322,910	335,070	3.8%
Division Total (\$)	330,275	322,910	335,070	3.8%

**Safety and Risk Management Division
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	266,744	275,570	282,490	2.5%
Operating	63,531	47,340	52,580	11.1%
Capital Outlay	-	-	-	-
Other	-	-	-	-
Division Total (\$)	330,275	322,910	335,070	3.8%

**Safety and Risk Management Division
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Safety & Risk Management	-	-	-	-
Division Total (\$)	-	-	-	-

**Safety and Risk Management Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Safety & Risk Management	2.0	2.0	2.0	0.0%
Regular Subtotal	2.0	2.0	2.0	0.0%
<i>Temporary</i>				
Safety & Risk Management	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	2.0	2.0	2.0	0.0%

**Significant Changes from
FY 2020 to FY 2021**

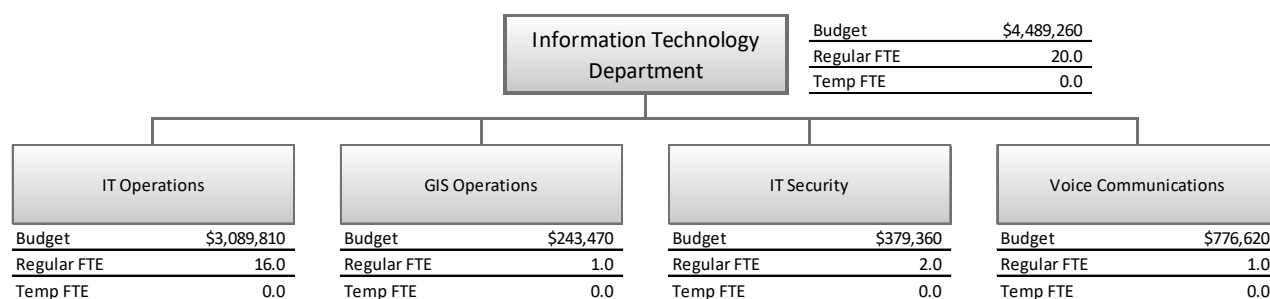
Operating expenditures increased by \$7,500 to fund a new program to purchase prescription safety glasses for city employees. This increase was partially offset by a citywide reduction in travel and training funds.



Information Technology Department

The Department of Information Technology is dedicated to delivering timely, innovative, and customer-focused information and technology services to improve the efficiency and quality of services the city provides to its residents.

The Department of Information Technology (IT) manages the city's voice, data, geographical information systems (GIS), and networks. The IT Department works on set objectives and projects that enhance the city's ability to serve the public and respond quickly to residents' needs and demands. The IT Department drives efficient and effective city service delivery through system and process consolidation, improvement, and optimization. IT staff provides help desk services to all city departments.



Fiscal Year 2020 Accomplishments

- Addressed recommended security remediation actions from the Department of Homeland Security National Cybersecurity Assessments and Technical Services risk and vulnerability assessment
- Redesigned and enhanced security measures on the city's servers located at the city's data center
- Replaced an outdated legacy endpoint protection solution on user workstations, laptops, and servers
- Provided better protection on today's advanced threats and new anomalies with context-rich intelligence feeds that automatically combine multisource security event data to detect and stop zero-day network attacks, denial of service attacks, and other cybersecurity threats on critical city assets
- Implemented software solutions to continuously determine whether a file is clean or malicious, allowing for more accurate detection
- Reduced the time required to scope a malware breach
- Upgraded GIS server applications and migrated all GIS servers to Windows Server 2019 operating system
- Assisted with the procurement of software and implementation of new digital processes for electronic plan review
- Developed and implemented a system for electronic bid selection
- Provisioned over 200 Webex licenses in support of virtual meetings such as staff meetings, Mayor and Council, Planning Commission, Historic District Commission, and Board of Appeals meetings
- Implemented Microsoft Teams to facilitate virtual meetings and document sharing between city staff
- Implemented Adobe Sign to facilitate electronic signatures for a variety of documents such as invoices and software agreements
- Provided nonstop support to all City of Rockville staff and elected officials who were on site and at remote locations during the COVID-19 stay-at-home order issued by the State of Maryland Governor; support included procuring laptops and other essential equipment, configuring VPN access, and troubleshooting employees' home computers via remote access



Information Technology Department Fiscal Year 2021 Outlook

In FY 2021 the Information Technology Department will continue to build on the city's information security capabilities and enhance the information security posture, maturity, and resiliency by working on the following:

- Work with the Department of Homeland Security to conduct a comprehensive risk and vulnerability assessment to measure the strength and effectiveness of the information security improvements that have been made, identify any persistent or new risk and vulnerability, and develop an effective mitigation plan.
- Improve two key security metrics:
 - The mean time to detect – the time it takes to discover an issue.
 - The mean time to respond – the time it takes to control, remediate, and/or eradicate a threat once it has been discovered.
- Continue social engineering and phishing testing.

Additionally, the Information Technology Department will continue to work with multiple city departments to thoroughly gather requirements and release a new solicitation for an ERP system that meets current and future city needs for functionality and adaptability. The ERP system will standardize, streamline, and integrate permitting and licensing across the Planning and Development Services and Public Works Departments. Furthermore, it will bring full lifecycle asset management capability to the Public Works Department and the Parks and Facilities Division. The ERP also opens the possibility to expand capabilities to the Finance, Procurement and Human Resources departments. Expected benefits include more accurate, timely, and meaningful data analytics and reporting, new online processes that meet customers' expectations for up-to-date city services, improved departmental workflows, and improved integration across city departments.

Lastly, the Department will coordinate with city management to understand the technology needs of employees who will be working from home more regularly due to the immediate and long lasting impacts of the COVID-19 pandemic.



Information Technology Department FY 2021 Adopted Expenditures by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
IT Operations	3,267,876	3,083,220	3,089,810	0.2%
GIS Operations	237,153	240,980	243,470	1.0%
IT Security	-	297,030	379,360	27.7%
Voice Communications	686,933	771,040	776,620	0.7%
Department Total (\$)	4,191,962	4,392,270	4,489,260	2.2%

Significant Changes from FY 2020 to FY 2021

Operating expenditures were transferred from the IT Operations Division to the IT Security Division for security-related consulting.

Information Technology Department FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	2,613,041	2,850,260	2,986,680	4.8%
Operating	1,315,385	1,390,980	1,358,410	-2.3%
Capital Outlay	263,536	151,030	144,170	-4.5%
Other	-	-	-	-
Department Total (\$)	4,191,962	4,392,270	4,489,260	2.2%

Information Technology Department FY 2021 Adopted Revenues by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
IT Operations	-	-	-	-
GIS Operations	-	-	-	-
IT Security	-	-	-	-
Voice Communications	-	-	-	-
Department Total (\$)	-	-	-	-



**Information Technology Department
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
IT Operations	17.0	16.0	16.0	0.0%
GIS Operations	1.0	1.0	1.0	0.0%
IT Security	-	2.0	2.0	0.0%
Voice Communications	1.0	1.0	1.0	0.0%
Regular Subtotal	19.0	20.0	20.0	0.0%
<i>Temporary</i>				
IT Operations	-	-	-	-
GIS Operations	-	-	-	-
IT Security	-	-	-	-
Voice Communications	-	-	-	-
Temporary Subtotal	-	-	-	-
Department Total	19.0	20.0	20.0	0.0%

**Significant Changes from
FY 2020 to FY 2021**

There were no significant changes.



IT Operations Division

The IT Operations Division has primary responsibility for the set up and maintenance of the city's computers, networks, and hardware. Division staff provides help desk services to city departments, in addition to performing scheduled and emergency maintenance on city servers, switches, and other critical hardware. IT Operations staff also develops custom application solutions to specific issues and serves a project management role for large scale information technology projects. This Division manages the information technology projects in the General Government program area of the CIP.

IT Operations Division	Budget	\$3,089,810
	Regular FTE	16.0
	Temp FTE	0.0
IT Operations	Budget	\$3,089,810
	Regular FTE	16.0
	Temp FTE	0.0

Performance Measures and Short Term Objectives

Goal: Provide the city with effective, in-house system administration and custom business solutions

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of time the following systems are available for use: (Target: 99.9% availability)				
Financial system	99.9%	99.9%	99.9%	99.9%
HR system	99.9%	99.9%	99.9%	99.9%
Recreation registration system	99.9%	99.9%	99.9%	99.9%
Email/collaboration application and servers	99.9%	99.9%	99.9%	99.9%
Permitting system	99.9%	99.9%	99.9%	99.9%

Goal: Provide the city with stable, expandable, energy-efficient IT infrastructure

Critical Success Factor(s): Stewardship of Infrastructure and Environment

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Citywide network uptime (Target: 99.9%)	99.9%	99.9%	99.9%	99.9%
Wi-Fi uptime (Target: 99.9%)	99.9%	99.9%	99.9%	99.9%
Percent of PCs replaced annually (Target: 25%)	20%	20%	25%	25%



Goal: Provide city staff with competent, courteous, and timely IT hardware and software support

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of computers supported (desktops and laptops)	510	511	513	516
Number of mobile devices supported (tablets and iPads)	162	136	175	241

Short Term Objectives	Planned Completion
Work with the Planning and Development Services Department to implement electronic plan review software	Q2 FY 2021

Goal: Provide city staff with an expandable and secure network and system infrastructure

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of remote access devices supported	2	2	2	2
Remote access uptime (Target: ≥ 99.7%)	99.7%	99.7%	≥ 99.7%	≥ 99.7%



**IT Operations Division
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
IT Operations	3,267,876	3,083,220	3,089,810	0.2%
Division Total (\$)	3,267,876	3,083,220	3,089,810	0.2%

**IT Operations Division
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	2,335,292	2,302,310	2,392,550	3.9%
Operating	669,048	629,880	553,090	-12.2%
Capital Outlay	263,536	151,030	144,170	-4.5%
Other	-	-	-	-
Division Total (\$)	3,267,876	3,083,220	3,089,810	0.2%

**IT Operations Division
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
IT Operations	-	-	-	-
Division Total (\$)	-	-	-	-

**IT Operations Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
IT Operations	17.0	16.0	16.0	0.0%
Regular Subtotal	17.0	16.0	16.0	0.0%
<i>Temporary</i>				
IT Operations	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	17.0	16.0	16.0	0.0%

**Significant Changes from
FY 2020 to FY 2021**

Operating expenditures decreased due to transferring \$44,000 to the IT Security Division for security-related consulting, and a citywide reduction in travel and training funds.



GIS Operations Division

The GIS Operations Division manages the overall infrastructure of the city's Geographic Information System (GIS). This Division's 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 website.

GIS Operations Division	Budget	\$243,470
	Regular FTE	1.0
	Temp FTE	0.0
GIS Operations Division	Budget	\$243,470
	Regular FTE	1.0
	Temp FTE	0.0

Performance Measures and Short Term Objectives

Goal: Provide city staff and the public with technologies for storing, mapping, and analyzing geospatial data to support and enhance information communication, operations, planning, and decision making

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of GIS help requests	21	15	25	20
Number of GIS production requests	18	17	25	20
Short Term Objectives				Planned Completion
Support requirements gathering and procurement of ERP system				Q4 FY 2021
Upgrade the system and software supporting Hansen asset management to bridge the time until ERP asset management implementation				Q4 FY 2021



**GIS Operations Division
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
GIS Operations	237,153	240,980	243,470	1.0%
Division Total (\$)	237,153	240,980	243,470	1.0%

**Significant Changes from
FY 2020 to FY 2021**

There were no significant changes.

**GIS Operations Division
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	161,029	164,730	168,940	2.6%
Operating	76,124	76,250	74,530	-2.3%
Capital Outlay	-	-	-	-
Other	-	-	-	-
Division Total (\$)	237,153	240,980	243,470	1.0%

**GIS Operations Division
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
GIS Operations	-	-	-	-
Division Total (\$)	-	-	-	-

**GIS Operations Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
GIS Operations	1.0	1.0	1.0	0.0%
Regular Subtotal	1.0	1.0	1.0	0.0%
<i>Temporary</i>				
GIS Operations	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	1.0	1.0	1.0	0.0%



IT Security Division

The IT Security Division manages the city's IT security infrastructure. The Division's primary purpose is to identify cybersecurity threats and implement security measures to protect the city's computer systems, network, and data. The IT Security Division also manages the information technology security projects in the General Government program area of the CIP that are not otherwise assigned to the IT Operations Division.

IT Security Division	Budget	\$379,360
	Regular FTE	2.0
	Temp FTE	0.0
IT Security	Budget	\$379,360
	Regular FTE	2.0
	Temp FTE	0.0

Performance Measures and Short Term Objectives

Goal: Provide city staff with an expandable and secure network and system infrastructure

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of firewall devices supported	10	20	20	20
Number of threat intelligence devices supported	5	6	8	8
Number of security tools supported	5	5	6	6
Firewall uptime (Target: ≥ 99.7%)	99.7%	≥ 99.7%	≥ 99.7%	≥ 99.7%
Threat Intelligence uptime (Target: ≥ 99.7%)	99.7%	≥ 99.7%	≥ 99.7%	≥ 99.7%
Short Term Objectives				Planned Completion
Complete an updated security and risk vulnerability assessment with the Department of Homeland Security				Q4 FY 2021



**IT Security Division
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
IT Security	-	297,030	379,360	27.7%
Division Total (\$)	-	297,030	379,360	27.7%

**IT Security Division
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	-	262,430	306,430	16.8%
Operating	-	34,600	72,930	110.8%
Capital Outlay	-	-	-	-
Other	-	-	-	-
Division Total (\$)	-	297,030	379,360	27.7%

**IT Security Division
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
IT Security	-	-	-	-
Division Total (\$)	-	-	-	-

**IT Security Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
IT Security	-	2.0	2.0	0.0%
Regular Subtotal	-	2.0	2.0	0.0%
<i>Temporary</i>				
IT Security	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	-	2.0	2.0	0.0%

**Significant Changes from
FY 2020 to FY 2021**

Operating expenditures increased due to transferring \$44,000 from the IT Operations Division for security-related consulting. This increase was partially offset by a citywide reduction in travel and training funds.



Voice Communications Division

The Voice Communications Division manages the city's telecommunication systems, including desk phones, voicemail, video conferencing, E-Fax, internet cloud phones, pay phones, and the VoIP network.

Voice Communications Division	Budget	\$776,620
	Regular FTE	1.0
	Temp FTE	0.0
Voice Communications	Budget	\$776,620
	Regular FTE	1.0
	Temp FTE	0.0

Performance Measures and Short Term Objectives

Goal: Provide a reliable, collaboration-facilitating communications infrastructure.

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of VoIP telephones supported	588	590	590	563
Number of analog devices supported	69	24	24	24
Number of telephone data circuits supported	6	6	6	6
Number of emergency use cell and internet service phones supported	32	23	7	16
Number of end user cell phones supported*	-	-	-	49
Number of voice and information mailboxes supported	638	638	640	653
Voice network uptime (Target: 99.9%)	99.1%	99.9%	99.9%	99.9%
Voicemail system uptime (Target: 99.9%)	100%	99.9%	99.9%	99.9%
Phone equipment failure rate (failures / total phones) (Target: ≤ 1.0%)	1.9%	1.7%	1.3%	1.3%

* New Performance measure in FY 2021



**Voice Communications Division
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Voice Communications	686,933	771,040	776,620	0.7%
Division Total (\$)	686,933	771,040	776,620	0.7%

**Significant Changes from
FY 2020 to FY 2021**

There were no significant changes.

**Voice Communications Division
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	116,720	120,790	118,760	-1.7%
Operating	570,213	650,250	657,860	1.2%
Capital Outlay	-	-	-	-
Other	-	-	-	-
Division Total (\$)	686,933	771,040	776,620	0.7%

**Voice Communications Division
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Voice Communications	-	-	-	-
Division Total (\$)	-	-	-	-

**Voice Communications Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Voice Communications	1.0	1.0	1.0	0.0%
Regular Subtotal	1.0	1.0	1.0	0.0%
<i>Temporary</i>				
Voice Communications	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	1.0	1.0	1.0	0.0%

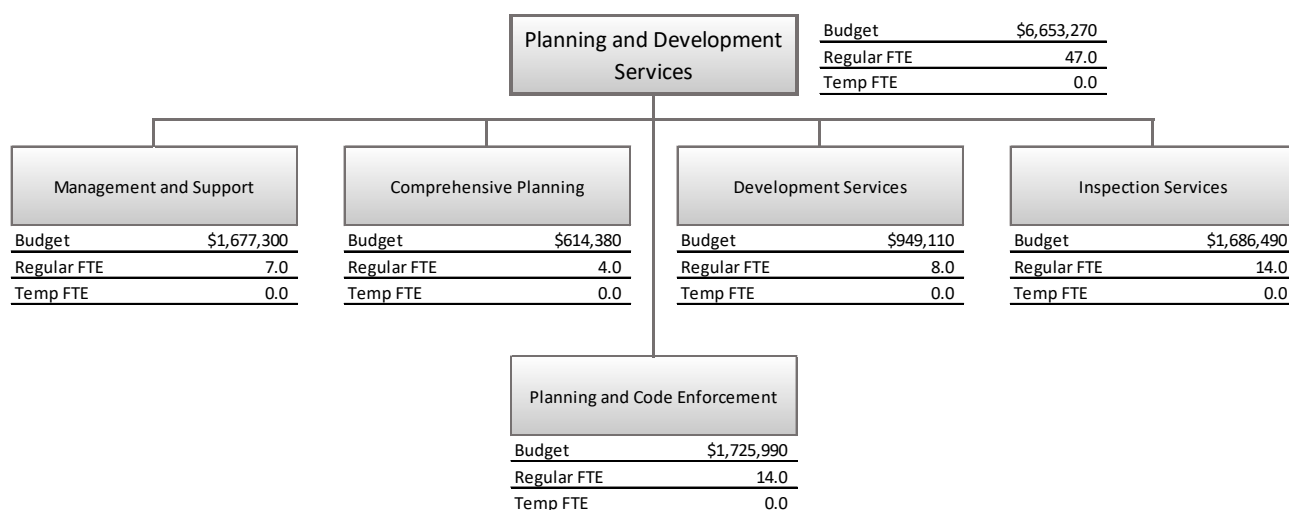




Department of Planning and Development Services

The Department of Planning and Development Services facilitates and administers the standards and plans of the Rockville community that are intended to enhance the quality of the built environment, protect the natural environment, and preserve historic resources.

The Department of Planning and Development Services (PDS) manages comprehensive and neighborhood planning and regulates property development and construction projects within the City of Rockville. The Department's activities are guided by the community's vision as expressed through the city's Comprehensive Plan, goals for Historic Preservation, the Zoning Ordinance, building and property maintenance regulations, and other development regulations. PDS serves many different types of customers, including residents, neighborhood groups, business owners, contractors, commission/board members, property owners, and others. The Department fields a large amount of phone calls and walk-in customers requesting general zoning or permitting information, historic research, and interpretations of building and fire code. The role of the Department is broad, and ranges from the big picture perspective of the comprehensive planners; the neighborhood and property-specific scope of zoning regulations, historic programs, and code enforcement; to the smaller scale of building safety permitting and inspections. Housing functions that have historically been in PDS are being moved into the new Department of Housing and Community Development in FY 2021.



Fiscal Year 2020 Accomplishments

- Completed draft for Planning Commission public hearings on the Comprehensive Plan (*Rockville 2040*), which the Commission will recommend to the Mayor and Council once it has completed its recommended draft
- Completed additional planning initiatives, including a draft of an updated plan for Planning Area 4 (as part of the Draft Comprehensive Plan), in collaboration with community members; and a Comprehensive Plan amendment for the properties in the N. Stonestreet Ave. corridor as recommended in the FY 2018 Stonestreet Corridor Study
- Developed draft guidelines and regulations for additions and reconstructions of single-family homes in East Rockville
- Completed a comprehensive revision to the city's regulations for signs
- Managed development approvals, including site plans, for major mixed-use developments at Twinbrook Quarter and Shady Grove Neighborhood Center
- Reorganized the Department to incorporate code enforcement activities from Police, forestry review activities from Recreation and Parks, a new division focused on development services, and for greater focus on Town Center
- Managed Mayor and Council adoption of the Building Code, keeping the city updated with the most recent codes and standards and putting it in position to further enhance its level of safety and sustainability



- Implemented process improvements and code revisions related to the FAST project (Faster, Smarter, Accountable, and more Transparent development and permitting process):
 - Introduced the Development Review Committee coordination and resolution processes and enhanced the process for staff comments
 - Introduced an interim digital plan acceptance and review process for development projects
 - Began accepting payments at the Development Services counter
 - Began regular outreach sessions with stakeholders
 - Established a Customer Bill of Rights
 - Enhanced notification using the website, social media, and other digital tools
- Updated the Moderately Priced Dwelling Unit (MPDU) program by creating a more streamlined process for applying for and leasing MPDU units; introducing new forms of improving and tracking sales of MPDUs; implementing the Mayor and Council expansion of the MPDU program, resulting in the creation of 51 homeownership units; and developing an MPDU guidebook for property managers

Department of Planning and Development Services Fiscal Year 2021 Outlook

The Department of Planning and Development Services will work on a series of efficiency-focused and performance-improving initiatives, including expanding the Department's ability to enforce the Forestry and Tree Preservation Ordinance and continuing to streamline the development review and permitting process.

Staff will continue to implement improvements to the development review and permitting process, resulting in Faster, Smarter, Accountable, and Transparent (FAST) outcomes. This effort includes establishing a single point of intake for all development-related applications; implementing the Electronic Plan Submission and Review Software (GA19) CIP project along with the setup of the Enterprise Resource Planning (ERP) System (2B01); and submitting code amendments as necessary. These initiatives will bring about greater efficiencies to help with zoning enforcement, as well as more regular fire inspections of existing commercial and multifamily residential buildings. Staff will continue to inform the community of proposed policy and code changes and continue engagement through semiannual stakeholders' forums.

An ongoing Department initiative for FY 2021 is the coordination of Town Center revitalization efforts on behalf of the city. The Department will work with REDI, the Rockville Chamber of Commerce, Washington Metro, residents, business owners, the City Manager, and the Mayor and Council to formulate and implement revitalization plans and actions.

The Department continues to make progress toward the completion of an updated Comprehensive Plan (Rockville 2040), following an effort that has included community engagement and public testimony to the Planning Commission. The Planning Commission has completed its review of a draft Comprehensive Plan that is comprised of policies on land use, transportation, recreation and parks, community facilities, the environment, water resources, economic development, housing, historic preservation and municipal growth. It also provides neighborhood-specific policies and recommendations. The Planning Commission will conduct public hearings, hold work sessions, and recommend a draft to the Mayor and Council, which will then have the opportunity to complete its review, edits and adoption of a new Comprehensive Plan in FY 2021.

Upon adoption of the new Comprehensive Plan, the Department will lead efforts to implement the Plan. Key steps will include initiating an update to the zoning ordinance, recommending capital projects that are called for in the plan, and initiating an update to the Town Center Master Plan.

In FY 2021, PDS will review the results of the 2020 Decennial Census. The Department will use the results from its internally developed estimate of Rockville's population to determine whether a challenge of the results is warranted. If so, PDS will submit a formal challenge.

Finally, consistent with the Mayor and Council Priority Initiatives on affordable housing, staff will continue to explore and recommend best practices aimed at preservation and creation of affordable housing. This function will be moved into the new Department of Housing and Community Development in FY 2021.



Department of Planning and Development Services FY 2021 Adopted Expenditures by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Management and Support	1,355,471	1,004,520	1,677,300	67.0%
Comprehensive Planning	1,078,474	1,074,180	614,380	-42.8%
Development Services	-	1,002,360	949,110	-5.3%
Inspection Services	1,912,257	1,765,770	1,686,490	-4.5%
Planning and Code Enforcement	1,295,574	1,986,650	1,725,990	-13.1%
Department Total (\$)	5,641,776	6,833,480	6,653,270	-2.6%

Department of Planning and Development Services FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	4,995,123	6,141,260	5,963,890	-2.9%
Operating	520,423	585,990	578,150	-1.3%
Capital Outlay	-	-	-	-
Other	126,230	106,230	111,230	4.7%
Department Total (\$)	5,641,776	6,833,480	6,653,270	-2.6%

Department of Planning and Development Services FY 2021 Adopted Revenues by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Management and Support	290,225	272,000	272,000	0.0%
Comprehensive Planning	-	-	-	-
Development Services	-	-	-	-
Inspection Services	2,407,479	1,960,000	2,335,000	19.1%
Planning and Code Enforcement	100,195	1,430,880	1,430,880	0.0%
Department Total (\$)	2,797,899	3,662,880	4,037,880	10.2%

Significant Changes from FY 2020 to FY 2021

Funding was transferred to the Management and Support Division from the Comprehensive Planning, Development Services, Inspection Services, and Planning and Code Enforcement divisions to realign expenses with position functions.

Revenue increased in the Inspection Services Division due to increased development activity.



**Department of Planning and Development Services
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Management and Support	7.0	4.0	7.0	75.0%
Comprehensive Planning	7.0	6.0	4.0	-33.3%
Development Services	-	9.0	8.0	-11.1%
Inspection Services	18.0	15.0	14.0	-6.7%
Planning and Code Enforcement	9.0	16.0	14.0	-12.5%
Regular Subtotal	41.0	50.0	47.0	-6.0%
<i>Temporary</i>				
Management and Support	-	-	-	-
Comprehensive Planning	-	-	-	-
Development Services	-	-	-	-
Inspection Services	-	-	-	-
Planning and Code Enforcement	-	-	-	-
Temporary Subtotal	-	-	-	-
Department Total	41.0	50.0	47.0	-6.0%

**Significant Changes from
FY 2020 to FY 2021**

Regular FTEs were reorganized across the Department for a more efficient service delivery. Additionally, 3.0 vacant Senior Planner FTEs (one formerly a GIS Specialist) and a vacant 1.0 FTE Executive Assistant (formerly an Office Manager) were eliminated and replaced with a new 1.0 FTE Housing Specialist.



Management and Support Division

The Management and Support Division provides leadership and coaching to ensure that services and projects support citywide policies, engage the public, and provide high-quality professional and technical advice. The management team also leads the Department in enhancing community engagement, including ensuring that all parts of the Department have the highest level of customer service. Another key function is to advise the Mayor and Council, boards and commissions, and community about codes, comprehensive plans, and their implications for the city or neighborhood. This Division supports the City Manager in the city's objectives for Town Center and business development and provides descriptive data and forecasting. It has also administered Rockville's housing programs, which have included the Moderately Priced Dwelling Unit (MPDU) program, Community Development Block Grant (CDBG) program, and Landlord-Tenant mediation. In FY 2021, these housing functions will be transferred into the new Department of Housing and Community Development.

Management and Support Division		Budget	\$1,677,300
		Regular FTE	7.0
		Temp FTE	0.0
Administration and Support		Budget	\$1,028,880
		Regular FTE	5.0
		Temp FTE	0.0
CDBG		Budget	\$263,000
		Regular FTE	0.0
		Temp FTE	0.0
Housing and Community Development Block Grant		Budget	\$385,420
		Regular FTE	2.0
		Temp FTE	0.0
Housing Opportunities		Budget	\$0
		Regular FTE	0.0
		Temp FTE	0.0

Performance Measures and Short Term Objectives

Goal: Provide Department-wide leadership on engaging the community regarding planning, zoning, housing, building regulations, and property maintenance

Critical Success Factor(s): Planning and Preservation

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of PDS community meetings	70	72	15	20

Goal: Ensure the preservation and expansion of affordable housing opportunities in the City of Rockville

Critical Success Factor(s): Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of MPDU rental units audited (Target: ≥ 10%)	-	0%	≥ 10%	≥ 10%
Number of households assisted under CDGB program (Target: ≥ 20)	-	30	≥ 24	≥ 25
Number of Landlord/Tenant (L/T) inquiries	6,254	2,435	4,750	2,500
Number of L/T cases requiring a L/T Commission hearing	4	6	6	6

Goal: Provide useful and accurate data for the city and to the public and partner entities

Critical Success Factor(s): Planning and Preservation

Short Term Objectives	Planned Completion
Complete an update to the report on residential units in Rockville	Q2 FY 2021
Partner with Rockville Economic Development, Inc. to develop metrics to measure progress in Town Center	Q2 FY 2021
Review Census results for Rockville and determine whether a challenge to the collected data is warranted. Submit a challenge if necessary.	Q4 FY 2021



**Management and Support Division
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Administration and Support	682,001	411,160	1,028,880	150.2%
CDBG	301,385	263,000	263,000	0.0%
Housing & Comm. Dev. Block Grant	372,085	330,360	385,420	16.7%
Housing Opportunities	-	-	-	-
Division Total (\$)	1,355,471	1,004,520	1,677,300	67.0%

**Management and Support Division
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	946,459	645,970	1,182,000	83.0%
Operating	362,282	311,820	448,570	43.9%
Capital Outlay	-	-	-	-
Other	46,730	46,730	46,730	0.0%
Division Total (\$)	1,355,471	1,004,520	1,677,300	67.0%

**Management and Support Division
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Administration and Support	-	-	-	-
CDBG	281,526	263,000	263,000	0.0%
Housing & Comm. Dev. Block Grant	-	-	-	-
Housing Opportunities	8,699	9,000	9,000	0.0%
Division Total (\$)	290,225	272,000	272,000	0.0%

**Significant Changes from
FY 2020 to FY 2021**

The Administration and Support Cost Center budget increased due to an increase of 3.0 FTEs and the transfer of \$115,000 in operating costs for condo board fees for the Rockville Town Square from the Comprehensive Planning Division.

The Housing & Community Development Block Grant Cost Center budget increased due to the conversion of a Chief of Housing Programs position to a new Director of Housing and Community Development position. This position will head the creation of this new department during FY 2021.



**Management and Support Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Administration and Support	4.5	2.0	5.0	150.0%
CDBG	-	-	-	-
Housing & Comm. Dev. Block Grant	2.5	2.0	2.0	0.0%
Housing Opportunities	-	-	-	-
Regular Subtotal	7.0	4.0	7.0	75.0%
<i>Temporary</i>				
Administration and Support	-	-	-	-
CDBG	-	-	-	-
Housing & Comm. Dev. Block Grant	-	-	-	-
Housing Opportunities	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	7.0	4.0	7.0	75.0%

**Significant Changes from
FY 2020 to FY 2021**

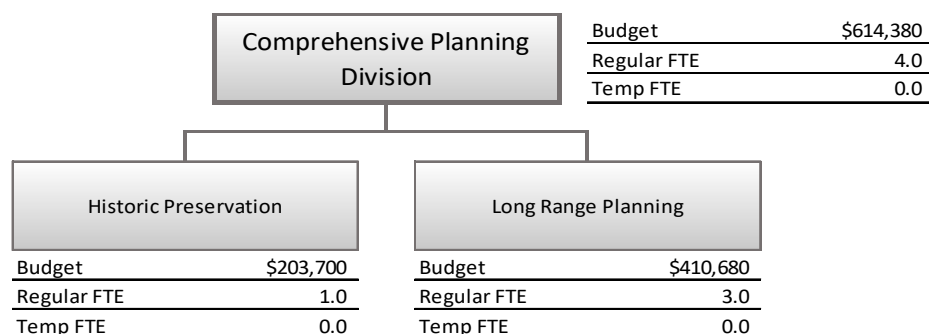
Regular FTEs increased by a net 3.0 FTEs in the Administration and Support Cost Center due to the transfer in of a 1.0 FTE Assistant Director and a 1.0 FTE Principal Planner from the Comprehensive Planning Division, a 1.0 Landlord/Tenant Specialist from the Planning and Code Enforcement Division, and a 1.0 FTE Special Projects and Records Management Administrator from the Development Services Division, offset by the elimination of a vacant 1.0 FTE Senior Planner (formerly a GIS Specialist).

A new 1.0 FTE Housing Specialist position was added to the Housing & Community Development Block Grant Cost Center, and a 1.0 FTE Rehabilitation Specialist position was transferred to the Planning and Code Enforcement Division, leaving the FTE count the same for this Cost Center. A 1.0 FTE Chief of Housing Programs position was reclassified to the Director of Housing and Community Development, which will head the creation of this new department during FY 2021.



Comprehensive Planning Division

The Comprehensive Planning Division facilitates the drafting, adoption, and updating of the city's Comprehensive Plan and its components, including neighborhood and topic-specific plans. The Comprehensive Plan reflects the overall priorities of the community and guides the city's future development, conservation, and infrastructure decisions. The Division drafts these plans under the direction of Rockville's Planning Commission and the Mayor and Council, through public engagement, in coordination with other departments and jurisdictions, and in compliance with State law. The staff tracks and facilitates implementation of the adopted plans. This Division also monitors and comments on plans and projects led by Montgomery County, the State of Maryland, the Metropolitan Washington Council of Governments (MWCOC), and the City of Gaithersburg. It provides professional and technical expertise as well as administrative support to the Planning Commission and the Historic District Commission (HDC). This Division now administers the city's historic preservation program which includes providing professional analysis and research of buildings that may have historic significance or are intended for demolition. The Preservation Planner provides advice and processes applications for Montgomery County's historic tax credit program, and provides advice to applicants and the HDC on the appropriateness of changes to the exterior of historic buildings to support the HDC's issuance of Certificates of Approval, and manages historic preservation programs.



Performance Measures and Short Term Objectives

Goal: Produce plans that set and address the visions of the community, as communicated by actively engaged residents

Critical Success Factor(s): Planning and Preservation

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Deliverables completed consistent with established schedule for the Rockville 2040 Comprehensive Plan	100%	100%	100%	100%

Short Term Objectives	Planned Completion
Subject to Planning Commission approval, present the draft Comprehensive Plan to the Mayor and Council for review and adoption	Q3 FY 2021
Provide opportunities for public input to the draft updated Comprehensive Plan, as directed by the Mayor and Council	Q3 FY 2021
Provide Information to the community regarding progress on Rockville 2040	Q4 FY 2021
Hold worksessions with the Mayor and Council on the Rockville 2040 update to the Comprehensive Plan	Q4 FY 2021
Facilitate a community engagement process as part of the planning for the former RedGate golf course	Q4 FY 2021



Goal: Facilitate the city's active implementation of priority policies from approved plans

Critical Success Factor(s): Safe and Livable Neighborhoods

Short Term Objectives	Planned Completion
Work with the Mayor and Council to implement policies and tasks emerging from the updated Comprehensive Plan	Q4 FY 2021

Goal: Ensure the preservation of historically significant properties in the City of Rockville

Critical Success Factor(s): Planning and Preservation

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of applications:				
Certificates of approval	22	26	35	30
Tax credits	12	6	10	10
Historic significance	6	7	8	7

Short Term Objectives	Planned Completion
Implement changes to historic preservation procedures resulting from code changes	Q1 FY 2021
Complete the Historic Resources Management Plan	Q1 FY 2021
Create additional historic preservation walking tours	Q2 FY 2021

Goal: Initiate and engage the community on key city master plans, as directed by the Mayor and Council

Critical Success Factor(s): Planning and Preservation

Short Term Objectives	Planned Completion
Partner with Washington Metro (WMATA) in its study of the Rockville Metro Station.	Q4 FY 2021
Facilitate Mayor and Council's adoption of the 2040 Comprehensive Plan	Q4 FY 2021
Conduct community facilitation process as part of master planning the RedGate site, in coordination with the Departments of Recreation and Parks and Public Works	Q4 FY 2021
Upon the Mayor and Council's adoption of the 2040 Comprehensive Plan, initiate an update to the 2001 Town Center Master Plan	Q4 FY 2021



Comprehensive Planning Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Historic Preservation	224,397	196,960	203,700	3.4%
Long Range Planning	854,077	877,220	410,680	-53.2%
Division Total (\$)	1,078,474	1,074,180	614,380	-42.8%

Comprehensive Planning Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	890,509	870,470	531,290	-39.0%
Operating	108,465	144,210	18,590	-87.1%
Capital Outlay	-	-	-	-
Other	79,500	59,500	64,500	8.4%
Division Total (\$)	1,078,474	1,074,180	614,380	-42.8%

Comprehensive Planning Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Historic Preservation	-	-	-	-
Long Range Planning	-	-	-	-
Division Total (\$)	-	-	-	-

Comprehensive Planning Division FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Historic Preservation	1.0	1.0	1.0	0.0%
Long Range Planning	6.0	5.0	3.0	-40.0%
Regular Subtotal	7.0	6.0	4.0	-33.3%
<i>Temporary</i>				
Historic Preservation	-	-	-	-
Long Range Planning	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	7.0	6.0	4.0	-33.3%

Significant Changes from FY 2020 to FY 2021

Personnel costs and FTEs decreased in the Long Range Planning Cost Center due to the transfer of a 1.0 FTE Assistant Director position and a 1.0 FTE Principal Planner position to the Management and Support Division.

Operating expenditures decreased in the Long Range Planning Cost Center due to the transfer out of \$115,000 for Condo Board fees for the Rockville Town Square to the Management and Support Division.

Other expenditures increased in the Historic Preservation Cost Center due to an increase of \$5,000 in the grant to Peerless Rockville.



Development Services Division

The Development Services Division receives and coordinates all development-related applications and provides administrative support for various other department functions. Development Services staff is focused on internal and external customer service and works closely with other portions of PDS as well as other departments. Due to the nature of development review and planning, the management team plays an important role in building consensus across departments and in the community.

Development Services Division	Budget	\$949,110
	Regular FTE	8.0
	Temp FTE	0.0
Development Services	Budget	\$949,110
	Regular FTE	8.0
	Temp FTE	0.0

Performance Measures and Short Term Objectives

Goal: To Improve efficiency and effectiveness of the development review and permitting process and delivery of a high level of service to our customers

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of applications processed according to published schedules	-	-	85%	85%
Percent of applications received marked as complete	-	-	70%	70
MPIA requests processed within requested deadlines*	-	-	-	100%
Permit applications received*	4,662	4,514	-	4,588
Building*	898	932	-	915
Demolition*	12	9	-	11
Fire Protection*	382	359	-	371
Electrical, Mechanical, Plumbing*	2,891	2,998	-	2,945
Occupancy*	215	220	-	218
Signs*	116	144	-	130

* New performance measure in FY 2021; targets will be set in future years after a baseline is established.

Short Term Objectives	Planned Completion
Hold ongoing outreach and education sessions with customers and stakeholders	Q4 FY 2021
Advance implementation of Development Services Center	Q4 FY 2021
Comprehensive update to Development Review Procedures Guide	Q4 FY 2021



Development Services Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Development Services	-	1,002,360	949,110	-5.3%
Division Total (\$)	-	1,002,360	949,110	-5.3%

Development Services Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	-	980,250	928,760	-5.3%
Operating	-	22,110	20,350	-8.0%
Capital Outlay	-	-	-	-
Other	-	-	-	-
Division Total (\$)	-	1,002,360	949,110	-5.3%

Development Services Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Development Services	-	-	-	-
Division Total (\$)	-	-	-	-

Development Services Division FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Development Services	-	9.0	8.0	-11.1%
Regular Subtotal	-	9.0	8.0	-11.1%
<i>Temporary</i>				
Development Services	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	-	9.0	8.0	-11.1%

Significant Changes from FY 2020 to FY 2021

Personnel expenditures and FTEs decreased due to eliminating a vacant 1.0 FTE Executive Assistant position and transferring a 1.0 FTE Special Projects and Records Management Administrator to the Management and Support Division. These decreases are partially offset by the transfer in of a 1.0 FTE Permit Technician from Inspection Services.

Operating expenditures decreased due to a citywide reduction in travel and training funds.



Inspection Services Division

The Inspection Services Division enforces State-mandated codes and city ordinances through the issuance of permits and contractor licenses. It conducts reviews of building plans and manages the inspection of all phases of residential and commercial construction. Staff administers the building, fire, and related codes to ensure health and safety and provide accessibility to the public.

Inspection Services Division		Budget	\$1,686,490
		Regular FTE	14.0
		Temp FTE	0.0
Application Processing and Permit Issuance		Budget	\$1,064,120
		Regular FTE	9.0
		Temp FTE	0.0
Building, Fire, and Life Safety Inspections		Budget	\$622,370
		Regular FTE	5.0
		Temp FTE	0.0

Performance Measures and Short Term Objectives

Goal: Ensure building, fire, and life safety code compliance in the pre-construction phase of development in the City of Rockville

Critical Success Factor(s): Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of biennial Community Survey respondents rating building permit process as good or excellent* (Target: ≥ 60%)	-	58%	-	-
Percent of plans receiving initial review within three weeks (Target: ≥ 80%)	95%	85%	≥ 90%	≥ 90%

**Due to the financial impacts associated with the COVID-19 pandemic, the city's biennial Community Survey was not funded in FY 2021. The future of the survey is unknown at this time.*

Goal: Ensure building, fire, and life safety code compliance during the construction phase of development in the City of Rockville

Critical Success Factor(s): Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of inspections performed within two days of request (Target: ≥ 95%)	96%	97%	> 95%	> 95%
Percent of inspections requiring re-inspection (Target: < 10%)	7.3%	8.8%	8.5%	8.5%
Number of general inspections per FTE	2,969	3,007	2,850	2,850
Number of fire safety inspections per FTE	849	868	850	850



**Inspection Services Division
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Application Processing & Permit Issuance	1,327,966	1,158,640	1,064,120	-8.2%
Building, Fire, and Life Safety Inspections	584,291	607,130	622,370	2.5%
Division Total (\$)	1,912,257	1,765,770	1,686,490	-4.5%

**Inspection Services Division
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	1,871,154	1,714,870	1,650,770	-3.7%
Operating	41,103	50,900	35,720	-29.8%
Capital Outlay	-	-	-	-
Other	-	-	-	-
Division Total (\$)	1,912,257	1,765,770	1,686,490	-4.5%

**Inspection Services Division
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Application Processing & Permit Issuance	2,407,479	1,670,000	2,010,000	20.4%
Building, Fire, and Life Safety Inspections	-	290,000	325,000	12.1%
Division Total (\$)	2,407,479	1,960,000	2,335,000	19.1%

**Significant Changes from
FY 2020 to FY 2021**

Personnel expenditures in the Application Processing & Permit Issuance Cost Center decreased due to the transfer of a 1.0 FTE Permit Technician to the Development Services Division.

Operating expenditures decreased due to transferring digital scanning services to the Development Services Division and a citywide reduction in travel and training funds.

Revenue in this Division increased in line with development activity.



**Inspection Services Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Application Processing & Permit Issuance	13.0	10.0	9.0	-10.0%
Building, Fire, and Life Safety Inspections	5.0	5.0	5.0	0.0%
Regular Subtotal	18.0	15.0	14.0	-6.7%
<i>Temporary</i>				
Application Processing & Permit Issuance	-	-	-	-
Building, Fire, and Life Safety Inspections	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	18.0	15.0	14.0	-6.7%

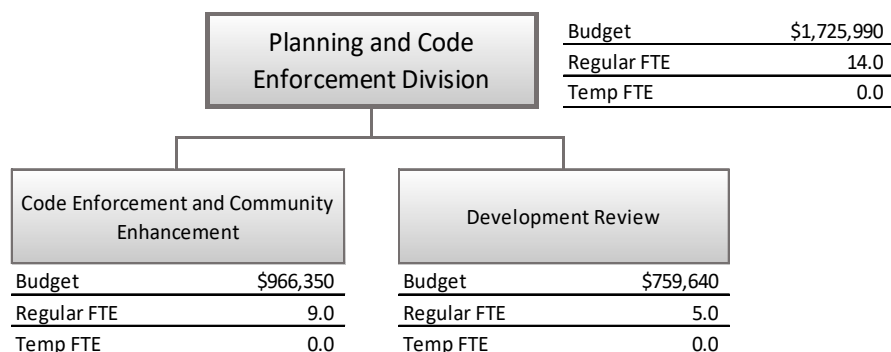
**Significant Changes from
FY 2020 to FY 2021**

Regular FTEs decreased in the Application Processing & Permit Issuance Cost Center due to the transfer of a 1.0 FTE Permit Technician to the Development Services Division.



Planning and Code Enforcement Division

The Planning and Code Enforcement Division analyzes and coordinates applications for residential and commercial development in Rockville. This Division also enforces property maintenance codes through licensing and inspections to provide a safe and healthy community environment. Planners serve as project managers for applications, coordinating comments from other department reviewers, and serving as a liaison to stakeholders and the applicant. They also provide professional and technical expertise as well as administrative support to the Planning Commission, the Board of Appeals, and the Sign Review Board in the public review of development applications.



Performance Measures and Short Term Objectives

Goal: Coordinate the city's development review process in compliance with relevant codes and policies

Critical Success Factor(s): Planning and Preservation

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of applications received:				
Project plan	4	0	3	3
Site Plan, Level 2 /Major Amendments	8	4	8	6
Site Plan, Level 1 /Minor Amendments	34	22	28	28
Special Exception	2	2	2	2
Variance	10	6	5	6
Record Plat	15	7	5	8



Goal: Maintain, interpret, and enforce the city's Zoning Ordinance

Critical Success Factor(s): Planning and Preservation

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Average number of days to respond to zoning verification letters (Target: < 10 days)	10	15	< 10	< 10
Average number of days to respond to zoning and nuisance complaints (Target: ≤ 4 days)	4	4	≤ 4	≤ 4

Goal: Promote environmentally sustainable development by ensuring appropriate preservation and planting of trees and forest on development sites within Rockville

Critical Success Factor: Planning and Preservation

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of Natural Resource Inventory/Forest Stand Delineation reviews completed within 30 days (Target: 100%)	100%	100%	100%	100%
Percent of Forest Conservation Plan reviews completed within 45 days (Target: 100%)	100%	85%	100%	100%
Percent of development sites under warranty inspected twice a year (Target: 100%)	100%	80%	100%	100%
Percent of active development sites inspected every month (Target: 100%)	100%	100%	100%	100%



Goal: Enforce property maintenance codes to provide a safe and healthy community environment

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of property complaints responded to within 24 hours (Target: > 80%)	92%	92%	94%	92%
Number of rental property inspections	3,219	3,637	3,300	3,800
Number of rental properties licensed	1,139	1,164	1,145	1,150
Number of complaint and violation notices issued to owner-occupied properties	1,183	933	1,080	950
Number of complaint and violation notices issued to rental properties	375	381	510	400
Number of inspections required to resolve complaints and violations at owner occupied properties	5,582	5,015	6,000	5,500
Number of inspections required to resolve complaints and violations at rental properties	419	424	540	450
Number of multi-family units inspected	1,998	2,009	2,000	2,050
Number of multi-family units licensed	9,991	10,045	9,990	10,100
Number of commercial property complaints received	15	25	25	25
Number of commercial property maintenance violation notices issued	35	29	35	35
Number of commercial property inspections	192	187	200	200
Number of cases requiring court appearances	40	40	35	40
Number of code enforcement complaints	967	870	1,000	900
Number of properties with more than one housing violation	1,187	1,168	1,300	1,200
Number of code enforcement cases per 1,000 residents	26	26	30	30
Percent of code compliance violations resolved voluntarily	96%	97%	97%	97%



**Planning and Code Enforcement Division
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Code Enforcement and Community Enhancement	-	794,450	966,350	21.6%
Development Review	1,010,855	898,710	759,640	-15.5%
Zoning	284,719	293,490	N/A	N/A
Division Total (\$)	1,295,574	1,986,650	1,725,990	-13.1%

**Planning and Code Enforcement Division
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	1,287,001	1,929,700	1,671,070	-13.4%
Operating	8,573	56,950	54,920	-3.6%
Capital Outlay	-	-	-	-
Other	-	-	-	-
Division Total (\$)	1,295,574	1,986,650	1,725,990	-13.1%

**Planning and Code Enforcement Division
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Code Enforcement and Community Enhancement	-	1,208,500	1,208,500	0.0%
Development Review	100,195	80,000	222,380	178.0%
Zoning	-	142,380	N/A	N/A
Division Total (\$)	100,195	1,430,880	1,430,880	0.0%

**Significant Changes from
FY 2020 to FY 2021**

The Zoning Cost Center was absorbed by the Development Review and Code Enforcement and Community Enhancement Cost Centers.

Personnel expenditures decreased due to the elimination of two vacant positions.

Zoning revenue was moved into the Development Review Cost Center.



**Planning and Code Enforcement Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Code Enforcement and Community Enhancement	-	8.0	9.0	12.5%
Development Review	7.0	6.0	5.0	-16.7%
Zoning	2.0	2.0	N/A	N/A
Regular Subtotal	9.0	16.0	14.0	-12.5%
<i>Temporary</i>				
Code Enforcement and Community Enhancement	-	-	-	-
Development Review	-	-	-	-
Zoning	-	-	N/A	N/A
Temporary Subtotal	-	-	-	-
Division Total	9.0	16.0	14.0	-12.5%

**Significant Changes from
FY 2020 to FY 2021**

There was a net increase of 1.0 FTEs in the Code Enforcement and Community Enhancement Cost Center due to the transfer in of a 1.0 FTE Senior Zoning Inspector from the eliminated Zoning Cost Center and a 1.0 FTE Rehabilitation Specialist from the Management and Support Division, partially offset by the transfer out of a 1.0 FTE Landlord/Tenant Specialist to the Management and Support Division.

There was a net decrease of 1.0 FTEs in the Development Review Cost Center due to the transfer in of a 1.0 FTE Planning Supervisor from the eliminated Zoning Cost Center, and the elimination of 2.0 vacant Senior Planner FTEs.

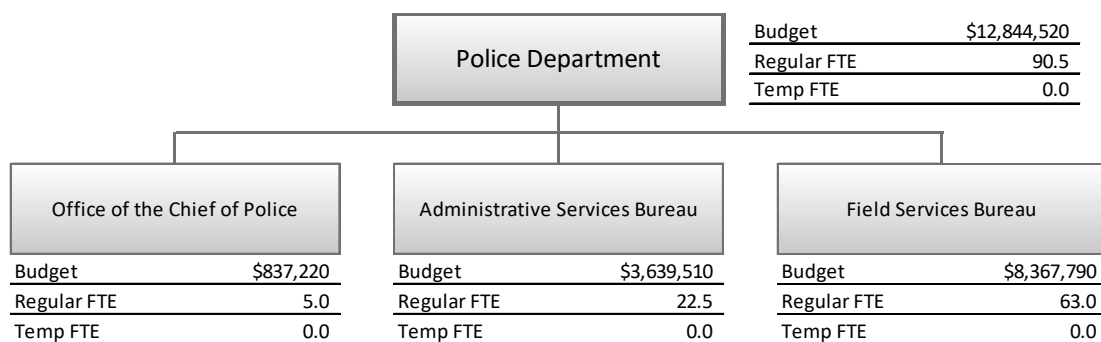
The Zoning Cost Center was eliminated.



Police Department

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.

The Rockville City Police Department protects lives and property and promotes community safety. It is responsible for preserving the peace, ensuring safe and orderly movement of traffic, and providing the community with an overall sense of security. The Department continues to be in full compliance with national standards of professional excellence and recognized nationally as a model practitioner of community policing. The Governor's Office of Crime Control and Prevention consistently recognizes the Department for its traffic safety and overall crime prevention programs.



Fiscal Year 2020 Accomplishments

- Increased sworn staffing levels to 65 by adding one new Police Officer position
- Successfully completed the third year (of a four-year cycle) Commission on Accreditation for Law Enforcement Agencies (CALEA) assessment utilizing the Commission's new format
- Filled the newly created Emergency Manager position to implement emergency preparedness efforts citywide
- Promoted five Sergeants and two Lieutenants
- Participated in seven Drug Take Back initiatives collecting nearly 1,000 pounds of unused, discarded medication
- In conjunction with the city's IT Department, implemented a secure online portal where residents can register their security cameras to assist law enforcement during investigations
- Supported the Rockville Goes Purple campaign to bring awareness to the dangers of opioid use and abuse
- Established a cellular-based police communications program for all sworn police personnel that provides preemption and mobile broadband priority service, keeping first responder communications connected during emergencies
- Worked with IT to automate dog license registrations
- Trained all sworn staff in de-escalation techniques that reflect current best practices
- Engaged the U.S. Department of Homeland Security to perform security assessments in some city facilities
- Completed a Department-wide reorganization based on best practices in policing and increasing Department efficiency in conjunction with the recently completed Police Operational Analysis Study
- Implemented a 4/10-hour shift schedule for patrol, which promotes officer wellness, hiring, and retention
- Issued Narcan to all RCPD sworn staff
- Received the Crime Prevention Program Award from the Governor's Office of Crime Control and Prevention
- Five police officers were honored during the 30th annual Rockville Public Safety Awards

Police Department Fiscal Year 2021 Outlook

Police Staffing

With a significant number of personnel currently eligible for retirement, succession plans are essential to ensure operational continuity. The Department will continue its succession planning efforts in FY 2021 to maintain readiness for staffing changes. The FY 2021 budget includes two additional Police Officer positions, partially offset by the elimination of a vacant Police Major position, increasing the number of sworn officers to 66. Adding new officers will help to address concerns about the size of the police force in relation to the city's growing population, will decrease the need to reassign officers from specialty units to patrol because of staffing shortages, and will allow the Department to move toward an urban policing model that takes into consideration the complexities associated with vertical growth and mixed use developments.

Professional Development

The skills and knowledge required to effectively deal with 21st century policing issues requires a higher level of education as well as extensive and ongoing training in specific disciplines, including the soon to be implemented Fair and Impartial Policing training method. Not only do line officers need specialized training, departmental command staff need advanced training and development, which will continue to be enhanced through management trainings and leadership conferences hosted by the FBI and other executive level agencies.

Community Engagement

During FY 2021 the Department will continue working on community engagement initiatives by expanding outreach programs such as "Coffee with a Cop," "Pops with Cops," and our "Community Police Open House." These programs are designed to promote community relations between the Rockville residents and the Police Department.



Police open house meet and greets, toy drives for children, and neighborhood holiday parades are just a few of the ways RCPD continues their commitment to engaging the Rockville community, the number one priority for effective community policing.



Police Department FY 2021 Adopted Expenditures by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Office of the Chief of Police	537,206	948,090	837,220	-11.7%
Administrative Services Bureau	4,702,941	3,453,900	3,639,510	5.4%
Field Services Bureau	8,175,317	8,267,910	8,367,790	1.2%
Department Total (\$)	13,415,464	12,669,900	12,844,520	1.4%

Police Department FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	11,156,931	10,680,290	10,680,940	0.0%
Operating	2,151,214	1,936,810	2,104,780	8.7%
Capital Outlay	107,319	52,800	58,800	11.4%
Other	-	-	-	-
Department Total (\$)	13,415,464	12,669,900	12,844,520	1.4%

Police Department FY 2021 Adopted Revenues by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Office of the Chief of Police	-	6,620	6,620	0.0%
Administrative Services Bureau	5,083,783	3,652,000	3,959,590	8.4%
Field Services Bureau	861,597	778,000	778,000	0.0%
Department Total (\$)	5,945,380	4,436,620	4,744,210	6.9%

Significant Changes from FY 2020 to FY 2021

The budget for the Office of the Chief decreased due to the transfer of a 1.0 FTE position to the Administrative Services Bureau.

The Administrative Services Bureau budget increased due to the addition of funding for ongoing regional security program costs previously supported by Montgomery County, and increased funds for redlight camera vendor payments. A portion of these increases was offset by the citywide reduction in travel and training funds.

Capital outlay funding increased in the Field Services Bureau due to one-time equipment required for two new Police Officer positions.

Administrative Services Bureau revenue increased in line with meter and redlight camera citation trends.



**Police Department
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Office of the Chief of Police	4.0	6.0	5.0	-16.7%
Administrative Services Bureau	30.5	22.5	22.5	0.0%
Field Services Bureau	62.0	61.0	63.0	3.3%
Regular Subtotal	96.5	89.5	90.5	1.1%
<i>Temporary</i>				
Office of the Chief of Police	-	-	-	-
Administrative Services Bureau	-	-	-	-
Field Services Bureau	-	-	-	-
Temporary Subtotal	-	-	-	-
Department Total	96.5	89.5	90.5	1.1%

**Significant Changes from
FY 2020 to FY 2021**

A 1.0 FTE Police Lieutenant position was transferred from the Office of the Chief to the Administrative Services Bureau mid-FY 2020 (this position was reclassified from a Police Sergeant after the transfer). This increase in the Administrative Services Bureau was offset by the elimination of a vacant 1.0 FTE Police Major position.

2.0 Police Officer FTEs were added to the Field Services Bureau.



Office of the Chief of Police

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. The Department's Homeland Security efforts are also coordinated within this Bureau. The Department participates in regional and local Homeland Security and emergency preparedness meetings, exercises, and drills to ensure the Police Department is equipped to protect Rockville residents in the event of a major emergency.

Office of the Chief of Police	Budget	\$837,220
	Regular FTE	5.0
	Temp FTE	0.0
Office of the Chief of Police	Budget	\$837,220
	Regular FTE	5.0
	Temp FTE	0.0

Performance Measures and Short Term Objectives

Goal: Provide leadership and direction to enable the Rockville City Police Department to protect and promote community safety

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of biennial Community Survey respondents rating Rockville's overall police services as good or excellent* (Target: ≥ 85%)	-	87%	-	-

**Due to the financial impacts associated with the COVID-19 pandemic, the city's biennial Community Survey was not funded in FY 2021. The future of the survey is unknown at this time.*

Goal: Ensure the city's ability to provide a coordinated, collaborative response to an emergency or disaster

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent participation in applicable regional preparedness efforts / exercises (Target: 100%)	100%	100%	100%	100%
Average percent of work time on Homeland Security projects and meetings (Emergency Manager, per 37.5-hour work week)	25%	25%	50%	100%
Number of private sector business emergency preparedness / physical security assistance presentations (Target: ≥ 30)	22	15	30	20

Goal: Ensure transparent and accountable policing policies and practices

Critical Success Factor(s): Efficient and Effective City Service Delivery

Short Term Objectives	Planned Completion
Complete review of Department high-risk policies to ensure they meet or exceed modern best practices in policing	Q4 FY 2021



**Office of the Chief of Police
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Office of the Chief of Police	537,206	948,090	837,220	-11.7%
Division Total (\$)	537,206	948,090	837,220	-11.7%

**Office of the Chief of Police
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	485,453	897,240	789,510	-12.0%
Operating	51,753	50,850	47,710	-6.2%
Capital Outlay	-	-	-	-
Other	-	-	-	-
Division Total (\$)	537,206	948,090	837,220	-11.7%

**Office of the Chief of Police
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Office of the Chief of Police	-	6,620	6,620	0.0%
Division Total (\$)	-	6,620	6,620	0.0%

**Office of the Chief of Police
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Office of the Chief of Police	4.0	6.0	5.0	-16.7%
Regular Subtotal	4.0	6.0	5.0	-16.7%
<i>Temporary</i>				
Office of the Chief of Police	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	4.0	6.0	5.0	-16.7%

**Significant Changes from
FY 2020 to FY 2021**

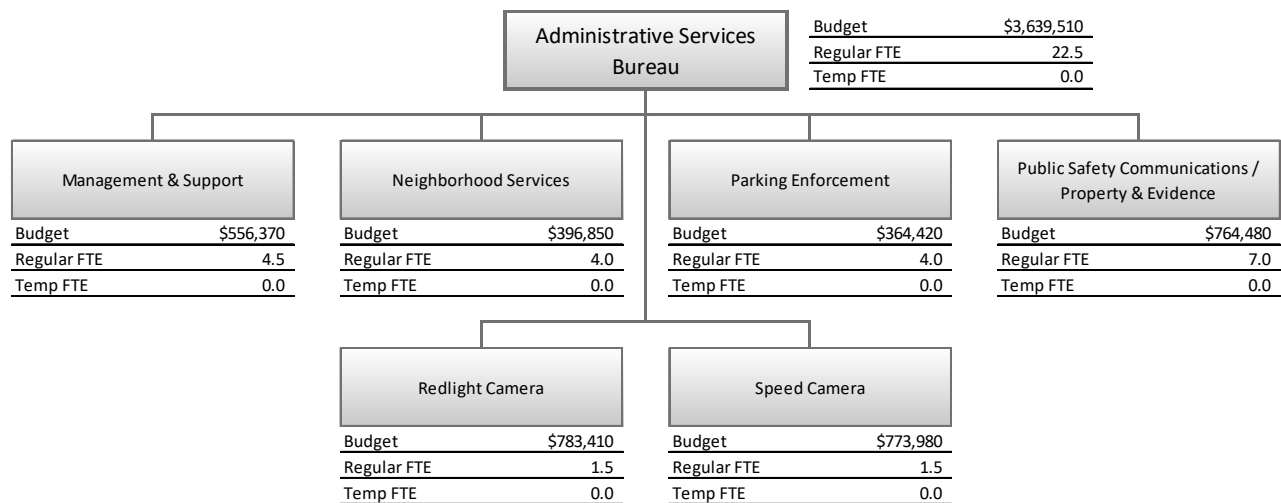
The personnel budget and total FTEs for the Office of the Chief of Police decreased due to the transfer of a 1.0 FTE Police Lieutenant position to the Administrative Services Bureau mid-FY 2020 (this position was reclassified from a Police Sergeant after the transfer).

Operating costs decreased due to a transfer of operating funds between divisions.



Administrative Services Bureau

The Administrative Services Bureau provides the Department with proper communications technology to ensure officer safety. This Bureau supports the technical services needed to allow employees to perform their duties in an efficient and effective manner. Administrative functions include public safety communications, monitoring of the citywide alarm system, records retention, fiscal management, property/evidence control, warrant control, neighborhood services, photo enforcement, parking enforcement, and accreditation.



Performance Measures and Short Term Objectives

Goal: Provide efficient and effective communication between sworn personnel and residents

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Average response time, dispatch-to-scene for priority calls (Target: ≤ 10 minutes)	6 minutes	7 minutes	≤ 6 minutes	≤ 6 minutes
Average response time, dispatch-to-scene for non-priority calls (Target: ≤ 15 minutes)	11 minutes	13 minutes	≤ 11 minutes	≤ 11 minutes
Warrants entered into the State computer system within 72 hours (Target: 100%)	100%	100%	100%	100%
Percent of warrant validations compared within 10 days of receipt from the State (Target: 100%)	100%	100%	100%	100%
Percent of after-hour emergency contacts made within one hour of initial notification (Target: 100%)	100%	100%	100%	100%

Goal: Maintain found, recovered, or evidentiary property in accordance with federal, State, and local statutes

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of property / evidence items processed within three business days of receipt (Target: 100%)	100%	100%	100%	100%
Percent compliance with property and evidence records on all property and evidence inspections (Target: 100%)	100%	100%	100%	100%



Goal: Meet and maintain compliance with all applicable national police accreditation standards

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent compliance with all national accreditation standards mandated by CALEA (Target: 100%)	100%	100%	100%	100%

Goal: Promote public health and safety through enforcement of city animal regulations

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of public education presentations regarding pets and ownership (Target: > 10)	12	14	13	13
Number of animals registered	4,461	4,464	4,600	4,500
Number of animal licenses issued	2,152	2,088	2,200	2,200
Number of animal control calls for service	1,708	2,264	1,900	2,000
Number of notices of violation issued	424	326	500	400
Number of warnings issued	361	306	360	300
Number of animal review cases heard	51	33	65	50

Goal: Enforce parking regulations consistently to promote turnover and allow more people to park

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of parking permit violations issued	949	772	1,200	1,000
Number of parking meter citations issued	9,257	8,321	9,500	10,000
Number of miscellaneous parking citations issued	3,676	3,806	4,000	4,000
Number of special assignments	24	17	25	25

Goal: Foster an environment of safety for motorists, bicyclists, and pedestrians

Critical Success Factor(s): Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of speed cameras (fixed pole)	6	6	6	6
Number of portable speed camera deployment hours	67,684	64,725	69,000	69,000
Number of mobile speed van deployment hours	1,752	1,520	1,800	1,700
Number of approved portable and mobile speed camera locations	131	131	131	131
Number of speed camera citations	46,682	34,244	36,200	36,200
Number of redlight cameras	10	10	10	10
Number of redlight camera citations	20,320	21,934	18,000	20,968



Administrative Services Bureau FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Management & Support	923,096	581,570	556,370	-4.3%
Codes Enforcement & Community Enhancement	672,831	-	-	-
Neighborhood Services	461,016	391,730	396,850	1.3%
Parking Enforcement	277,787	362,560	364,420	0.5%
Public Safety Communications / Property & Evidence	843,216	677,230	764,480	12.9%
Redlight Camera	773,538	670,130	783,410	16.9%
Speed Camera	751,457	770,680	773,980	0.4%
Division Total (\$)	4,702,941	3,453,900	3,639,510	5.4%

Administrative Services Bureau FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	2,728,844	2,010,640	2,052,360	2.1%
Operating	1,874,778	1,441,760	1,585,650	10.0%
Capital Outlay	99,319	1,500	1,500	0.0%
Other	-	-	-	-
Division Total (\$)	4,702,941	3,453,900	3,639,510	5.4%

Administrative Services Bureau FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Management & Support	-	21,000	21,000	0.0%
Codes Enforcement & Community Enhancement	1,199,775	-	-	-
Neighborhood Services	62,660	65,000	65,000	0.0%
Parking Enforcement	920,885	768,000	853,000	11.1%
Public Safety Communications / Property & Evidence	-	-	-	-
Redlight Camera	1,566,634	1,350,000	1,572,590	16.5%
Speed Camera	1,333,829	1,448,000	1,448,000	0.0%
Division Total (\$)	5,083,783	3,652,000	3,959,590	8.4%

Significant Changes from FY 2020 to FY 2021

The Management & Support Cost Center had a reduction in operating costs due to the citywide reduction in travel and training funds.

The Public Safety Communications/ Property & Evidence Cost Center's budget increased due to the addition of \$40,000 in operating category funds for ongoing COG Urban Area Security Initiative (UASI) program costs, which were covered by Montgomery County in FY 2020.

The Redlight Camera Cost Center budget includes an additional \$110,540 in operating category funds for the city's redlight camera program vendor based on trending citation levels.

Parking Enforcement revenue includes an increase in meter citation revenue of \$85,000 in line with recent trends.

Revenue from redlight camera citations increased by \$222,590 in line with recent trends.



**Administrative Services Bureau
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Regular				
Management & Support	3.5	4.5	4.5	0.0%
Codes Enforcement & Community Enhancement	8.0	-	-	-
Neighborhood Services	5.0	4.0	4.0	0.0%
Parking Enforcement	4.0	4.0	4.0	0.0%
Public Safety Communications / Property & Evidence	7.0	7.0	7.0	0.0%
Redlight Camera	1.5	1.5	1.5	0.0%
Speed Camera	1.5	1.5	1.5	0.0%
Regular Subtotal	30.5	22.5	22.5	0.0%
Temporary				
Management & Support	-	-	-	-
Codes Enforcement & Community Enhancement	-	-	-	-
Neighborhood Services	-	-	-	-
Parking Enforcement	-	-	-	-
Public Safety Communications / Property & Evidence	-	-	-	-
Redlight Camera	-	-	-	-
Speed Camera	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	30.5	22.5	22.5	0.0%

**Significant Changes from
FY 2020 to FY 2021**

A 1.0 FTE Police Lieutenant position was transferred in to the Management & Support Cost Center from the Office of the Chief mid-FY 2020 (this position was reclassified from a Police Sergeant after the transfer). This FTE increase in this Cost Center was offset by the elimination of a vacant 1.0 FTE Police Major position.



Field Services Bureau

The Field Services Bureau maintains public order, protects lives and property, and reduces criminal activity through its proactive patrols and 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. This Bureau also contains a Rockville City Police K-9 patrol team. Field Services also contains the Criminal Investigation Unit, School Resource Officer, Town Center Unit, Community Services Officer and Crime Analyst functions.

Field Services Bureau		Budget		\$8,367,790			
		Regular FTE		63.0			
		Temp FTE		0.0			
Management & Support		Community Services Office		Patrol Teams			
				Special Operations Unit			
Budget		\$794,000		Budget		\$159,010	
Regular FTE		2.0		Regular FTE		1.0	
Temp FTE		0.0		Temp FTE		0.0	
				Budget		\$6,330,820	
				Regular FTE		53.0	
				Temp FTE		0.0	
				Budget		\$1,083,960	
				Regular FTE		7.0	
				Temp FTE		0.0	

Performance Measures and Short Term Objectives

Goal: Protect life and property through the enforcement of State and local laws

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of police events in which a city police unit is the primary unit (Target: >73%)	67%	68%	70%	72%
Number of proactive checks on patrol (Target: > 6,500)	5,532	5,712	6,500	6,000
Number of enforcements (citations, warnings, repair orders)	13,582	15,910	16,000	16,500
Number of DWI arrests	126	175	130	140
Number of criminal arrests	756	780	800	800
Number of calls for service	35,801	38,250	36,400	39,000

Goal: Identify and target criminal offenders to successfully conclude investigations of property crimes and crimes against persons

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Closure rate for property crimes investigated (Target: > 19%, FBI-reported national average)	38%	37%	35%	35%
Closure rate for crimes against persons investigated (Target: > 47%, FBI-reported national average)	59%	44%	60%	50%



Goal: Ensure the public is fully involved as a partner with law enforcement

Critical Success Factor(s): Informed and Engaged Residents

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of crime trend reports prepared and provided to communities each month (Target: 20)	20	20	20	20
Number of Rockville business visits per year (Target: 500)	358	462	500	500
Number of crime prevention safety programs for juveniles and young adults (Target: 25)	37	36	30	32
Number of crime prevention and personal safety classes for seniors (Target: 14)	19	17	20	20



**Field Services Bureau
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Management & Support*	980,508	766,770	794,000	3.6%
Community Services Office	164,801	163,030	159,010	-2.5%
Patrol Teams	4,817,779	6,257,440	6,330,820	1.2%
Special Operations Unit	2,212,229	1,080,670	1,083,960	0.3%
Division Total (\$)	8,175,317	8,267,910	8,367,790	1.2%

* Includes FY 2019 actuals from the Special Operations Bureau, Management & Support Cost Center, which was eliminated as a result of the department's reorganization for FY 2020.

**Field Services Bureau
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	7,942,634	7,772,410	7,839,070	0.9%
Operating	224,683	444,200	471,420	6.1%
Capital Outlay	8,000	51,300	57,300	11.7%
Other	-	-	-	-
Division Total (\$)	8,175,317	8,267,910	8,367,790	1.2%

**Field Services Bureau
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Management & Support	781,188	778,000	778,000	0.0%
Community Services Office	-	-	-	-
Patrol Teams	80,409	-	-	-
Special Operations Unit	-	-	-	-
Division Total (\$)	861,597	778,000	778,000	0.0%

**Significant Changes from
FY 2020 to FY 2021**

The budget for the Patrol Teams Cost Center includes funding for two new Police Officer positions, including related operating and capital outlay costs.



**Field Services Bureau
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Management & Support*	4.0	2.0	2.0	0.0%
Community Services Office	1.0	1.0	1.0	0.0%
Patrol Teams	41.0	51.0	53.0	3.9%
Special Operations Unit	16.0	7.0	7.0	0.0%
Regular Subtotal	62.0	61.0	63.0	3.3%
<i>Temporary</i>				
Management & Support	-	-	-	-
Community Services Office	-	-	-	-
Patrol Teams	-	-	-	-
Special Operations Unit	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	62.0	61.0	63.0	3.3%

* Includes FY 2019 adopted figures from the Special Operations Bureau, Management & Support Cost Center, which was eliminated as a result of the department's reorganization for FY 2020.

**Significant Changes from
FY 2020 to FY 2021**

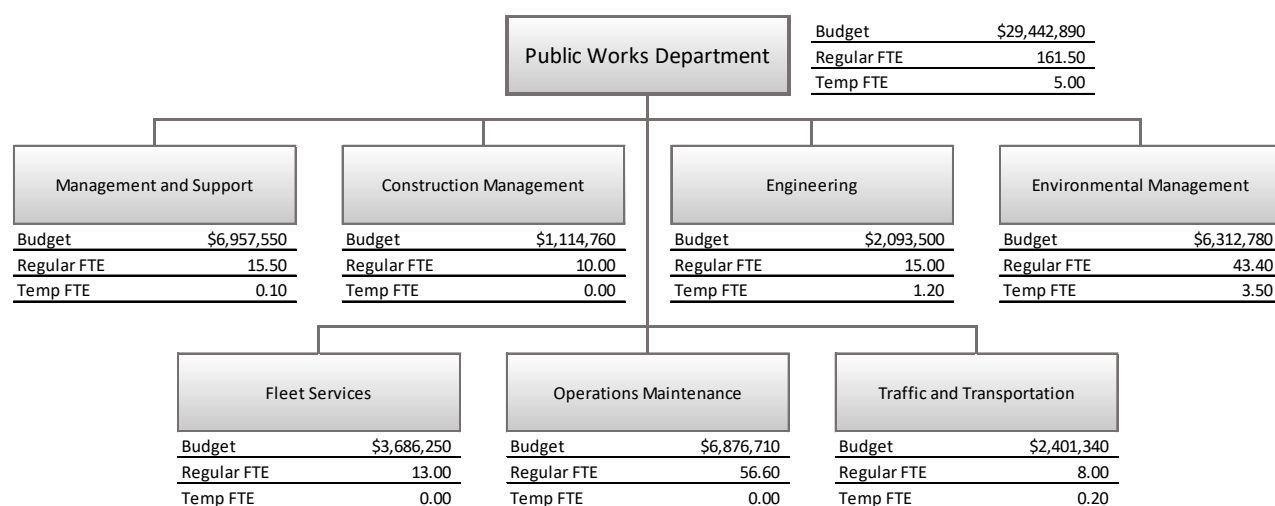
The Patrol Teams Cost Center increased due to the addition of 2.0 FTE Police Officer positions.



Public Works Department

The Department of Public Works is dedicated to delivering high level engineering and operational services, utilities, and infrastructure for high quality of life and protection of health and property.

The Department of Public Works provides for the effective and efficient design, acquisition, construction, operation, maintenance, inspection, and renewal of the city's infrastructure to provide sustainable transportation, water, sewage disposal, stormwater management, recycling and refuse, fleet, and environmental management services.



Fiscal Year 2020 Accomplishments

- Completed design of the following CIP projects: Water Treatment Plant Electrical, Roof and HVAC Upgrades (UA17), Water Treatment Plant Raw Water Infrastructure Protection (UA19), the Montrose community (Muriel St., Wilmart St., Nina Pl., Lorre Dr. and Lorraine Dr.) water lines in Water Main Rehabilitation (UC16), Southlawn Lane Sidewalk (6A11), and North Horners Lane sidewalk in Sidewalks (TF16)
- Advertised for the construction of the Rockville Intermodal Access – Baltimore Road (8A11) CIP project
- Completed construction of the following CIP projects: Dunster Rd., Grandin Ave., Edmonston Dr., Owens Ct. and Farsta Ct. water lines in Water Main Rehabilitation (UC16), Ritchie Pkwy collector pipe in Storm Drain Rehab & Improvement (SA16), Hungerford-Stoneridge SWM retrofit in SWM Facilities Improvement (SE16), Wootton Pkwy. sidewalk in Sidewalks (TF16), Frederick Ave. sidewalk in Pedestrian and Bicycle Safety (4B71), Traffic Signal Communication System (TA18), and emergency repairs on the Hurley Ave. bridge as part of Hurley Avenue Bridge Rehabilitation (TE16)
- Completed a Public Works Development Services Forum as part of the FAST development review and permit process improvement initiative
- Amended and replaced Chapter 24 of the Rockville City Code entitled “Water, Sewers and Sewage Disposal,” and adopted Water and Sewer Adequacy Standards (FAST initiative)
- Amended and replaced Chapter 21 of the Rockville City Code entitled “Streets and Public Improvements”
- Revised Chapter 19 of the Rockville City Code entitled “Stormwater Management and Sediment Control” to streamline the stormwater review of single-family homes into a single step process (FAST initiative)
- Obtained a \$60,000 grant to study the feasibility of a shared use path on Scott and Veirs Dr., and a \$280,000 grant to fund the design phase of the Stonestreet Corridor Improvements (TA20) CIP project
- Implemented an interim solution for electronic plan review prior to ERP implementation (FAST initiative)



- Launched a commercial inspection program to stop pollution at its source in compliance with NPDES permit
- Purchased wind renewable energy certificates that fully cover the electrical energy consumed by city operations
- Replaced the exterior lights around the Lincoln Park Community Center with energy saving LED lights funded by a grant from the Maryland Energy Administration and utility rebates
- Coordinated with PEPCO to install electrical vehicle charging stations at the Thomas Farm Community Center
- Joined the U.S. EPA Energy Star Partnership
- Collaborated with Montgomery County's Department of Environmental Protection, Solar United Neighbors of Maryland, One Montgomery Green, City of Takoma Park, Poolesville Green, and the Town of Poolesville to host the 3rd Montgomery County Solar Co-op
- Coordinated with the newly established Pedestrian Safety Advocacy Committee
- Presented Vision Zero Policy for adoption to eliminate traffic-related deaths and injuries on Rockville roads
- Completed the Transit Gap Analysis and Needs Assessment Study
- Distributed 400 reusable shopping bags to Rockville residents as part of the Rockville Holiday Drive program

Department of Public Works Fiscal Year 2021 Outlook

During FY 2021, the Department of Public Works plans to:

- Complete design of the Hurley Avenue Bridge Rehabilitation (TE16); Stream Restoration: Anderson Park/Plymouth Woods HOA (SA18), Mt. Vernon SWM facility in SWM Facilities Improvement (SE16), and Stonestreet Corridor Improvements (TA20) CIP projects
- Complete design and start construction of the following CIP projects: the Potomac Valley Rd. and the W. Gude Dr. (between MD 355 and Watkins Pond Blvd.) sidewalks in the Sidewalks (TF16/TE21); Stream Restoration: Croydon Creek/Calvin Park Tributary (SB16); the Northeast Park SWM facility retrofit and stream restoration in SWM Facilities Improvement (SE16/SC21); and the Denham Rd. and Maple Alley improvements in Storm Drain Rehab & Improvement (SA21)
- Start construction of the Rockville Intermodal Access – Baltimore Road (8A11); Water Treatment Plant Electrical, Roof, and HVAC Upgrades (UA17); the Mt. Vernon SWM facility in SWM Facilities Improvement (SE16); Stream Restoration: Anderson Park/Plymouth Woods HOA (SA18); and replacement of the first phase of water meters in Commercial Water Meter Replacements (UB21) CIP project.
- Complete construction of the following CIP projects: the Crofton Hill Ln. and Scott Dr. bridges in Bridge Rehabilitation (TB16); the N Horners Ln. sidewalk in Sidewalks (TF16); Southlawn Lane Sidewalk (6A11); Water Treatment Plant Raw Water Infrastructure Protection (UA19); the Montrose community (Muriel St., Wilmart St., Nina Pl., Lorre Dr., and Lorraine Dr.) water lines in Water Main Rehabilitation (UD21); Bullards Park and Woodley Gardens Park spot repairs in Stream Restoration Spot Repairs (SD16); Middle Lane corrugated metal pipe rehabilitation in Storm Drain Rehab & Improvement (SA16); and upgrade of traffic signals at Wootton Pkwy./Hurley Ave., Nelson St./Mannakee St., and Wootton Pkwy./Tower Oaks Blvd. in Traffic Signal Upgrades (TG21)
- Complete the Chlorine Gas Process Safety Management Plan (PSMP) in Water Treatment Plant Safety Improvements (UB19), and complete assessments of small structures in the Bridge Rehabilitation (TB21) CIP project
- Update the city's Standard Details for Construction
- Perform plan review electronically through ERP implementation and implement FAST action items related to the Department's permitting services
- Launch a planning effort to develop Rockville's first Climate Action Plan to guide future City policies and plans
- Complete the Wayfinding Study to develop a plan for consistent signage in the Town Center and surrounding area
- Implement 50 percent of the shared roadway facilities according to the adopted Bikeway Master Plan
- Install security upgrades at the Water Treatment Plant



Public Works Department FY 2021 Adopted Expenditures by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Management and Support	6,579,105	6,374,280	6,957,550	9.2%
Construction Management	1,006,833	1,110,580	1,114,760	0.4%
Engineering	2,062,182	2,118,440	2,093,500	-1.2%
Environmental Management	5,320,058	6,052,170	6,312,780	4.3%
Fleet Services	3,327,068	3,622,870	3,686,250	1.7%
Operations Maintenance	6,376,940	6,541,830	6,876,710	5.1%
Traffic and Transportation	2,313,195	2,370,120	2,401,340	1.3%
Department Total (\$)	26,985,381	28,190,290	29,442,890	4.4%

Public Works Department FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	15,299,465	15,903,520	16,178,750	1.7%
Operating	10,055,608	10,727,460	11,453,800	6.8%
Capital Outlay	1,624,953	1,537,510	1,797,040	16.9%
Other	5,355	21,800	13,300	-39.0%
Department Total (\$)	26,985,381	28,190,290	29,442,890	4.4%

Public Works Department FY 2021 Adopted Revenues by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Management and Support	-	-	-	-
Construction Management	-	-	-	-
Engineering	1,029,959	1,452,000	1,492,000	2.8%
Environmental Management	10,782	5,000	5,000	0.0%
Fleet Services	35,599	59,300	13,000	-78.1%
Operations Maintenance	-	30,000	55,000	83.3%
Traffic and Transportation	557,644	356,600	356,600	0.0%
Department Total (\$)	1,633,984	1,902,900	1,921,600	1.0%

Significant Changes from FY 2020 to FY 2021

The Management and Support Division's budget increased due to operating funding for a consultant, a planned purchase of water from WSSC related to a CIP project, and increased costs for water treatment chemicals. This Division's budget also increased in the capital outlay category due to funding for a security system upgrade at the Water Treatment Plant.

The Environmental Management Division's budget increased due to the addition of three new positions approved via budget amendment mid-FY 2020 as well as operating and capital outlay funding for the replacement of the city's non-police radio system. The Green Building Tax Rebate ended in FY 2020, so that funding has been removed from this Division's other category.

The Operations Maintenance Division's capital outlay budget increased due to one-time funding to replace the city's non-police radio system and purchase a debris grinder pump.

Fleet Services Division revenue decreased based on the number and type of vehicles scheduled for auction.

Operations Maintenance Division revenue increased in line with recent trends.



**Public Works Department
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Management and Support	15.50	15.50	15.50	0.0%
Construction Management	9.00	10.00	10.00	0.0%
Engineering	15.00	15.00	15.00	0.0%
Environmental Management	38.90	40.40	43.40	7.4%
Fleet Services	13.00	13.00	13.00	0.0%
Operations Maintenance	56.60	56.60	56.60	0.0%
Traffic and Transportation	8.00	8.00	8.00	0.0%
Regular Subtotal	156.00	158.50	161.50	1.9%
<i>Temporary</i>				
Management and Support	0.60	0.10	0.10	0.0%
Construction Management	-	-	-	-
Engineering	1.20	1.20	1.20	0.0%
Environmental Management	2.50	2.50	3.50	40.0%
Fleet Services	-	-	-	-
Operations Maintenance	-	-	-	-
Traffic and Transportation	0.20	0.20	0.20	0.0%
Temporary Subtotal	4.50	4.00	5.00	25.0%
Department Total	160.50	162.50	166.50	2.5%

**Significant Changes from
FY 2020 to FY 2021**

The Environmental Management Division increased by 3.0 regular FTEs, which were approved via budget amendment mid-FY 2020, and 1.0 temp FTEs in the Recycling and Refuse cost center.



Management and Support Division

The Management and Support Division provides oversight functions associated with managing the Department. These functions include: strategic planning facilitation for the Department; enhancing the effectiveness and competencies in the public works field; evaluating and upgrading Department performance; coordinating between Public Works and other departments; and water treatment and sewage disposal functions, including the provision contracts with WSSC and Blue Plains.

Management and Support Division		Budget	\$6,957,550
		Regular FTE	15.50
		Temp FTE	0.10
Management and Support		Budget	\$745,090
		Regular FTE	4.50
		Temp FTE	0.10
Sewage Disposal		Budget	\$3,263,000
		Regular FTE	0.00
		Temp FTE	0.00
Water Treatment Plant		Budget	\$2,949,460
		Regular FTE	11.00
		Temp FTE	0.00

Performance Measures and Short Term Objectives

Goal: Provide leadership to the Department of Public Works to ensure sustainable city service delivery, premium customer service, optimum public outreach, and effective management of the city's public works infrastructure

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of email inquiries responded to within the city's customer service standard of 24 hours (Target: ≥ 95%)	93%	93%	≥ 95%	≥ 95%
Percent of DPW-managed CIP projects having public outreach prior to scheduled start of construction (Target: 100%)	100%	100%	100%	100%
Percent of preventative maintenance team meetings conducted as scheduled (Target: 100%)	-	82%	100%	100%
Percent of quarterly performance measure reports completed as scheduled (Target: 100%)	-	100%	100%	100%
Percent of quarterly CIP project update meetings conducted as scheduled (Target: 100%)	-	100%	100%	100%



Goal: Provide safe drinking water for the city that meets or exceeds all federal and State water quality standards

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent daily compliance with State drinking water quality standards (Target: 100%)	100%	100%	100%	100%
Percent of routine maintenance work orders completed as scheduled (Target: 100%)	100%	100%	100%	100%
Percent of water purchased from WSSC that was not scheduled (Target: ≤ 2.0%)	6.7%	4.3%	≤ 2.0%	≤ 2.0%
Percent of water loss per calendar year (Target: ≤ 10.0%)	15.6%	15.1%	≤ 10.0%	≤ 10.0%

Short Term Objective	Planned Completion
Complete America's Water infrastructure Act (AWIA) mandated risk and resilience assessment of the water system	Q2 FY 2021
Set up and operate a temporary laboratory to allow continued operations of the Water Treatment Plant during construction of the Water Treatment Plant Electrical, Roof, and HVAC Upgrades (UA17) CIP project	Q2 FY 2021
Complete America's Water infrastructure Act (AWIA) mandated emergency response plan for the water system	Q4 FY 2021



Management and Support Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Management and Support	757,531	736,980	745,090	1.1%
Sewage Disposal	3,059,956	3,231,000	3,263,000	1.0%
Water Treatment Plant	2,761,618	2,406,300	2,949,460	22.6%
Division Total (\$)	6,579,105	6,374,280	6,957,550	9.2%

Management and Support Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	1,782,281	1,778,700	1,777,430	-0.1%
Operating	4,615,476	4,595,580	5,032,120	9.5%
Capital Outlay	181,348	-	148,000	N/A
Other	-	-	-	-
Division Total (\$)	6,579,105	6,374,280	6,957,550	9.2%

Management and Support Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Management and Support	-	-	-	-
Sewage Disposal	-	-	-	-
Water Treatment Plant	-	-	-	-
Division Total (\$)	-	-	-	-

Management and Support Division FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Management and Support	4.50	4.50	4.50	0.0%
Sewage Disposal	-	-	-	-
Water Treatment Plant	11.00	11.00	11.00	0.0%
Regular Subtotal	15.50	15.50	15.50	0.0%
<i>Temporary</i>				
Management and Support	0.60	0.10	0.10	0.0%
Sewage Disposal	-	-	-	-
Water Treatment Plant	-	-	-	-
Temporary Subtotal	0.60	0.10	0.10	0.0%
Division Total	16.10	15.60	15.60	0.0%

Significant Changes from FY 2020 to FY 2021

Operating costs in the Management and Support budget increased by \$50,000 in one-time consultant funding related to compliance with the America's Water Infrastructure Act (AWIA).

The Water Treatment Plant's (WTP) operating budget increased by \$73,690 due to higher contract pricing for chemicals; \$25,000 for replacement parts; a one-time purchase of water from WSSC during a planned plant shut down related to the Water Treatment Plant Electrical, Roof, and HVAC Upgrades (UA17) CIP project estimated at \$210,000; and one-time funding of \$28,000 for pump replacement. Funding for a one-time security system upgrade for \$133,000 is included at the WTP in the capital outlay category, along with funds to establish a replacement cycle for SCADA computer hardware.



Construction Management Division

The Construction Management Division ensures public infrastructure is safe and meets federal, State, and city regulations and standards. This Division provides construction management for all Public Works CIP projects (found in the Transportation, Stormwater Management, and Utilities program areas of the CIP); provides construction management for infrastructure projects managed by developers and residents who receive permits issued by Public Works; and provides inspection, quality assurance, and general oversight of city-permitted construction within the public rights-of-way and easements by developers, utility companies, and residents. This Division manages city contracted services for construction and repair of city infrastructure for streets, bridges, sidewalks, as well as water, sewer, and stormwater facilities.

Construction Management Division	Budget	\$1,114,760
	Regular FTE	10.00
	Temp FTE	0.00
Construction Management	Budget	\$1,114,760
	Regular FTE	10.00
	Temp FTE	0.00

Performance Measures and Short Term Objectives

Goal: Effectively manage transportation, water, sewer, and stormwater construction contracts in accordance with plans, specifications, and standards of the industry

Critical Success Factor(s): Stewardship of Infrastructure and Environment

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of construction inspectors accredited as APWA certified infrastructure inspectors or an equivalent certification (Target: 100%)	78%	85%	100%	100%
Percent of CIP projects managed by the Construction Management Division that are completed within 5% of cost estimate (Target: 95%)	90%	94%	100%	95%
Percent of CIP projects managed by the Construction Management Division that are completed on schedule (Target: ≥ 85%)	83%	80%	≥ 85%	≥ 85%
Percent of asphalt paving target completed through the Asphalt Repair & Replacement (TA16/TA21) CIP project (Target: 100% of the annual 13.5 miles)	91%	90%	100%	100%

Short Term Objectives	Planned Completion
Complete calendar year 2020 planned paving as part of the Asphalt Repair & Replacement (TA16/TA21) CIP	Q2 FY 2021
Complete calendar year 2020 planned concrete maintenance work as part of the Concrete Repair & Replacement (TC16/TC21) CIP	Q2 FY 2021
Inspect 28 miles of sidewalks, ramps, and driveway aprons for ADA compliance as planned to establish the FY 2022 asphalt paving schedule	Q4 FY 2021



Goal: Provide inspection, quality assurance, and general oversight of city-permitted construction within the public right-of-way and easements by developers, utility companies, and residents

Critical Success Factor(s): Stewardship of Infrastructure and Environment

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of all Public Works-issued permits with all critical inspections fully completed within 48 hours of notification (Target: 100%)	100%	98%	100%	100%
Percent of bonds released within 30 days of permit closure (Target: 100%)	100%	100%	100%	100%

Short Term Objectives	Planned Completion
Complete construction of the N Horners Ln. sidewalk in the Sidewalks (TF16) CIP	Q1 FY 2021
Start construction of the Rockville Intermodal Access – Baltimore Road (8A11) CIP	Q1 FY 2021
Start construction of the Water Treatment Plant Electrical, Roof, and HVAC Upgrades (UA17) CIP	Q2 FY 2021
Start construction of the Stream Restoration: Anderson Park / Plymouth Woods HOA (SA18) CIP	Q2 FY 2021
Complete construction of the Mt Vernon SWM Facility as part of the SWM Facilities Improvement (SE16) CIP	Q2 FY 2021
Complete construction of the Crofton Hill Ln. and Scott Dr. bridges in the Bridge Rehabilitation (TB16) CIP	Q2 FY 2021
Complete construction of the Montrose community (Muriel St., Wilmart St., Nina Pl., Lorre Dr., and Lorraine Dr.) water lines in the Water Main Rehab (UD21) CIP	Q2 FY 2021
Complete construction of Bullards Park and Woodley Gardens Park Spot Repairs in the Stream Restoration Spot Repairs (SD16) CIP	Q2 FY 2021
Complete construction of the Water Treatment Plant Raw Water Infrastructure Protection (UA19) CIP	Q3 FY 2021



**Construction Management Division
FY 2021 Adopted Expenditures by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Construction Management	1,006,833	1,110,580	1,114,760	0.4%
Division Total (\$)	1,006,833	1,110,580	1,114,760	0.4%

**Significant Changes from
FY 2020 to FY 2021**

There are no significant changes.

**Construction Management Division
FY 2021 Adopted Expenditures by Type**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	942,467	1,051,270	1,058,550	0.7%
Operating	64,366	57,310	56,210	-1.9%
Capital Outlay	-	2,000	-	-100.0%
Other	-	-	-	-
Division Total (\$)	1,006,833	1,110,580	1,114,760	0.4%

**Construction Management Division
FY 2021 Adopted Revenues by Cost Center**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Construction Management	-	-	-	-
Division Total (\$)	-	-	-	-

**Construction Management Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Construction Management	9.00	10.00	10.00	0.0%
Regular Subtotal	9.00	10.00	10.00	0.0%
<i>Temporary</i>				
Construction Management	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	9.00	10.00	10.00	0.0%



Engineering Division

The Engineering Division ensures that Rockville residents enjoy high quality of life by planning, engineering, reviewing, and evaluating city-constructed infrastructure for water, sewer, stormwater (which is planned by the Environmental Management Division), and bridges to comply with federal, State, and city standards and regulations. This Division reviews site development plans and issues public works permits; manages the Department of Public Works Geographic Information System (GIS); and manages projects in the Stormwater Management and Utilities program areas of the CIP, as well as bridge projects in the Transportation program area.

Engineering Division	Budget	\$2,093,500
	Regular FTE	15.00
	Temp FTE	1.20
Engineering	Budget	\$2,093,500
	Regular FTE	15.00
	Temp FTE	1.20

Performance Measures and Short Term Objectives

Goal: Ensure compliance with the Rockville City Code and policies through review of development applications and permits for water, sewer, stormwater, sediment control, roadway, and sidewalks

Critical Success Factor(s): Planning and Preservation

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of first-submittal engineering permit plan reviews completed within six weeks (Target: ≥ 80%)	77%	95%	≥ 80%	≥ 80%
Percent of subsequent engineering permit plan reviews completed within four weeks (Target: ≥ 80%)	87%	98%	≥ 80%	≥ 80%
Short Term Objectives				Planned Completion
Update city's Standard Details for Construction				Q4 FY 2021
Implement FAST action items related to the Department's permitting services				Q4 FY 2021



Goal: Provide sustainable city water, sewer, stormwater, and vehicular bridge infrastructure in accordance with federal, State, and city standards, policies, and codes

Critical Success Factor(s): Stewardship of Infrastructure and Environment

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of current fiscal year CIP rehabilitation project funds awarded (water main, sewer main, storm drain, bridge) as scheduled (Target: ≥ 90%)	69%	57%	≥ 90%	≥ 90%
Percent of current year CIP construction projects awarded as scheduled (Target: 100%)	50%	17%	100%	100%
Percent of water mains replaced as scheduled through the Water Main Rehab (UC21) CIP project (Target: 100%)	74%	107%	100%	100%
Percent of sanitary sewer mains replaced/rehabilitated as scheduled through the Sewer Rehab & Improvement (UC21) CIP project (Target: 100%)	66%	19%	100%	100%
Percent of fire hydrants providing optimal flow (1,000 gpm) through the Water Main Rehab (UD21) CIP project (Target: 100%)	88%	88%	≥ 89%	≥ 89%

Short Term Objectives	Planned Completion
Complete design and start construction of Northeast Park SWM facility retrofit and stream restoration as part of the SWM Facilities Improvement (SE16/SC21) CIP	Q2 FY 2021
Complete the Chlorine Gas Process Safety Management Plan (PSMP) in the Water Treatment Plant Safety Improvements (UB19) CIP	Q2 FY 2021
Complete design and start construction of the Denham Rd. and Maple Alley improvements in the Storm Drain Rehab & Improvement (SA21) CIP	Q3 FY 2021
Complete the design of the Hurley Avenue Bridge Rehabilitation (TE16) CIP	Q4 FY 2021
Complete the design and start construction of the Stream Restoration: Croydon Creek/ Calvin Park Tributary (SB16) CIP	Q4 FY 2021
Complete assessments of small structures in the Bridge Rehabilitation (TB21) CIP	Q4 FY 2021



Engineering Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Engineering	2,062,182	2,118,440	2,093,500	-1.2%
Division Total (\$)	2,062,182	2,118,440	2,093,500	-1.2%

Engineering Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	1,920,153	2,022,130	2,036,290	0.7%
Operating	142,029	96,310	57,210	-40.6%
Capital Outlay	-	-	-	-
Other	-	-	-	-
Division Total (\$)	2,062,182	2,118,440	2,093,500	-1.2%

Engineering Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Engineering	1,029,959	1,452,000	1,492,000	2.8%
Division Total (\$)	1,029,959	1,452,000	1,492,000	2.8%

Engineering Division FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Engineering	15.00	15.00	15.00	0.0%
Regular Subtotal	15.00	15.00	15.00	0.0%
<i>Temporary</i>				
Engineering	1.20	1.20	1.20	0.0%
Temporary Subtotal	1.20	1.20	1.20	0.0%
Division Total	16.20	16.20	16.20	0.0%

Significant Changes from FY 2020 to FY 2021

Operating costs decreased due to the removal of funding for high resolution GIS orthophotography, which occurs once every three years.



Environmental Management Division

The Environmental Management Division provides leadership and coordination of city environmental programs related to sustainability, solid waste management, and stormwater management. The Division is responsible for providing recycling and refuse services to residents and planning and coordinating stormwater activities across the city government, including ensuring that public and privately-owned facilities comply with federal, State, and city requirements. The Division promotes and implements programs and actions designed to make Rockville a national and regional leader in sustainability and environmental protection, including climate action planning, energy efficiency, green building development, natural resource stewardship, and water quality protection. The Division ensures that city activities are performed in accordance with all applicable federal and State environmental laws, rules, and permits and provides staff support to the Environment Commission.

Environmental Management Division		Budget	\$6,312,780
		Regular FTE	43.40
		Temp FTE	3.50
Environmental Management		Budget	\$230,600
		Regular FTE	1.40
		Temp FTE	0.00
Recycling and Refuse Collection		Budget	\$4,482,500
		Regular FTE	34.70
		Temp FTE	3.50
Stormwater Management and Implementation		Budget	\$1,599,680
		Regular FTE	7.30
		Temp FTE	0.00

Performance Measures and Short Term Objectives

Goal: Provide reliable and efficient collection of recycling, refuse, and yard waste from the city's single family residences

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of biennial Community Survey respondents rating the following services good or excellent:*				
Recycling (Target: ≥ 90%)	-	91%	-	-
Refuse (Target: ≥ 90%)	-	90%	-	-
Percent of all material collected:				
Recycling (Target: ≥ 50%)	46%	47%	≥ 50%	≥ 50%
Refuse (Target: ≤ 50%)	54%	53%	≤ 50%	≤ 50%
Percent of neighborhood leaf collection performed as scheduled (Target: 100%)	100%	100%	100%	100%

*Due to the financial impacts associated with the COVID-19 pandemic, the city's biennial Community Survey was not funded in FY 2021. The future of the survey is unknown at this time.

Short Term Objective	Planned Completion
Continue implementing recycling and refuse worker safety and program improvements	Q4 FY 2021



Goal: Improve the sustainability and environmental sensitivity of the city's facilities and built environment by promoting energy efficiency, green building development, natural resource stewardship, and water quality protection

Critical Success Factor(s): Safe and Livable Neighborhoods

Performance Measure	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of sustainability-related applications approved for funding or technical assistance (Target: 100%)	100%	100%	100%	100%
Short Term Objective				Planned Completion
Initiate the Climate Action Plan public engagement process				Q2 FY 2021

Goal: Protect city waterways and city stormwater infrastructure and ensure compliance with all applicable federal and State Clean Water Act requirements

Critical Success Factor(s): Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of active construction sites with sediment and erosion control permits that are inspected at least once every two weeks (Target: 100%)	100%	100%	100%	100%
Percent of the approximately 1,100* private and public stormwater management facilities inspected annually as scheduled (Target: ≥ 40%)	79%	43%	≥ 40%	≥ 40%
Percent of the approximately 330* food service establishments within the City that are inspected annually for compliance with fats, oils, and grease (FOG) requirements as scheduled (Target: ≥ 35%)	66%	63%	≥ 35%	≥ 35%
Percent of proposed stormwater projects reviewed within two weeks of submission for eligibility for a RainScapes rebate (Target: 100%)	100%	100%	100%	100%
Percent of eligible RainScapes projects inspected within two weeks of receiving notice of installation (Target: 100%)	100%	100%	100%	100%
Short Term Objective				Planned Completion
Submit the annual report outlining the implementation plan to achieve the requirements of the city's MS4 Phase II NPDES permit				Q2 FY 2021

**These numbers have been updated based on business verification and updated inventory practices. These figures fluctuate throughout the year.*



Environmental Management Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Environmental Management	236,905	264,120	230,600	-12.7%
Recycling and Refuse Collection	3,700,727	4,231,370	4,482,500	5.9%
Stormwater Management and Implementation	1,382,426	1,556,680	1,599,680	2.8%
Division Total (\$)	5,320,058	6,052,170	6,312,780	4.3%

Environmental Management Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	3,396,075	3,765,140	3,933,900	4.5%
Operating	1,917,128	2,267,780	2,328,160	2.7%
Capital Outlay	1,500	750	40,720	5,329.3%
Other	5,355	18,500	10,000	-45.9%
Division Total (\$)	5,320,058	6,052,170	6,312,780	4.3%

Environmental Management Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Environmental Management	-	-	-	-
Recycling and Refuse Collection	10,782	5,000	5,000	0.0%
Stormwater Management and Implementation	-	-	-	-
Division Total (\$)	10,782	5,000	5,000	0.0%

Significant Changes from FY 2020 to FY 2021

The Environmental Management cost center's budget decreased in the other category due to the removal of funding for the Green Building Tax Rebate, which ended in FY 2020.

The Refuse and Recycling Collection budget includes funding for three new positions that were approved via budget amendment mid-FY 2020, as well as a total of \$70,000 in one-time operating and capital outlay funding to replace the city's non-police radio system. (Additional funding for this replacement appears in the Operations Maintenance Division's budget, as well as in the Parks and Facilities Maintenance Division budget within the Recreation and Parks Department.)



**Environmental Management Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Environmental Management	1.40	1.40	1.40	0.0%
Recycling and Refuse Collection	30.70	31.70	34.70	9.5%
Stormwater Management and Implementation	6.80	7.30	7.30	0.0%
Regular Subtotal	38.90	40.40	43.40	7.4%
<i>Temporary</i>				
Environmental Management	-	-	-	-
Recycling and Refuse Collection	2.50	2.50	3.50	40.0%
Stormwater Management and Implementation	-	-	-	-
Temporary Subtotal	2.50	2.50	3.50	40.0%
Division Total	41.40	42.90	46.90	9.3%

**Significant Changes from
FY 2020 to FY 2021**

The Refuse and Recycling cost center added a 1.0 FTE Sanitation Operator and 2.0 FTE Sanitation Workers via a budget amendment mid-FY 2020 in order to implement a fourth collection route. This cost center also increased by 1.0 temp FTEs due to a shift from using a temporary staffing agency for leaf collection to hiring temp workers through the city.



Fleet Services Division

The Fleet Services Division manages vehicle acquisition, disposal, and leases; maintains and repairs city fleet vehicles and equipment; and manages fuel operations.

Fleet Services Division	Budget	\$3,686,250
	Regular FTE	13.00
	Temp FTE	0.00
Fleet Services	Budget	\$3,686,250
	Regular FTE	13.00
	Temp FTE	0.00

Performance Measures and Short Term Objectives

Goal: Provide a safe and reliable city fleet through effective preventative maintenance and timely repairs of city vehicles and equipment

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Fleet availability rate (Target: ≥ 95%)	96%	97%	≥ 95%	≥ 95%
Percent of driver initiated work orders completed within 48 hours (Target: ≥ 80%)	63%	71%	≥ 80%	≥ 80%
Percent of tag renewals completed as scheduled (Target: 100%)	100%	100%	100%	100%
Percent of downtime due to parts unavailability (Target: ≤ 20%)	23%	25%	≤ 20%	≤ 20%
Percent of preventative maintenance performed as scheduled (Target: 100%)	55%	41%	100%	100%

Short Term Objective	Planned Completion
Improve preventative maintenance service scheduling with user departments to increase the percentage performed as scheduled	Q4 FY 2021

Goal: Ensure a sustainable fleet through the effective acquisition of new and the responsible disposal of obsolete city vehicles and equipment

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of vehicles and equipment awarded for purchase or lease per the annual fleet replacement schedule (Target: 100%)	100%	59%	100%	100%
Percent of obsolete vehicles successfully auctioned (Target: 100%)	57%	56%	100%	100%



Goal: Provide uninterrupted fuel supply for city vehicles and equipment

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Fuel pump availability rate (Target: $\geq 99\%$)	96%	99%	$\geq 99\%$	$\geq 99\%$
Percent of fuel pump inspections, audits, and reports conducted as scheduled (Target: 100%)	100%	100%	100%	100%



Fleet Services Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Fleet Services	3,327,068	3,622,870	3,686,250	1.7%
Division Total (\$)	3,327,068	3,622,870	3,686,250	1.7%

Fleet Services Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	1,237,987	1,254,780	1,260,240	0.4%
Operating	1,086,443	1,240,330	1,460,750	17.8%
Capital Outlay	1,002,638	1,127,760	965,260	-14.4%
Other	-	-	-	-
Division Total (\$)	3,327,068	3,622,870	3,686,250	1.7%

Fleet Services Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Fleet Services	35,599	59,300	13,000	-78.1%
Division Total (\$)	35,599	59,300	13,000	-78.1%

Fleet Services Division FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Fleet Services	13.00	13.00	13.00	0.0%
Regular Subtotal	13.00	13.00	13.00	0.0%
<i>Temporary</i>				
Fleet Services	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	13.00	13.00	13.00	0.0%

Significant Changes from FY 2020 to FY 2021

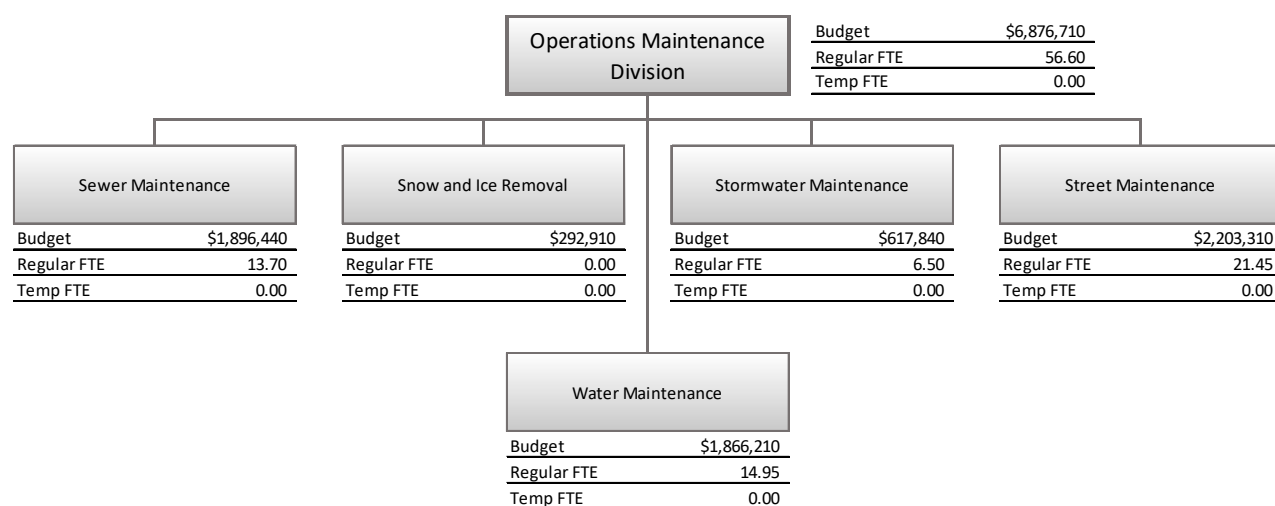
The Fleet Services budget increased due to the addition of one-time funding for fall protection services (\$40,000) and a new rubber track skid loader (\$80,200), as well as the adjustment in the operating category for year two of the vehicle lease program. This increase was partially offset by a reduction in fuel costs. The capital outlay category decreased due to fewer vehicles scheduled for replacement in FY 2021.

Revenue estimates decreased based on the number and type of vehicles scheduled for auction. The city no longer anticipates revenue from the sale of the vehicles involved in the lease program, as the trade-in of older vehicles is assumed in the cost of the lease program. The city will continue to receive revenue from the sale of vehicles not included in the lease program.



Operations Maintenance Division

The Operations Maintenance Division operates, maintains, and repairs the city's streets, water, sewer, and stormwater infrastructure to meet federal, State, and city regulations and to maximize the lifespan of city infrastructure. This Division is responsible for the maintenance of 156 miles of city roadways, including signage and pavement markings; 174 miles of water mains, including 12,673 lateral connections and 12,726 meters; 148 miles of sewer lines, including 12,673 lateral connections; and 102 miles of storm drain pipes.



Performance Measures and Short Term Objectives

Goal: Provide well-maintained city road infrastructure

Critical Success Factor(s): Stewardship of Infrastructure and Environment

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of biennial Community Survey respondents rating street repairs and maintenance as good or excellent* (Target: ≥ 70%)	-	65%	-	-
Percent of regulatory sign requests completed within 4 hours of receipt (Target: ≥ 90%)	100%	100%	≥ 85%	≥ 90%
Percent of pothole repair requests responded to within 24 hours of receipt (Target: 100%)	100%	100%	100%	100%
Percent of sidewalk temporary repair work orders completed within 24 hours of receipt (Target: 100%)	99%	100%	100%	100%

*Due to the financial impacts associated with the COVID-19 pandemic, the city's biennial Community Survey was not funded in FY 2021. The future of the survey is unknown at this time.

Short Term Objective	Planned Completion
Award contract for replacement radio system for non-police use	Q4 FY 2021



Goal: Ensure public safety through the timely and efficient removal of snow and ice from city streets

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of biennial Community Survey respondents rating snow and ice removal operations as good or excellent* (Target: ≥ 70%)	-	76%	-	-
Percent of salt spreading augers calibrated as scheduled (Target: 100%)	100%	100%	100%	100%
Percent of staff attending snow operations training as scheduled (Target: 100%)	100%	100%	100%	100%

**Due to the financial impacts associated with the COVID-19 pandemic, the city's biennial Community Survey was not funded in FY 2021. The future of the survey is unknown at this time.*

Short Term Objective	Planned Completion
Install and begin use of new brine system	Q2 FY 2021

Goal: Ensure safe and reliable distribution of drinking water for public use and fire protection through the efficient and effective operation and maintenance of the city's water infrastructure

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of biennial Community Survey respondents rating water and sewer services as good or excellent* (Target: ≥ 70%)	-	84%	-	-
Percent of fire hydrants in service (Target: 100%)	99%	100%	100%	100%
Percent of fire hydrant preventive maintenance performed as scheduled (Target: 100%)	100%	100%	100%	100%
Percent of water valve preventive maintenance performed as scheduled (Target: 100%)	100%	100%	100%	100%
Percent of unidirectional flushing performed as scheduled (Target: 100%)	100%	100%	100%	100%
Percent of unscheduled water main service interruption lasting less than six hours (Target: ≥ 90%)	95%	90%	≥ 90%	≥ 90%
Percent of water meter customer service requests responded to within two business days (Target: 100%)	34%	36%	100%	100%

**Due to the financial impacts associated with the COVID-19 pandemic, the city's biennial Community Survey was not funded in FY 2021. The future of the survey is unknown at this time.*



Goal: Ensure safe and reliable conveyance of wastewater from businesses and residences through the efficient and effective operation and maintenance of the city's sewer infrastructure

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of pump station preventative maintenance performed as scheduled (Target: 100%)	100%	100%	100%	100%
Percent of lateral preventative maintenance performed as scheduled (Target: 100%)	113%	131%	100%	100%
Percent of sewer main line condition assessments performed as scheduled using CCTV (Target: 100%)	116%	76%	100%	100%
Percent of sewer main line acoustic inspections performed as scheduled using SL-RAT (Target: 100%)	101%	99%	100%	100%
Percent of in-house sewer lateral repair/replacement program completed as scheduled (Target: $\geq 98\%$)	-	92%	$\geq 98\%$	$\geq 98\%$
Percent of sewer mainline or lateral blockages in the city rights-of-way reported by customers (rather than found through preventative maintenance) (Target: $\leq 2\%$)	-	1%	$\leq 2\%$	$\leq 2\%$
Percent of contracted sewer lateral replacements/point repairs completed as scheduled (Target: $\geq 98\%$)	-	100%	$\geq 98\%$	$\geq 98\%$

Goal: Ensure safe and reliable conveyance of stormwater through the efficient and effective operation and maintenance of the city's storm drain infrastructure

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of storm structure repair excavations completed as scheduled (Target: 100%)	92%	92%	100%	100%
Percent of storm drain inlet structures coded and assessed as scheduled using Manhole Assessment Certification Program (MACP) standards (Target: 100%)	193%	127%	100%	100%
Percent of storm drain inlets evaluated for obstruction as scheduled (Target: 100%)	94%	120%	100%	100%



Operations Maintenance Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Sewer Maintenance	1,749,866	1,755,170	1,896,440	8.0%
Snow and Ice Removal	411,974	340,730	292,910	-14.0%
Stormwater Maintenance	567,542	581,110	617,840	6.3%
Street Maintenance	1,840,656	2,026,210	2,203,310	8.7%
Water Maintenance	1,806,902	1,838,610	1,866,210	1.5%
Division Total (\$)	6,376,940	6,541,830	6,876,710	5.1%

Operations Maintenance Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	4,999,373	4,974,680	5,046,120	1.4%
Operating	1,256,852	1,430,150	1,457,530	1.9%
Capital Outlay	120,715	137,000	373,060	172.3%
Other	-	-	-	-
Division Total (\$)	6,376,940	6,541,830	6,876,710	5.1%

Operations Maintenance Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Sewer Maintenance	-	-	-	-
Snow and Ice Removal	-	-	-	-
Stormwater Maintenance	-	-	-	-
Street Maintenance	-	-	-	-
Water Maintenance	-	30,000	55,000	83.3%
Division Total (\$)	-	30,000	55,000	83.3%

Significant Changes from FY 2020 to FY 2021

The Operations Maintenance Division's budget includes a total of \$246,740 in one-time operating and capital outlay funding allocated across each cost center to replace the city's non-police radio system. (Additional funding for this replacement appears in the Environmental Management Division's budget, as well as in the Parks and Facilities Maintenance Division budget within the Recreation and Parks Department.)

The Sewer Maintenance cost center also includes \$30,000 in one-time overtime funding to replace sewer laterals, and \$65,000 in one-time capital outlay funding for a debris grinder pump for the Horner's Lane pump station.

The Snow and Ice Removal Cost Center's budget decreased due to a reduction in overtime funding.

Revenue from the purchase of water meters increased in line with recent trends.



**Operations Maintenance Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Sewer Maintenance	13.70	13.70	13.70	0.0%
Snow and Ice Removal	-	-	-	-
Stormwater Maintenance	6.50	6.50	6.50	0.0%
Street Maintenance	21.45	21.45	21.45	0.0%
Water Maintenance	14.95	14.95	14.95	0.0%
Regular Subtotal	56.60	56.60	56.60	0.0%
<i>Temporary</i>				
Sewer Maintenance	-	-	-	-
Snow and Ice Removal	-	-	-	-
Stormwater Maintenance	-	-	-	-
Street Maintenance	-	-	-	-
Water Maintenance	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	56.60	56.60	56.60	0.0%

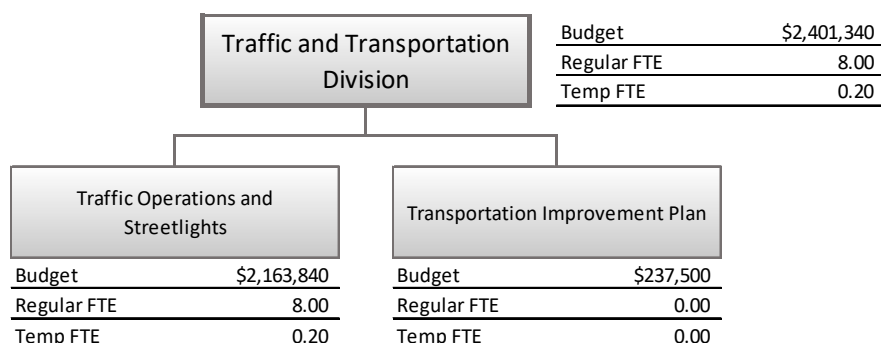
**Significant Changes from
FY 2020 to FY 2021**

There were no significant changes.



Traffic and Transportation Division

The Traffic and Transportation Division ensures a safe, efficient, and complete roadway system designed in conformance with city standards to efficiently accommodate automobiles, bicycles, pedestrians, and buses and with a goal of moving towards zero fatalities on city streets. This Division plans traffic control devices and roadway improvements for all modes of transportation in compliance with national standards, and operates and maintains traffic signals and streetlights. Sidewalk and bike facility projects managed by this Division improve pedestrian and bicyclist safety and connectivity. This Division also reviews development applications, coordinates with other governments on traffic planning and funding, and provides staff support to the Traffic and Transportation Commission, the Rockville Bike Advisory Committee, and the Pedestrian Safety Advocacy Committee. This Division is responsible for managing most of the projects in the Transportation program area of the CIP.



Performance Measures and Short Term Objectives

Goal: Provide a safe and complete multimodal transportation system by applying the city's Complete Streets Policy and Guidelines for Neighborhood Traffic Management, reviewing development applications for transportation issues, and coordination of regional projects with the State and County

Critical Success Factor(s): Well Planned Community

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of bus shelters installed as planned (Target: Two shelters per year starting in FY 2020; previous target was eight shelters every two years)	0%	100%	100%	100%
Percent of bicycle facilities (bicycle lanes, bicycle paths, sharrows) installed as planned through the Pedestrian Safety (4B71/TD21) CIP (Target: 100% of 2,000 linear feet)	169%	242%	100%	100%
Percent of development applications reviewed within 6 weeks for transportation issues (Target: 100%)	100%	100%	100%	100%

Short Term Objectives	Planned Completion
Complete design of the Maryland Dawson Extended (5C11) CIP	Q4 FY 2021
Complete design of the Stonestreet Corridor Improvements (TA20) CIP	Q4 FY 2021
Complete design and start construction of the Potomac Valley Rd. project and the W. Gude Dr. Sidewalk project between MD 355 and Watkins Pond Blvd. in the Sidewalks (TF16/TE21) CIP	Q4 FY 2021



Goal: Provide an efficient roadway transportation system for all modes of transportation by operating, maintaining, and coordinating traffic signals and traffic control devices

Critical Success Factor(s): Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of traffic signal preventative maintenance performed as scheduled (Target: 100%)	100%	100%	100%	100%
Percent of pedestrian safety improvements completed as scheduled (Target: 100% of two locations)*	-	200%	-	100%

*New performance measure in FY 2021. Although not included in the FY 2020 adopted budget book, the FY 2020 estimate is 100%.

Short Term Objectives	Planned Completion
Begin implementation of the Vision Zero Policy to eliminate traffic-related deaths and injuries on Rockville roads	Q1 FY 2021
Begin Pedestrian Master Plan	Q2 FY 2021
Complete the upgrade of traffic signals at Wootton Pkwy./ Hurley Ave., Nelson St./Mannakee St., and Wootton Pkwy./Tower Oaks Blvd. in the Traffic Signal Upgrades (TG21) CIP	Q4 FY 2021

Goal: Provide sustainable city streets, sidewalks, streetlights, and pedestrian/bicycle amenities in accordance with federal, State, and local standards and city transportation plans and policies

Critical Success Factor(s): Stewardship of Infrastructure and Environment

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of sidewalks installed through the Sidewalks (TF16/TE21) CIP project as scheduled (Target: 100% of 2,000 linear feet)	70%	277%	100%	100%
Percent of streetlights upgraded as scheduled (Target: 100%)	91%	76%	100%	100%

Short Term Objectives	Planned Completion
Complete the Wayfinding Study to develop a plan for consistent signage in the Town Center and surrounding area	Q3 FY 2021
Complete 50 percent of the Shared Roadway facilities according to the adopted Bikeway Master Plan	Q4 FY 2021



Traffic and Transportation Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Traffic Operations and Streetlights	2,040,751	2,133,520	2,163,840	1.4%
Transportation Improvement Plan	272,444	236,600	237,500	0.4%
Division Total (\$)	2,313,195	2,370,120	2,401,340	1.3%

Significant Changes from FY 2020 to FY 2021

There were no significant changes.

Traffic and Transportation Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	1,021,129	1,056,820	1,066,220	0.9%
Operating	973,314	1,040,000	1,061,820	2.1%
Capital Outlay	318,752	270,000	270,000	0.0%
Other	-	3,300	3,300	0.0%
Division Total (\$)	2,313,195	2,370,120	2,401,340	1.3%

Traffic and Transportation Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Traffic Operations and Streetlights	6,600	6,600	6,600	0.0%
Transportation Improvement Plan	551,044	350,000	350,000	0.0%
Division Total (\$)	557,644	356,600	356,600	0.0%

Traffic and Transportation Division FY 2021 Adopted Regular and Temporary FTEs

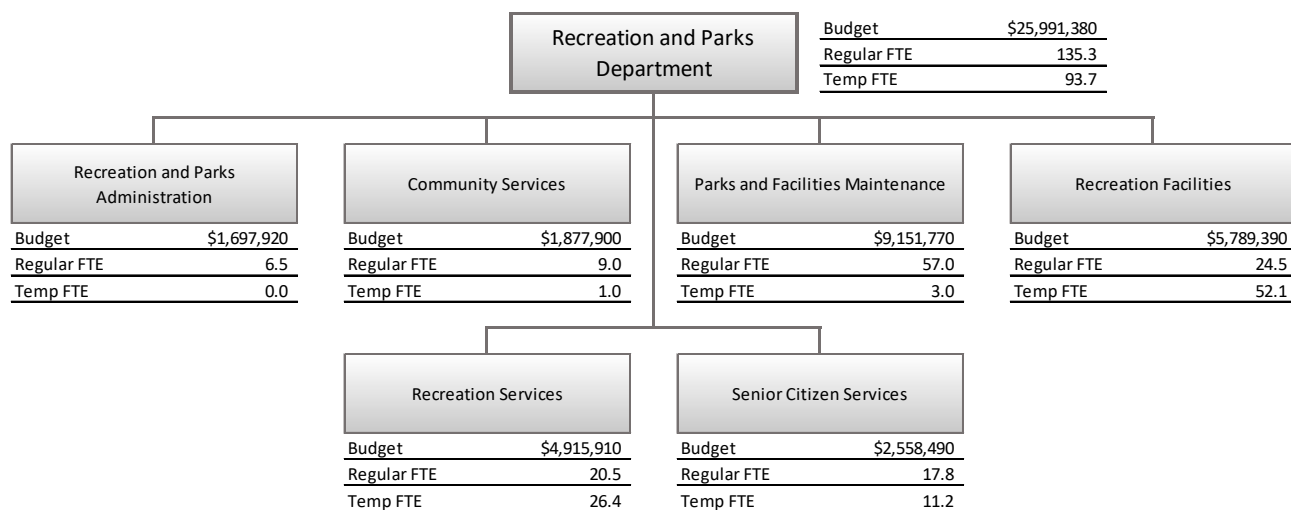
	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Traffic Operations and Streetlights	8.00	8.00	8.00	0.0%
Transportation Improvement Plan	-	-	-	-
Regular Subtotal	8.00	8.00	8.00	0.0%
<i>Temporary</i>				
Traffic Operations and Streetlights	0.20	0.20	0.20	0.0%
Transportation Improvement Plan	-	-	-	-
Temporary Subtotal	0.20	0.20	0.20	0.0%
Division Total	8.20	8.20	8.20	0.0%



Recreation and Parks Department

The Department of Recreation and Parks promotes participation for all Rockville residents in diverse, interesting, and high quality recreational and leisure opportunities in safe, modern, and well-maintained parks and facilities.

The Department of Recreation and Parks enhances our community by providing high quality recreational and educational programming and facilities for Rockville residents and non-residents of all ages. The Department administers the city's diverse array of recreation opportunities, including youth and adult sports, health and wellness activities, afterschool programs, specialty classes, and summer camps, among many other offerings. The Department also delivers programs, services, and resources for at-risk and disadvantaged youth and families, such as the annual Holiday Drive, emergency assistance, and youth development initiatives. The Department has responsibility for the stewardship, maintenance, and management of all city facilities, trees, and over 1,000 acres of parkland, rights-of-way, and open spaces. The Department manages all city community and specialty centers, including the Glenview Mansion, Senior Center, Croydon Creek Nature Center, and the Swim and Fitness Center, and produces citywide special events, such as Hometown Holidays, the Rockville Independence Day Celebration, and the weekly farmers market.



Fiscal Year 2020 Accomplishments

- Completed the construction the Swim and Fitness Center Locker Rooms Renovation (RK16) project; completed the construction of phase one and started the design of phase two of the Senior Center ADA Improvements (RE18) project; completed design of the Isreal Park Shelter Replacement (RA17) project; begin design of the Pervious Parking Lot Replacement: Falls Grove Park (RB19) project; and completed design of the second phase of the Dogwood Park Renovation (RD16) CIP project
- Completed a Cultural Arts Study to identify how the city can better capitalize on arts and cultural assets to improve economic growth and enhance Rockville an arts destination
- Completed an updated Recreation and Parks Strategic Master Plan
- Continued to work with the Mayor and Council to initiate a Pilot Deer Culling Program
- Worked with the Department of Planning and Development Services and the Rockville Planning Commission on Recreation and Parks related elements of the Rockville 2040 Comprehensive Plan update
- Supported the 'Rockville Goes Purple' substance abuse prevention campaign
- Completed ADA improvements to Twinbrook Community Recreation and Croydon Creek Nature Centers; City Hall; Isreal, Montrose, James Monroe, Mattie J. T. Stepanek, Dogwood, and Twinbrook Parks



- Partnered with the following organizations: Rockville Seniors Inc. to replace \$24,000 worth of tables for the Carnation Room at the Senior Center; Rockville Recreation and Parks Foundation completed Phase I of the Nature Play Area at Croydon Creek Nature Center, provided grants supporting the Latino Youth Development program, Farmers Market Eat Fresh program, and recreation scholarships; local Certified Weed Warriors to remove more than two tons of invasive plants from Rockcrest and Twinbrook Parks; Montgomery College Student Construction Association to retain the Dawson Farm pedestrian bridge; and the city's Environmental Management Division to provide a year-long celebration of the 50th Anniversary of Earth Day
- Planned and executed successful events including: Independence Day, Movies in the Parks, Veterans Day Ceremony, the Rockville Farmers Market, 9/11 Ceremony, Rocktoberfest, Rockville Antique and Classic Car Show, Festing in Place Virtual Hometown Holidays celebration
- Improved city parks by repairing or renovating thirteen athletic courts in city parks including repurposing two basketball courts into four pickleball courts at Mattie J. T. Stepanek Park; completing new playground installations at Dogwood and Glenora Parks through the Playground Structure Replacement (RH16) CIP project; and by completing erosion and drainage improvements to the Walter Johnson baseball field at Dogwood Park
- Improved recreation facilities by installing three HVAC rooftop units, new flooring, ADA compliant bleachers, and refinishing the gym floors at the Twinbrook Community Recreation Center; painting the exterior of Elwood Smith Community Center; replacing all carpeted areas in Croydon Creek Nature Center with vinyl plank flooring; and installing LED lights at the Lincoln Park Community Center parking lot
- Coordinated the temporary use of 6 Taft Court as a Montgomery County Men's Shelter
- Received \$20,000 from Rockville Baseball Association (RBBA) and a grant in the amount of \$313,000 from the State of Maryland Open Space program to support the Dogwood Park Renovation (RD16) CIP project
- Received the Tree City USA Award (30th year) from the National Arbor Day Foundation as well as the PLANT Award from the Maryland Urban and Community Forestry Council
- Initiated the execution of the Caregiver Funding Task Force recommendations, including the implementation of an electronic grant management system
- Worked with volunteers and community contributors to distribute assistance to more than 600 families for Thanksgiving, and more than 600 families throughout the December holiday season

Recreation and Parks Department Fiscal Year 2021 Outlook

- Continue to work with city management and the Rockville community to develop and operate safe and innovative recreational programs and services during and after the COVID-19 pandemic
- Begin conceptual design process for the Rockville Swim and Fitness Center Outdoor Recreation Pool Renovations (RC18) CIP project; complete construction of the Skate Park (RJ16) CIP project; construct phase two of the Senior Center ADA Improvements (RE18) CIP project; design and install a new playground at Elwood Smith Park through the Playground Structure Replacement (RC21) CIP project; construct Isreal Park Shelter Replacement (RA17) CIP project
- Begin implementation of the recommendations included in the 2020 Recreation & Parks Strategic Plan as directed by Mayor and Council
- Upgrade the energy management systems for City Hall, Thomas Farm Community Center, and the F. Scott Fitzgerald Theatre
- Complete a roofing assessment and establish future projects for the Roofing Improvements (RE21) CIP project
- Install two rooftop HVAC units at each of the following facilities: Lincoln Park Community Center, Elwood Smith Community Center, and the F. Scott Fitzgerald Theatre
- Complete the final phase of the Dogwood Park Renovation (RD16) CIP project including LED lighting installation
- Complete the master planning of the RedGate property in conjunction with Planning and Development Services
- Implement Mayor and Council direction for protecting and redeveloping the King Farm Farmstead



Recreation and Parks Department FY 2021 Adopted Expenditures by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Recreation and Parks Administration	1,613,714	1,763,740	1,697,920	-3.7%
Community Services	1,701,504	1,805,530	1,877,900	4.0%
Parks and Facilities Maintenance	9,061,496	9,196,270	9,151,770	-0.5%
Recreation Facilities	5,516,940	5,465,630	5,789,390	5.9%
Recreation Services	4,116,601	4,700,710	4,915,910	4.6%
Senior Citizen Services	2,382,885	2,496,310	2,558,490	2.5%
Department Total (\$)	24,393,140	25,428,190	25,991,380	2.2%

Recreation and Parks Department FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	16,105,053	16,664,810	16,865,610	1.2%
Operating	6,500,060	7,046,060	7,266,150	3.1%
Capital Outlay	963,629	797,880	819,800	2.7%
Other	824,398	919,440	1,039,820	13.1%
Department Total (\$)	24,393,140	25,428,190	25,991,380	2.2%

Recreation and Parks Department FY 2021 Adopted Revenues by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Recreation and Parks Administration	-	-	-	-
Community Services	395,914	343,070	343,070	0.0%
Parks and Facilities Maintenance	662,967	328,260	253,260	-22.8%
Recreation Facilities	3,528,874	3,269,580	3,460,700	5.8%
Recreation Services	2,376,452	2,337,800	2,370,220	1.4%
Senior Citizen Services	656,600	631,580	651,580	3.2%
Department Total (\$)	7,620,807	6,910,290	7,078,830	2.4%

Significant Changes from FY 2020 to FY 2021

Personnel expenditures include a net increase of \$350,190 in temporary employee wages, mainly due to an increase of \$365,000 resulting from the increase in the minimum wage and the related wage compression.

Expenditures increased in the Recreation Facilities Division due to operating cost impacts associated with the completion of the Swim and Fitness Center Locker Rooms Renovation (RK16) CIP project.

Other expenditures increased due to additional funding for Caregiver and Outside Agency Grants.

Revenue decreased in the Parks and Facilities Maintenance Division because there are no new expected developer contributions in FY 2021 for the Forest and Tree Preservation Fund.

The revenue increase in the Recreation Facilities Division is attributed to the completion of the Swim and Fitness Center Locker Rooms Renovation (RK16) CIP project.



Recreation and Parks Department FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Recreation and Parks Administration	6.5	7.5	6.5	-13.3%
Community Services	9.0	9.0	9.0	0.0%
Parks and Facilities Maintenance	60.5	58.0	57.0	-1.7%
Recreation Facilities	24.5	24.5	24.5	0.0%
Recreation Services	21.0	20.5	20.5	0.0%
Senior Citizen Services	17.6	17.6	17.8	1.1%
Regular Subtotal	139.1	137.1	135.3	-1.3%
<i>Temporary</i>				
Recreation and Parks Administration	-	-	-	-
Community Services	1.0	1.0	1.0	0.0%
Parks and Facilities Maintenance	2.4	2.4	3.0	25.0%
Recreation Facilities	49.8	49.8	52.1	4.6%
Recreation Services	27.7	28.5	26.4	-7.4%
Senior Citizen Services	10.8	10.8	11.2	3.7%
Temporary Subtotal	91.7	92.5	93.7	1.3%
Department Total	230.8	229.6	229.0	-0.3%

Significant Changes from FY 2020 to FY 2021

Regular FTEs decreased in the Recreation and Parks Administration Division due to the elimination of a vacant 1.0 FTE Senior Construction Project Manager position.

Regular FTEs decreased in the Parks and Facilities Maintenance Division due to the elimination of a vacant 1.0 FTE Tree Climber position.

Regular FTEs increased in the Senior Citizen Services Division due to adding 0.2 FTEs to an existing 0.8 FTE Senior Recreation Program Assistant.

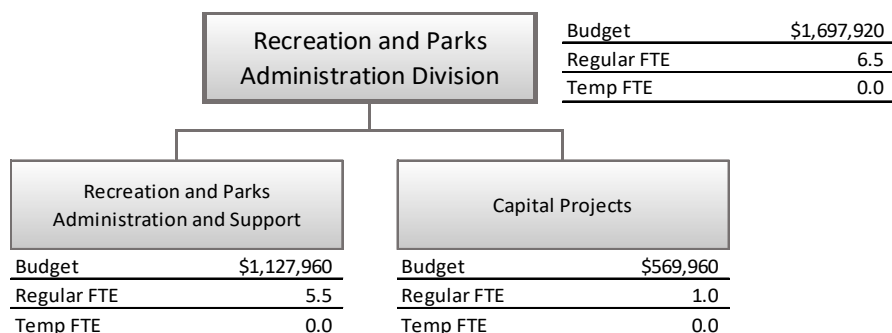
Temporary FTEs increased in the Parks and Facilities Maintenance Division for a new 0.7 FTE Groundskeeper, partially offset by a decrease for a 0.1 FTE Secretary.

Temporary FTEs decreased in the Recreation Services Division to reflect changes in programming and shifting needs.



Recreation and Parks Administration Division

The Recreation and Parks Administration Division is responsible for the leadership and management of the Recreation and Parks Department, marketing and development functions of the Department, coordination of the registration and customer service operations, and the planning and management of capital and planned improvement projects. This Division also supports the Recreation and Park Advisory Board and the Rockville Recreation and Parks Foundation, Inc. In addition, this Division oversees and manages projects in the Recreation and Parks and General Government program areas of the CIP that directly impact city facilities, as well as park and open space areas.



Performance Measures and Objectives

Goal: Provide leadership and strategic direction to ensure quality stewardship of the city's lands and facilities as well as universal access to opportunities that improve community health and wellness

Critical Success Factor: Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of registered participants who are Rockville residents (Target: > 68%)	68%	64%	> 68%	> 65%
Total Recreation and Parks social media engagement, based on followers on all platforms	15,000	15,620	16,500	17,000
Percent of registrations via online registration system (Target: > 40%)	49%	68%	45%	65%

Goal: Provide high quality, efficient project management to improve city facilities and parkland amenities

Critical Success Factor: Stewardship of Infrastructure and Environment

Short Term Objectives	Planned Completion
Complete repairs and renovations to athletic courts in Mattie Stepanek, Orchard Ridge, Hillcrest, Lone Oak, Welsh, Horizon Hill, and Woodley Gardens Parks	Q4 FY 2021
Complete repairs to roadways, sidewalks, pathways, parking lots, and line striping at various locations throughout the city through the Asphalt/Concrete Improvements (RA21) CIP project	Q4 FY 2021
Complete repairs to pedestrian bridges in Elwood Smith, Potomac Woods, Rose Hill, Twinbrook, and Welsh Parks	Q4 FY 2021



Recreation and Parks Administration Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Recreation and Parks Administration and Support	1,613,714	1,105,590	1,127,960	2.0%
Capital Projects	-	658,150	569,960	-13.4%
Division Total (\$)	1,613,714	1,763,740	1,697,920	-3.7%

Recreation and Parks Administration Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	902,674	1,044,660	961,440	-8.0%
Operating	354,382	263,380	246,780	-6.3%
Capital Outlay	301,658	400,700	429,700	7.2%
Other	55,000	55,000	60,000	9.1%
Division Total (\$)	1,613,714	1,763,740	1,697,920	-3.7%

Recreation and Parks Administration Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Recreation and Parks Administration and Support	-	-	-	-
Capital Projects	-	-	-	-
Division Total (\$)	-	-	-	-

Recreation and Parks Administration Division FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Recreation and Parks Administration and Support	6.5	5.5	5.5	0.0%
Capital Projects	-	2.0	1.0	-50.0%
Regular Subtotal	6.5	7.5	6.5	-13.3%
<i>Temporary</i>				
Recreation and Parks Administration and Support	-	-	-	-
Capital Projects	-	-	-	-
Temporary Subtotal	-	-	-	-
Division Total	6.5	7.5	6.5	-13.3%

Significant Changes from FY 2020 to FY 2021

The personnel budget and total FTEs for the Capital Projects Cost Center decreased due to the elimination of a vacant 1.0 FTE Senior Construction Project Manager.

Operating expenditures show a net decrease due to a citywide reduction in travel and training funds in the Administration and Support Cost Center.

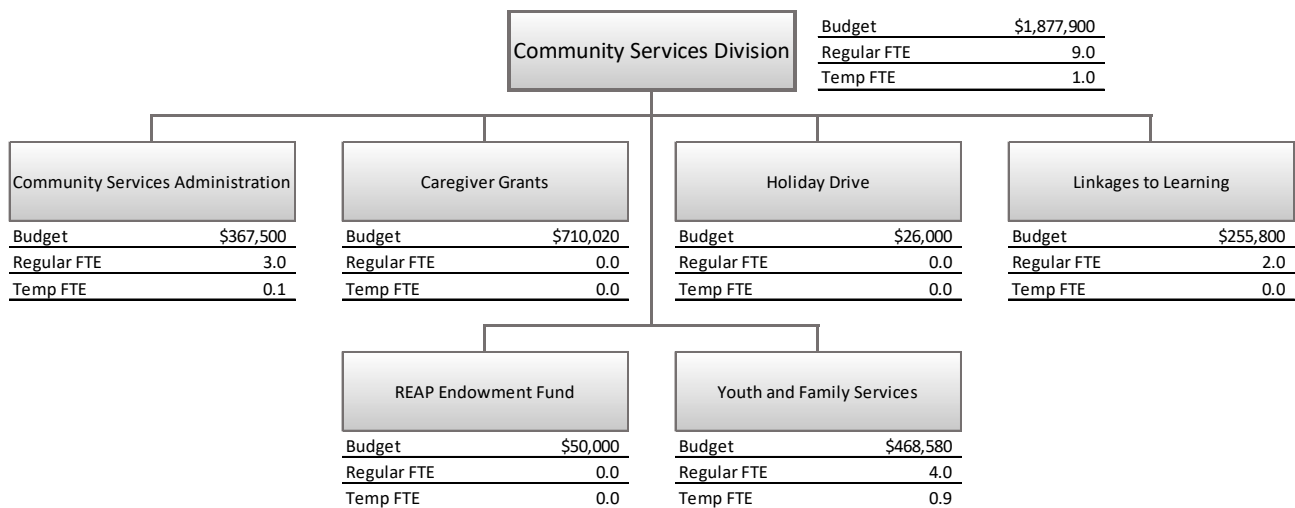
Capital outlay expenditures increased from the addition of \$30,000 for ADA Transition Plan implementation in the Capital Projects Cost Center, for a total budget of \$105,000 for FY 2021.

Other expenditures increased by \$5,000 due to an increase in the grant award for the Rockville Science Center.



Community Services Division

The Community Services Division provides outreach, supportive programs, and services to help at-risk and disadvantaged youth and families become self-sufficient, make positive life choices, and adjust to life and societal challenges. This Division coordinates and administers the city's annual caregiver grant program, provides staff support to the Human Services Advisory Commission, and coordinates special projects such as the Rockville Holiday Drive. This entire Division will be transferred to the new Department of Housing and Community Development during FY 2021.



Performance Measures

Goal: Provide safe, innovative, and high quality human services programs, to include mentoring initiatives, early intervention youth development programs, and other targeted interventions, which work to improve health and wellness, and promote social equity for disadvantaged Rockville residents

Critical Success Factor: Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of at-risk youth in youth development groups who improve their social/emotional well-being	71%	86%	65%	65%
Number of community volunteers serving as mentors to at-risk youth	66	64	65	48
Total enrollment in youth development, prevention, and mentoring groups	151	158	160	150
Number of donors recruited for the Rockville Holiday Drive	187	191	160	180
Holiday Drive volunteerism:				
Total number of volunteers	246	340	300	300
Hours of service	669	754	600	650
Holiday Drive fundraising totals:				
Monetary (Target: > \$26,000)	\$22,632	\$22,296	> \$26,000	> \$26,000
In-kind (toys, food, gift cards, etc.) (Target: > \$25,000)	\$51,265	\$48,020	\$40,000	> \$45,000
Short Term Objectives				Planned Completion
Review and improve the city's outreach strategy with the Public Information Office for the Rockville Holiday Drive to further increase donations				Q1 FY 2021



Goal: Advance social equity, health, and wellness, through support services that include wraparound social services such as case management assistance, short term mental health counseling, and family workshops and classes, to help disadvantaged Rockville families and at-risk children and adolescents

Critical Success Factor: Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of Linkages to Learning (LTL) Case Management cases that meet at least 50 percent of their goals (Target: > 50%)	84%	81%	70%	70%
Percent of youth in counseling with the LTL program who show a decrease in negative school behavior incidents (Target: > 75%)	85%	79%	75%	75%
Percent of youth in formal short-term counseling that successfully complete treatment and reduce their social and emotional problems (Target: > 85%)	82%	83%	> 85%	> 85%
Number of residents served by the Rockville Holiday Drive	3,491	3,723	3,500	3,500
Number of Rockville Emergency Assistance Program (REAP) applications approved for emergency assistance	45	46	50	50

Short Term Objectives	Planned Completion
Support the Linkages to Learning clients as the team operates at two separate facilities while the new Maryvale Elementary School is built	Q1 FY 2021
Move the Linkages to Learning team from their current, temporary, holding sites to the site at the new Maryvale Elementary School	Q1 FY 2021



Goal: Provide leadership and accountability, and advance socially equitable, healthy, and supportive services to help disadvantaged Rockville families, and at-risk children and adolescents, by way of the grants provided to the non-profit human services community

Critical Success Factor: Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of non-profit agencies publicized through <i>Rockville Reports</i> and other publications	40	27	40	30
Percent of Caregiver agencies that receive a formal site visit (Target: 100%)	100%	86%	100%	100%
Caregiver agency grants:				
Processed*	0	27	21	24
Awarded*	0	20	19	17
Number of residents receiving emergency shelter	79	79	89	80
Number of residents receiving transitional or permanent housing	35	30	33	33
Number of residents receiving donated food	1,420	2102	2,072	2,022
Number of residents receiving donated clothing	785	767	800	815
Number of at-risk families receiving counseling and support services	5	5	8	8
Number of elderly residents receiving counseling or homemaker services	86	89	90	80
Number of residents receiving primary health care or preventive services	537	602	690	720
Number of adult residents enrolled in English classes or receiving cultural education	205	157	210	150

* Grants processed and awarded in FY 2017 were carried over into FY 2018 (28 processed, 22 awarded). No new grants were processed or awarded in FY 2018.

Short Term Objectives	Planned Completion
Present phase two of the Caregiver Funding Task Force recommendations to the Mayor and Council	Q2 FY 2021
Integrate data into the electronic grant management system	Q3 FY 2021



Community Services Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Community Services Administration	295,517	316,860	367,500	16.0%
Caregiver Grants	659,715	690,190	710,020	2.9%
Holiday Drive	18,288	26,000	26,000	0.0%
Linkages to Learning	261,216	273,910	255,800	-6.6%
REAP Endowment Fund	8,022	50,000	50,000	0.0%
Youth and Family Services	458,746	448,570	468,580	4.5%
Division Total (\$)	1,701,504	1,805,530	1,877,900	4.0%

Community Services Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	892,351	929,960	927,090	-0.3%
Operating	116,980	104,430	104,740	0.3%
Capital Outlay	-	-	-	-
Other	692,173	771,140	846,070	9.7%
Division Total (\$)	1,701,504	1,805,530	1,877,900	4.0%

Community Services Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Community Services Administration	-	-	-	-
Caregiver Grants	-	-	-	-
Holiday Drive	22,443	26,000	26,000	0.0%
Linkages to Learning	217,996	218,100	218,100	0.0%
REAP Endowment Fund	38,554	250	250	0.0%
Youth and Family Services	116,921	98,720	98,720	0.0%
Division Total (\$)	395,914	343,070	343,070	0.0%

Significant Changes from FY 2020 to FY 2021

The \$55,000 set aside for the Rockville Emergency Assistance Program was transferred from the Caregiver Grants Cost Center to the Community Services Administration Cost Center.

Funding for Caregiver Grants (other category) increased to include additional funding for caregiver agencies to address the needs resulting from the COVID-19 pandemic.

The Youth and Family Services budget includes an adjustment in minimum wage and related wage compression.



**Community Services Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Community Services Administration	3.0	3.0	3.0	0.0%
Caregiver Grants	-	-	-	-
Holiday Drive	-	-	-	-
Linkages to Learning	2.0	2.0	2.0	0.0%
REAP Endowment Fund	-	-	-	-
Youth and Family Services	4.0	4.0	4.0	0.0%
Regular Subtotal	9.0	9.0	9.0	0.0%
<i>Temporary</i>				
Community Services Administration	0.1	0.1	0.1	0.0%
Caregiver Grants	-	-	-	-
Holiday Drive	-	-	-	-
Linkages to Learning	-	-	-	-
REAP Endowment Fund	-	-	-	-
Youth and Family Services	0.9	0.9	0.9	0.0%
Temporary Subtotal	1.0	1.0	1.0	0.0%
Division Total	10.0	10.0	10.0	0.0%

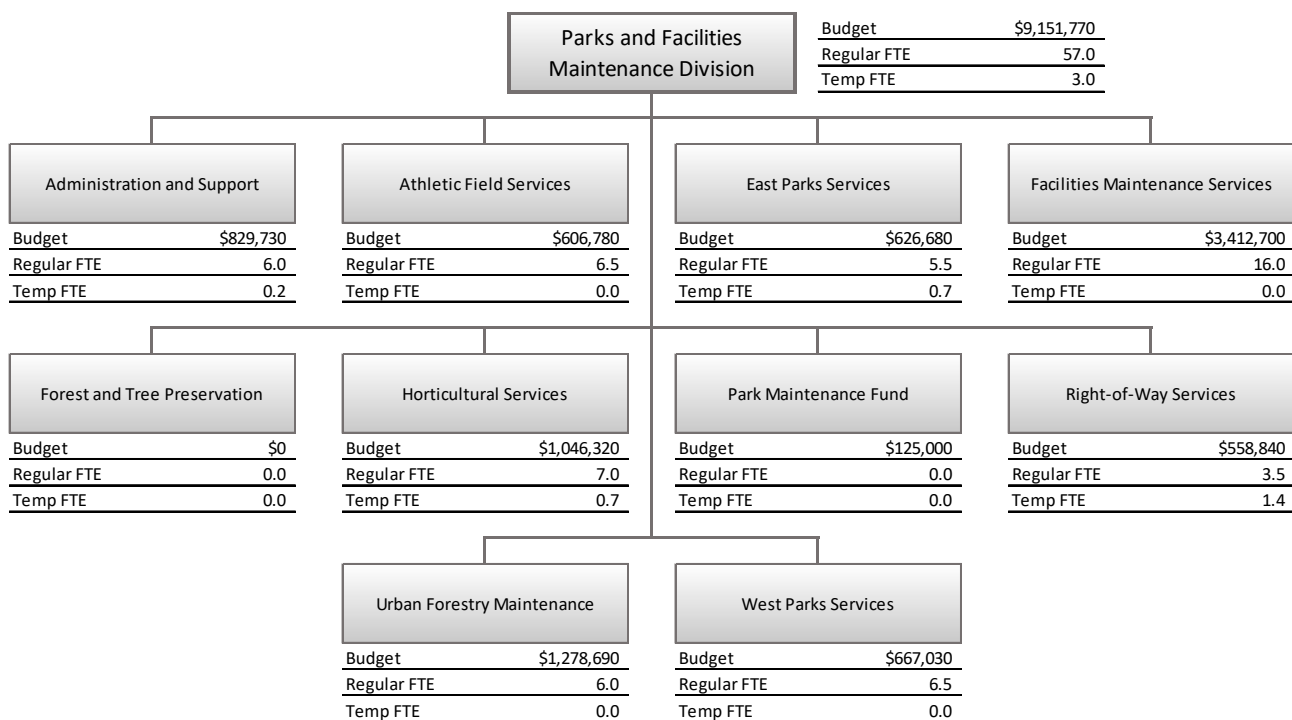
**Significant Changes from
FY 2020 to FY 2021**

There were no significant changes.



Parks and Facilities Maintenance Division

The Parks and Facilities Maintenance Division is responsible for the stewardship and management of all the city's parkland and open space, as well as maintenance of all city facilities. This Division handles the operation, maintenance, and improvements to Rockville's parks, rights-of-way, street trees, athletic fields, and courts. It plants and maintains the annual and perennial flowers throughout the city. The Division also provides essential support for sports, special events, and other programs. This Division manages projects in the Recreation and Parks and General Government CIP program areas that directly impact city parks, open spaces, and city facilities.



Performance Measures and Short Term Objectives

Goal: Provide support services and leadership for the stewardship of all parks, facilities, rights of ways, and the urban forest

Critical Success Factor: Stewardship of Infrastructure and Environment

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of p-card audits returned with no findings	100%	100%	100%	100%
Percent of payments for invoices received and processed within 30 days of receipt (Target: 100%)	97%	97%	97%	100%
Short Term Objectives				Planned Completion
Complete the Pilot Deer Culling Program				Q4 FY 2021



Goal: Provide maintenance and management of all parks and open spaces to provide high quality, safe places that contribute to distinctive neighborhoods and sound environmental stewardship

Critical Success Factor: Safe and Livable Neighborhoods, Stewardship of Infrastructure and Environment

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of parks that meet or exceed minimum maintenance standards set by Department for beautification, safety, usability, and cleanliness, as determined by staff inspections (Target: ≥ 85%)	98%	98%	≥ 85%	≥ 85%
Percent of biennial Community Survey respondents rating athletic fields as good or excellent* (Target: ≥ 85%)	-	82%	-	-
Percent of biennial Community Survey respondents rating the appearance of parks as good or excellent* (Target: ≥ 85%)	-	87%	-	-
Percent of playgrounds inspected each year (Target: ≥ 100%)	100%	100%	100%	100%

*Due to the financial impacts associated with the COVID-19 pandemic, the city's biennial Community Survey was not funded in FY 2021. The future of the survey is unknown at this time.

Short Term Objectives	Planned Completion
Complete the construction of the Isreal Park Shelter Replacement (RA17) CIP project	Q3 FY 2021
Complete the installation of a new playground at Elwood Smith Park through the Playground Structure Replacement (RC21) CIP project	Q4 FY 2021

Goal: Provide maintenance and management of all city facilities to keep them in their as-built condition

Critical Success Factor: Stewardship of Infrastructure and Environment

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of internal survey respondents rating daytime custodial services as good or excellent (Target: ≥ 95%)	92%	82%	≥ 95%	≥ 95%
Percent of facilities passing annual quality inspections (Target: ≥ 95%)	92%	90%	≥ 95%	≥ 95%

Short Term Objectives	Planned Completion
Complete the Roofing Assessment	Q3 FY 2021
Complete the installation of six HVAC rooftop units at three city facilities	Q4 FY 2021



Goal: Preserve, protect, maintain, and manage Rockville's urban forest

Critical Success Factor: Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of trees pruned per year (Target: 3,000)	2,880	2,895	2,900	2,900
Percent of biennial Community Survey respondents rating street tree maintenance as good or excellent* (Target: ≥ 75%)	-	71%	-	-

**Due to the financial impacts associated with the COVID-19 pandemic, the city's biennial Community Survey was not funded in FY 2021. The future of the survey is unknown at this time.*



Parks and Facilities Maintenance Division FY 2021 Adopted Expenditures by Division

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Administration and Support	801,017	783,960	829,730	5.8%
Athletic Field Services	615,419	609,920	606,780	-0.5%
East Parks Services	579,531	600,770	626,680	4.3%
Facilities Maintenance Services	3,231,212	3,407,970	3,412,700	0.1%
Forest and Tree Preservation	100,000	30,050	-	-100.0%
Forestry Development Review	171,354	-	-	-
Horticultural Services	1,005,310	1,038,940	1,046,320	0.7%
Park Maintenance Fund	-	65,690	125,000	90.3%
Right-of-Way Services	562,836	570,950	558,840	-2.1%
Urban Forestry Maintenance	1,353,603	1,397,660	1,278,690	-8.5%
West Parks Services	641,214	690,360	667,030	-3.4%
Division Total (\$)	9,061,496	9,196,270	9,151,770	-0.5%

Parks and Facilities Maintenance Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	5,290,555	5,349,020	5,252,970	-1.8%
Operating	3,451,158	3,544,250	3,643,300	2.8%
Capital Outlay	319,783	303,000	255,500	-15.7%
Other	-	-	-	-
Division Total (\$)	9,061,496	9,196,270	9,151,770	-0.5%

Significant Changes from FY 2020 to FY 2021

Administration and Support operating expenditures increased by \$52,460 to replace the city's non-police radio system. (Additional funding for this replacement appears in the Operations Maintenance Division and Environmental Management Division's budget in the Department of Public Works).

Forest and Tree Preservation operating expenditures decreased due to no new expected developer contributions.

Park Maintenance Fund operating expenditures increased due to an increase in invasive species removal activity.

The Urban Forestry Maintenance budget decreased due to the elimination of a vacant 1.0 FTE Tree Climber position.

Capital outlay expenditures decreased due to the removal of one-time equipment funding from several cost centers.



**Parks and Facilities Maintenance Division
FY 2021 Adopted Revenues by Division**

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Administration and Support	-	-	-	-
Athletic Field Services	-	-	-	-
East Parks Services	-	-	-	-
Facilities Maintenance Services	50,091	37,520	37,520	0.0%
Forest and Tree Preservation	177,118	75,000	-	-100.0%
Forestry Development Review	99,475	-	-	-
Horticultural Services	-	-	-	-
Park Maintenance Fund	328,415	200,000	200,000	0.0%
Right-of-Way Services	7,868	15,740	15,740	0.0%
Urban Forestry Maintenance	-	-	-	-
West Parks Services	-	-	-	-
Division Total (\$)	662,967	328,260	253,260	-22.8%

**Significant Changes from
FY 2020 to FY 2021**

Revenue decreased in the Forest and Tree Preservation Fund because there are no new developer contributions expected in FY 2021.



**Parks and Facilities Maintenance Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Administration and Support	6.0	6.0	6.0	0.0%
Athletic Field Services	6.5	6.5	6.5	0.0%
East Parks Services	5.5	5.5	5.5	0.0%
Facilities Maintenance Services	16.0	16.0	16.0	0.0%
Forest and Tree Preservation	-	-	-	-
Forestry Development Review	2.0	-	-	-
Horticultural Services	7.0	7.0	7.0	0.0%
Park Maintenance Fund	-	-	-	-
Right-of-Way Services	3.5	3.5	3.5	0.0%
Urban Forestry Maintenance	7.0	7.0	6.0	-14.3%
West Parks Services	7.0	6.5	6.5	0.0%
Regular Subtotal	60.5	58.0	57.0	-1.7%
<i>Temporary</i>				
Administration and Support	0.3	0.3	0.2	-33.3%
Athletic Field Services	-	-	-	-
East Parks Services	0.7	0.7	0.7	0.0%
Facilities Maintenance Services	-	-	-	-
Forest and Tree Preservation	-	-	-	-
Forestry Development Review	-	-	-	-
Horticultural Services	0.7	0.7	0.7	0.0%
Park Maintenance Fund	-	-	-	-
Right-of-Way Services	0.7	0.7	1.4	100.0%
Urban Forestry Maintenance	-	-	-	-
West Parks Services	-	-	-	-
Temporary Subtotal	2.4	2.4	3.0	25.0%
Division Total	62.9	60.4	60.0	-0.7%

**Significant Changes from
FY 2020 to FY 2021**

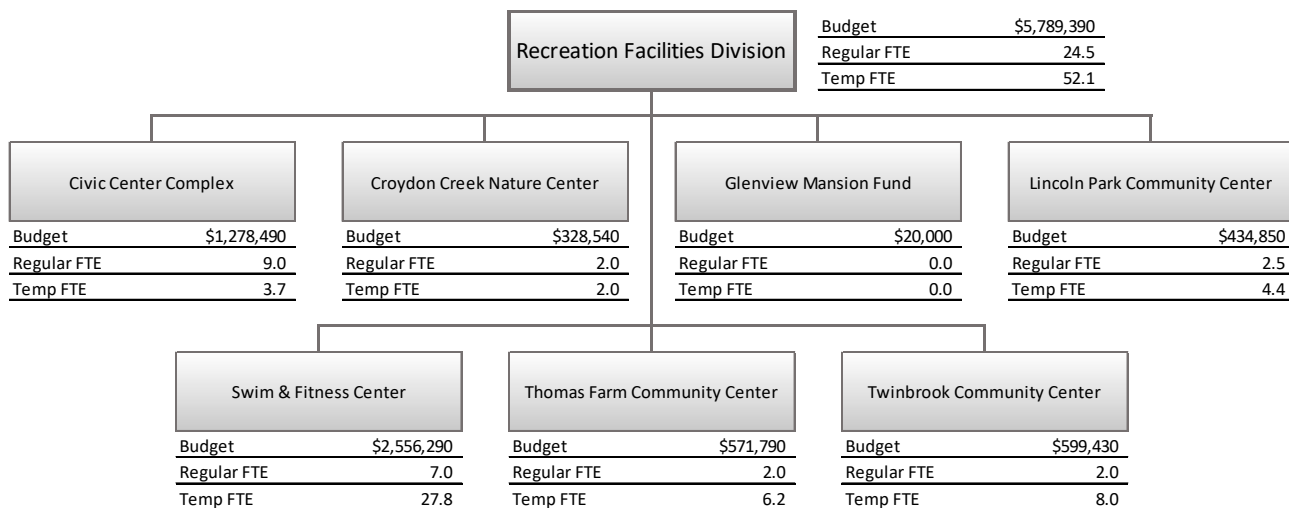
A vacant 1.0 FTE Tree Climber position was eliminated from the Urban Forestry Maintenance Cost Center.

Temporary FTEs increased in the Right-of-Way Services Cost Center due to adding an additional 0.7 FTE Groundskeeper.



Recreation Facilities Division

The Recreation Facilities Division safely and efficiently maintains and operates three community centers—Lincoln Park, Twinbrook, and Thomas Farm—and three specialty facilities—Croydon Creek Nature Center, the Rockville Civic Center (Glenview Mansion and F. Scott Fitzgerald Theatre), and the Rockville Swim and Fitness Center. The Division ensures these facilities are ready for use and provide high quality, diverse, and appropriate programming and services. The Division is responsible for delivering a wide variety of high quality activities for drop-in use, structured programs, special events, facility rental opportunities, and performing and visual arts events. This Division manages CIP projects in the Recreation and Parks program area that directly impact these facilities.



Performance Measures and Short Term Objectives

Goal: Provide safe, innovative, high quality recreation programs that improve health and wellness, ensure social equity, and provide cultural opportunities for residents and visitors

Critical Success Factor: Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of center visits (Target: > 195,000)	183,082	185,076	184,230	185,230
Number of center rentals (Target: > 1,400)	1,031	1,115	1,105	1,150
Number of programs provided by the centers (Target: > 4,000)	3,048	3,161	3,317	3,200
Percentage of surveyed participants that feel the community center and its programs are safe	-	95%	95%	95%
Percentage of surveyed participants who report the community center activities help improve their health and wellness	-	95%	95%	95%
Percent of center customers rating service and programs as good or excellent (Target: > 95%)	99%	99%	99%	99%



Goal: Provide safe, socially equitable access to high quality, special focus facilities offering experiences to meet the interests and needs of regional participants; to foster involvement with health and wellness activities; to engage people with meaningful arts, cultural, and recreational opportunities, and to cultivate environmental literacy and stewardship

Critical Success Factor: Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent ticket sales purchased online at the F. Scott Fitzgerald Theatre	40%	43%	41%	42%
Percent of patrons that rate the F. Scott Fitzgerald Theatre box office services as above average or excellent	-	100%	95%	95%
Number of Glenview Mansion weddings and receptions	39	14	41	41
Number of Glenview Mansion conferences	94	49	94	94
Percent of wedding rentals that rate Glenview Mansion as 4 or 5 stars on Wedding Wire and The Knot	-	98%	95%	95%
Number of students served at Croydon Creek Nature Center (Target: 3,000)	3,355	3,022	3,000	3,000
Croydon Creek Nature Center volunteerism:				
Number of volunteers	243	258	260	260
Number of volunteer hours	1,375	1,315	1,300	1,300
Number of visits to Croydon Creek Nature Center	25,015	26,120	25,000	25,000
Croydon Creek Nature Center's percent of visitors who agree that they learned something new at the Center (Target: > 95%)	99%	96%	>95%	95%
Swim and Fitness Center registrations for youth and adult learn to swim programs	4,759	4,769	3,600	4,000
Swim and Fitness Center member visits	113,034	99,044	100,000	108,000
Swim and Fitness Center swim team registrations	1,160	1,163	855	900
Percent of participants that reported learning a new skill or improving existing skills during instructional swimming lessons	95%	95%	95%	95%

Short Term Objectives	Planned Completion
Create virtual environmental education programs that meet the need for environmental education and connect the public to nature in a time of crisis	Q1 FY 2021
Complete conceptual design of the Swim and Fitness Center Outdoor Recreation Pool Renovations (RC18) CIP project	Q2 FY 2021
Complete phase 1 of cosmetic work in the Glenview Mansion 2nd floor dressing room	Q4 FY 2021



Recreation Facilities Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Civic Center Complex	1,224,143	1,246,790	1,278,490	2.5%
Croydon Creek Nature Center	317,469	319,490	328,540	2.8%
Glenview Mansion Fund	12,734	37,000	20,000	-45.9%
Lincoln Park Community Center	390,881	426,450	434,850	2.0%
Swim & Fitness Center	2,424,507	2,350,130	2,556,290	8.8%
Thomas Farm Community Center	539,293	550,980	571,790	3.8%
Twinbrook Community Recreation Center	607,913	534,790	599,430	12.1%
Division Total (\$)	5,516,940	5,465,630	5,789,390	5.9%

Recreation Facilities Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	3,935,888	4,046,300	4,330,730	7.0%
Operating	1,238,864	1,336,550	1,388,160	3.9%
Capital Outlay	342,188	82,780	70,500	-14.8%
Other	-	-	-	-
Division Total (\$)	5,516,940	5,465,630	5,789,390	5.9%

Significant Changes from FY 2020 to FY 2021

Personnel expenditures increased across the Division from the increase in the minimum wage and related wage compression.

Operating expenditures decreased by \$17,000 for Glenview Mansion due to the removal of funding for one-time grounds work at the Glenview Mansion.

Operating expenditures increased by \$100,000 for operating cost impacts associated with the completion of the Swim and Fitness Center Locker Rooms Renovation (RK16) CIP project.

Operating expenditures for the Twinbrook Community Recreation Center increased due to one-time equipment funding.

Capital Outlay expenditures decreased from the removal of one-time equipment purchases at several city facilities.



Recreation Facilities Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Civic Center Complex	518,063	585,000	575,000	-1.7%
Croydon Creek Nature Center	94,397	89,840	89,840	0.0%
Glenview Mansion Fund	20,007	20,000	20,000	0.0%
Lincoln Park Community Center	125,546	120,330	122,950	2.2%
Swim & Fitness Center	2,401,601	2,019,910	2,241,990	11.0%
Thomas Farm Community Center	193,374	240,000	216,420	-9.8%
Twinbrook Community Recreation Center	175,886	194,500	194,500	0.0%
Division Total (\$)	3,528,874	3,269,580	3,460,700	5.8%

Recreation Facilities Division FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Civic Center Complex	9.0	9.0	9.0	0.0%
Croydon Creek Nature Center	2.0	2.0	2.0	0.0%
Glenview Mansion Fund	-	-	-	-
Lincoln Park Community Center	2.5	2.5	2.5	0.0%
Swim & Fitness Center	7.0	7.0	7.0	0.0%
Thomas Farm Community Center	2.0	2.0	2.0	0.0%
Twinbrook Community Recreation Center	2.0	2.0	2.0	0.0%
Regular Subtotal	24.5	24.5	24.5	0.0%
<i>Temporary</i>				
Civic Center Complex	2.8	2.8	3.7	32.1%
Croydon Creek Nature Center	2.0	2.0	2.0	0.0%
Glenview Mansion Fund	-	-	-	-
Lincoln Park Community Center	4.2	4.2	4.4	4.8%
Swim & Fitness Center	26.6	26.6	27.8	4.5%
Thomas Farm Community Center	6.1	6.1	6.2	1.6%
Twinbrook Community Recreation Center	8.1	8.1	8.0	-1.2%
Temporary Subtotal	49.8	49.8	52.1	4.6%
Division Total	74.3	74.3	76.6	3.1%

Significant Changes from FY 2020 to FY 2021

Revenues increased at the Swim and Fitness Center Cost Center to align with usage trends and from anticipated usage as a result of the Swim and Fitness Center Locker Rooms Renovation (RK16) CIP project.

Revenue decreased at the Thomas Farm Community Center due to decreased attendance for afterschool programming.

Temporary FTEs increased by 0.9 FTEs at the Civic Center Complex for Ceremony Chair Coordinators and Box Office Associates due to increased programming and staffing needs.



Recreation Services Division

The Recreation Services Division provides high-quality recreational and educational programming with an emphasis on improving the health of our community, enhancing our social equity, planning and delivering high quality special events, and providing opportunities for cultural growth. The Arts, Sports, Classes, Camps, Summer Playgrounds, Teens, Special Events, and Childcare programs are managed by this Division. A staff liaison provides support and assistance to the Cultural Arts Commission. The Recreation Fund is used to collect donations and provide financial assistance toward recreation programs for residents who are eligible. This Division also manages projects in the Recreation and Parks program area of the CIP that directly impact recreation programming.

Recreation Services Division		Budget	\$4,915,910
		Regular FTE	20.5
		Temp FTE	26.4
Administration and Support	Afterschool	Art in Public Architecture	Art in Public Places
Budget	\$355,530	Budget	\$203,570
Regular FTE	2.0	Budget	\$0
Temp FTE	1.1	Regular FTE	0.0
		Temp FTE	0.0
		Budget	\$409,000
		Regular FTE	0.0
		Temp FTE	0.0
Arts	Childcare	Classes	Farmers Market Eat Fresh Program
Budget	\$249,980	Budget	\$272,640
Regular FTE	1.0	Budget	\$342,300
Temp FTE	1.1	Regular FTE	1.4
		Temp FTE	1.1
		Budget	\$30,000
		Regular FTE	0.0
		Temp FTE	0.0
Friends of the Arts	Recreation Fund	Skate Park	Special Events
Budget	\$0	Budget	\$40,000
Regular FTE	0.0	Budget	\$91,140
Temp FTE	0.0	Regular FTE	0.0
		Temp FTE	1.3
		Budget	\$1,122,760
		Regular FTE	5.0
		Temp FTE	1.2
Sports	Summer Camps	Summer Playgrounds	Teens
Budget	\$588,620	Budget	\$575,260
Regular FTE	2.8	Budget	\$381,110
Temp FTE	3.8	Regular FTE	1.0
		Temp FTE	6.2
		Budget	\$254,000
		Regular FTE	1.3
		Temp FTE	1.5



Performance Measures and Short Term Objectives

Goal: Provide leadership and guidance in providing high quality recreation programs and services to Rockville area residents

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures*	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of registrants in recreation programs	32,765	33,581	31,000	31,000
Percent of recreation programs that include Healthy Eating Active Living (HEAL) components (Target: > 80%)	80%	81%	> 80%	> 80%
Percent of participants that feel Rockville's recreation programs strengthen the community and improve their quality of life (Target: > 90%)	-	96%	85%	90%

* The performance measure for cost recovery was deleted. Detailed information regarding cost recovery can be found in the Supplemental Information Section.

Short Term Objectives	Planned Completion
Include a behavior management special guest speaker as part of Summer Camp staff trainings	Q4 FY 2021

Goal: Offer core programs and services for children and teens at a moderate cost. Provide childcare, as well as safe, fun, and enriching activities during out-of-school time, and promote healthy eating and active living

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Preschool enrollment, as percent of total capacity (Target: > 90%)	99%	98%	95%	95%
Afterschool program enrollment, as percent of total capacity (Target: > 85%)	71%	77%	85%	80%
Number of Summer Playgrounds program participants engaged in health and wellness activities (Target: > 630)	730	674	650	650
Teen program enrollment, as a percent of total capacity (Target: > 85%)	88%	90%	> 85%	> 85%
Number of participants awarded financial assistance through the Recreation Fund	366	381	400	400



Goal: Provide individuals opportunities for growth through participation in sports, fitness, recreation, and leisure activities, while promoting healthy and active living

Critical Success Factor(s): Efficient and Effective City Service Delivery

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Percent of surveyed participants who rate youth sports leagues as good or excellent (Target: ≥ 85%)	85%	87%	≥ 85%	≥ 85%
Percent of surveyed participants who would recommend a program to family, friends, or neighbors (Target: ≥ 85%)	85%	88%	≥ 85%	≥ 85%
Number of fitness and health-related classes for children, teens, and adults (Target: > 550)	635	623	600	600
Number of participants served in sports leagues (Target: > 12,000)	13,140	11,569	13,140	12,000
Short Term Objectives				Planned Completion
Review the city's outreach strategy to assess parent and student afterschool programing needs to increase participation				Q3 FY 2021

Goal: Maintain equitable opportunities for program participation, cultural stimulation, and display of public art for all residents and visitors to Rockville

Critical Success Factor(s): Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of arts programs offered by the city for performing, visual, and literary arts (Target: 28)	28	21	28	28
Number of volunteers in arts programs (Target: 295)	300	300	300	300
Number of volunteer hours for the arts programs (Target: 30,000)	30,544	30,500	30,000	30,000
Number of temporary or permanent art projects installed (Target: 1)	1	1	2	1
Short Term Objectives				Planned Completion
Complete art installation for the Rockville Swim and Fitness Center Locker Rooms Renovation (RK16) CIP project				Q3 FY 2021
Complete four maintenance projects on public art as recommended by the Public Art Assessment Study				Q4 FY 2021



Goal: Produce high quality, innovative, safe, and diverse community special event celebrations and ceremonies for residents and visitors

Critical Success Factor: Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of community groups and organizations participating in city's special events (Target: > 150)	162	164	160	160
Percent of biennial Community Survey respondents rating the city sponsored special events as "higher" or "much higher"* (Target: >75%)	-	85%	-	-

**Due to the financial impacts associated with the COVID-19 pandemic, the city's biennial Community Survey was not funded in FY 2021. The future of the survey is unknown at this time.*

Short Term Objectives	Planned Completion
Further implement new safety measures for special event celebrations	Q4 FY 2021



Recreation Services Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Administration and Support	332,655	385,320	355,530	-7.7%
Afterschool	185,147	204,270	203,570	-0.3%
Art in Public Architecture	-	120,470	-	-100.0%
Art in Public Places	4,716	259,000	409,000	57.9%
Arts	277,286	221,100	249,980	13.1%
Childcare	243,835	295,690	272,640	-7.8%
Classes	314,086	321,590	342,300	6.4%
Farmers Market Eat Fresh Program	17,461	15,000	30,000	100.0%
Friends of the Arts	-	-	-	-
Recreation Fund	36,623	40,000	40,000	0.0%
Skate Park	12,535	59,190	91,140	54.0%
Special Events	1,055,705	1,057,050	1,122,760	6.2%
Sports	571,317	569,640	588,620	3.3%
Summer Camps	530,854	557,340	575,260	3.2%
Summer Playgrounds	336,136	340,560	381,110	11.9%
Teens	198,245	254,490	254,000	-0.2%
Division Total (\$)	4,116,601	4,700,710	4,915,910	4.6%

Recreation Services Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	3,084,846	3,218,300	3,284,460	2.1%
Operating	955,285	1,414,110	1,500,300	6.1%
Capital Outlay	-	-	22,400	N/A
Other	76,470	68,300	108,750	59.2%
Division Total (\$)	4,116,601	4,700,710	4,915,910	4.6%

Significant Changes from FY 2020 to FY 2021

Personnel expenditures include an increase in the minimum wage and related wage compression across the Division.

Operating expenditures increased as follows: one-time equipment funding for Arts, Classes, and Sports; a transfer of funds for outside printing from the City Manager's Office to Arts and Sports; OCI funding for the Skate Park as described on the Skate Park (RJ16) CIP project sheet; additional security, contract, and equipment funding for Special Events; additional funding for outside trainers in Summer Camps; and \$150,000 for artwork by the Rockville Metro Station underpass for Art in Public Places. This was originally appropriated in FY 2019 but was not spent.

These operating increases were partially offset by decreases in Administration and Support for MRPA Theme Park tickets, Art in Public Architecture due to no planned art installations, and a one-time elimination of the July 4 celebration from Special Events due to COVID-19 concerns.

Capital outlay expenditures include one-time equipment purchases across Arts, Special Events, and Sports.

Other expenditures increased due to additional funding for VisArts in the Arts Cost Center, and a General Fund subsidy to the Farmers Market Eat Fresh Program.



Recreation Services Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Administration and Support	51,010	88,300	54,710	-38.0%
Afterschool	40,315	53,770	53,770	0.0%
Art in Public Architecture	40,000	42,830	-	-100.0%
Art in Public Places	48,960	82,420	84,240	2.2%
Arts	75,414	67,720	67,720	0.0%
Childcare	287,600	282,720	285,250	0.9%
Classes	335,615	327,860	341,500	4.2%
Farmers Market Eat Fresh Program	9,766	10,000	25,000	150.0%
Friends of the Arts	13,062	-	-	-
Recreation Fund	85,817	35,000	55,000	57.1%
Skate Park	-	-	-	-
Special Events	116,249	94,700	122,300	29.1%
Sports	447,065	447,000	444,900	-0.5%
Summer Camps	490,537	479,780	498,000	3.8%
Summer Playgrounds	203,448	185,180	191,700	3.5%
Teens	131,594	140,520	146,130	4.0%
Division Total (\$)	2,376,452	2,337,800	2,370,220	1.4%

Significant Changes from FY 2020 to FY 2021

Revenue decreased in the Administration and Support Cost Center by \$33,490 for MRPA Theme Park ticket sales.

Due to funding constraints, there is no General Fund transfer to the Art in Public Architecture program included in the FY 2021 budget. If funded, this transfer would have set aside \$30,000 for public art at 6 Taft Ct.

Revenue for the Farmers Market Eat Fresh Program increased due to the addition of a \$15,000 General Fund subsidy.

Revenue increased in the Recreation Fund by \$20,000 to restore the General Fund subsidy.

Revenue increased in the Special Events Cost Center by \$27,600 for the Hometown Holidays event.



Recreation Services Division FY 2021 Adopted Regular and Temporary FTEs

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Administration and Support	2.0	2.0	2.0	0.0%
Afterschool	1.5	1.5	1.5	0.0%
Art in Public Architecture	-	-	-	-
Art in Public Places	-	-	-	-
Arts	2.0	1.0	1.0	0.0%
Childcare	2.8	3.0	3.0	0.0%
Classes	1.4	1.4	1.4	0.0%
Farmers Market Eat Fresh Program	-	-	-	-
Friends of the Arts	-	-	-	-
Recreation Fund	-	-	-	-
Skate Park	-	-	-	-
Special Events	5.0	5.0	5.0	0.0%
Sports	2.8	2.8	2.8	0.0%
Summer Camps	1.5	1.5	1.5	0.0%
Summer Playgrounds	1.0	1.0	1.0	0.0%
Teens	1.0	1.3	1.3	0.0%
Regular Subtotal	21.0	20.5	20.5	0.0%
<i>Temporary</i>				
Administration and Support	1.5	1.5	1.1	-26.7%
Afterschool	1.3	1.3	1.3	0.0%
Art in Public Architecture	-	-	-	-
Art in Public Places	-	-	-	-
Arts	1.2	1.2	1.1	-8.3%
Childcare	1.9	1.9	1.8	-5.3%
Classes	1.3	1.3	1.1	-15.4%
Farmers Market Eat Fresh Program	-	-	-	-
Friends of the Arts	-	-	-	-
Recreation Fund	-	-	-	-
Skate Park	0.6	1.4	1.3	-7.1%
Special Events	1.6	1.6	1.2	-25.0%
Sports	4.3	4.3	3.8	-11.6%
Summer Camps	6.8	6.8	6.0	-11.8%
Summer Playgrounds	5.8	5.8	6.2	6.9%
Teens	1.4	1.4	1.5	7.1%
Temporary Subtotal	27.7	28.5	26.4	-7.4%
Division Total	48.7	49.0	46.9	-4.3%

Significant Changes from FY 2020 to FY 2021

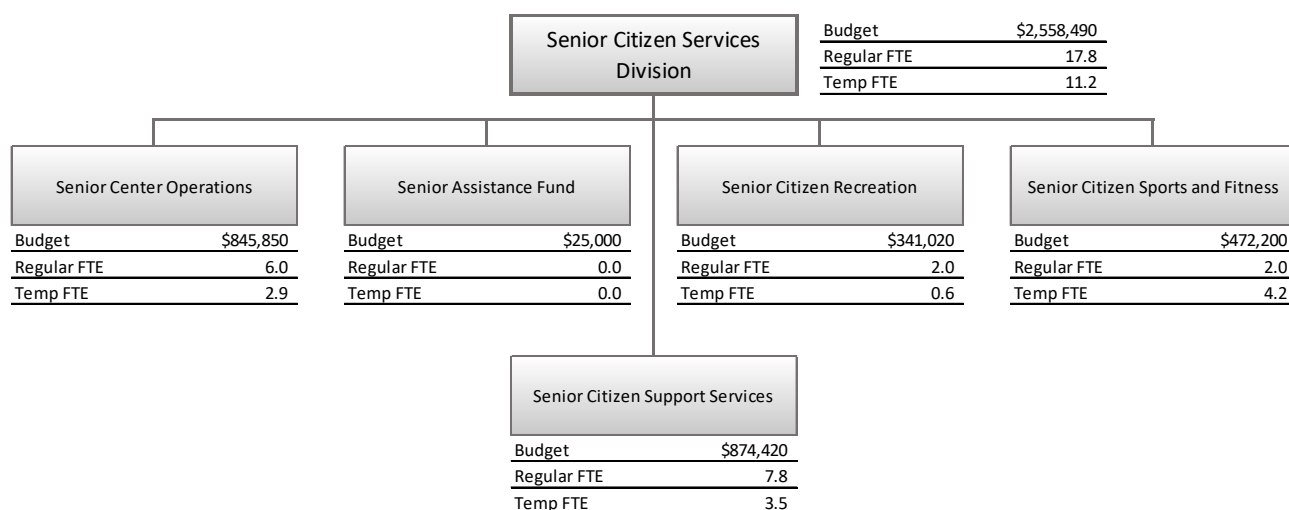
Temporary FTEs decreased by 0.4 FTEs in the Administration and Support Cost Center consistent with current trends, and by 0.4 FTEs in Special Events due to the one-time cancellation of the July 4 celebration in light of COVID-19 concerns.

Additional temporary FTE changes in the Division are due to shifting programming priorities and related temporary FTE needs.



Senior Citizen Services Division

The Senior Citizen Services Division serves the city's diverse population of adults age 60 and above, and supports their social, recreational, educational, fitness, and wellness needs. This Division manages the 39,000 square foot Senior Center, the hub for the city's senior services, as well as a place to access information, services, and support related to aging. The Division offers programs and services for aging in place, transportation, socialization, recreation, leisure, education, trips, fitness, health and wellness. Among those is the city's Villages program that links residents age 60 and above to neighborhood volunteers who assist with tasks to enable them to age in place. Staff provides support to the Senior Citizens Commission and Rockville Seniors, Incorporated (RSI). This Division manages projects in the Recreation and Parks program area of the CIP that directly impact the Senior Center.



Performance Measures and Short Term Objectives

Goal: Ensure social equity among all Rockville adults age 60 and above through a well-supported Senior Center and broad range of available services

Critical Success Factor: Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of Senior Center members (Target: > 1,500)	1,594	1,689	1,600	1,700
Number of Senior Center facility rentals (Target: > 350)	290	499	400	525
Number of Senior Center volunteers (Target: > 300)	300	150	315	200
Number of bus rides provided	33,165	32,647	34,700	34,000
Number of taxi coupons sold	1,253	1,210	1,365	1,365
Percentage of surveyed seniors that report Senior Center Support services (counseling, home maintenance, wellness, outreach and transportation) meet most or all of their needs	-	98%	98%	98%
Percentage of surveyed seniors who rate the maintenance and cleanliness of the Senior Center as above average or outstanding	-	98%	98%	98%
Number of special interest and wellness classes offered	99	100	100	102



Performance Measures continued	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Number of computer classes offered (Target: ≥ 225)	185	275	190	275
Number of meals provided*	24,579	23,748	24,600	30,000
Number of wellness screening and health appointments	2,021	2,041	2,040	2,040
Percent of seniors that use city's transportation services to the Senior Center and grocery store that rate it as a high quality, valuable service	-	90%	90%	95%
Senior Assistance Fund scholarships provided (Target: > 120)	148	194	150	200
Community contributions to Senior Assistance Fund (Target: > \$4,000)	\$6,722	\$4,650	\$3,000	\$4,000

* The Senior Center doubled its meal service to the senior community in response to the COVID-19 pandemic.

Short Term Objectives	Planned Completion
Launch Project HOPE (Help Our People Exercise) and the Pen Pal Program to combat social isolation and improve mental health	Q1 FY 2021
Provide two classes on transportation resources for seniors throughout the community	Q4 FY 2021
Provide Village facilitation to two new Rockville neighborhoods	Q4 FY 2021

Goal: Encourage all Rockville adults age 60 and above to remain healthy, active, and socially engaged through participation in innovative, high quality programs, classes, events, and trips

Critical Success Factor: Safe and Livable Neighborhoods

Performance Measures	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
Participants in special events, classes, and trips (Target: > 5,000)	4,592	5,029	5,250	5,300
Participants in fitness classes and sports leagues (Target: > 4,000)	4,667	4,660	4,600	4,800
Number of trips offered (Target: > 33)	30	32	34	35
Trips completed as a percent of total trips offered (Target: > 98%)	91%	94%	97%	97%
Number of Fitness Club members (Target: > 1000)	670	983	1,000	1,000
Number of classes, programs, sports leagues, and trips offered (Target: > 600)	643	645	650	655
Number of personal training sessions provided (Target: > 1,700)	1,772	2,310	2,500	2,500
Percent of seniors that report Senior Center programs and membership meet most or all their fitness and recreational needs (Target: ≥ 98%)	-	98%	≥ 98%	>98%

Short Term Objectives	Planned Completion
Integrate virtual class offerings, expanding the opportunity to participate in all senior classes both virtually and in person	Q1 FY 2021
Offer multicultural senior services, including a minimum of four programs and events instructed in different languages	Q4 FY 2021
Provide new exercise and support service classes in Mandarin, Korean, and Spanish	Q4 FY 2021



Senior Citizen Services Division FY 2021 Adopted Expenditures by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Senior Center Operations	774,014	810,090	845,850	4.4%
Senior Assistance Fund	755	25,000	25,000	0.0%
Senior Citizen Recreation	329,167	341,160	341,020	0.0%
Senior Citizen Sports and Fitness	456,316	457,500	472,200	3.2%
Senior Citizen Support Services	822,633	862,560	874,420	1.4%
Division Total (\$)	2,382,885	2,496,310	2,558,490	2.5%

Senior Citizen Services Division FY 2021 Adopted Expenditures by Type

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Personnel	1,998,739	2,076,570	2,108,920	1.6%
Operating	383,391	383,340	382,870	-0.1%
Capital Outlay	-	11,400	41,700	265.8%
Other	755	25,000	25,000	0.0%
Division Total (\$)	2,382,885	2,496,310	2,558,490	2.5%

Senior Citizen Services Division FY 2021 Adopted Revenues by Cost Center

	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
Senior Center Operations	128,473	141,700	141,700	0.0%
Senior Assistance Fund	29,650	13,000	28,000	115.4%
Senior Citizen Recreation	136,269	129,800	129,800	0.0%
Senior Citizen Sports and Fitness	284,595	267,770	267,770	0.0%
Senior Citizen Support Services	77,613	79,310	84,310	6.3%
Division Total (\$)	656,600	631,580	651,580	3.2%

Significant Changes from FY 2020 to FY 2021

Capital Outlay expenditures increased by \$30,000 in the Senior Center Operations Cost Center for new office furniture.

Revenue increased by \$15,000 in the Senior Assistance Fund to restore the General Fund subsidy.

Revenue for the Senior Citizen Support Services Cost Center increased due to an increase in grant funding.



**Senior Citizen Services Division
FY 2021 Adopted Regular and Temporary FTEs**

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	% Change from FY20
<i>Regular</i>				
Senior Center Operations	6.0	6.0	6.0	0.0%
Senior Assistance Fund	-	-	-	-
Senior Citizen Recreation	1.8	1.8	2.0	11.1%
Senior Citizen Sports and Fitness	2.0	2.0	2.0	0.0%
Senior Citizen Support Services	7.8	7.8	7.8	0.0%
Regular Subtotal	17.6	17.6	17.8	1.1%
<i>Temporary</i>				
Senior Center Operations	3.1	3.1	2.9	-6.5%
Senior Assistance Fund	-	-	-	-
Senior Citizen Recreation	0.6	0.6	0.6	0.0%
Senior Citizen Sports and Fitness	3.9	3.9	4.2	7.7%
Senior Citizen Support Services	3.2	3.2	3.5	9.4%
Temporary Subtotal	10.8	10.8	11.2	3.7%
Division Total	28.4	28.4	29.0	2.1%

**Significant Changes from
FY 2020 to FY 2021**

Regular FTEs increased in the Senior Citizen Recreation Cost Center due to adding 0.2 FTEs to an existing 0.8 FTE Senior Recreation Program Assistant.

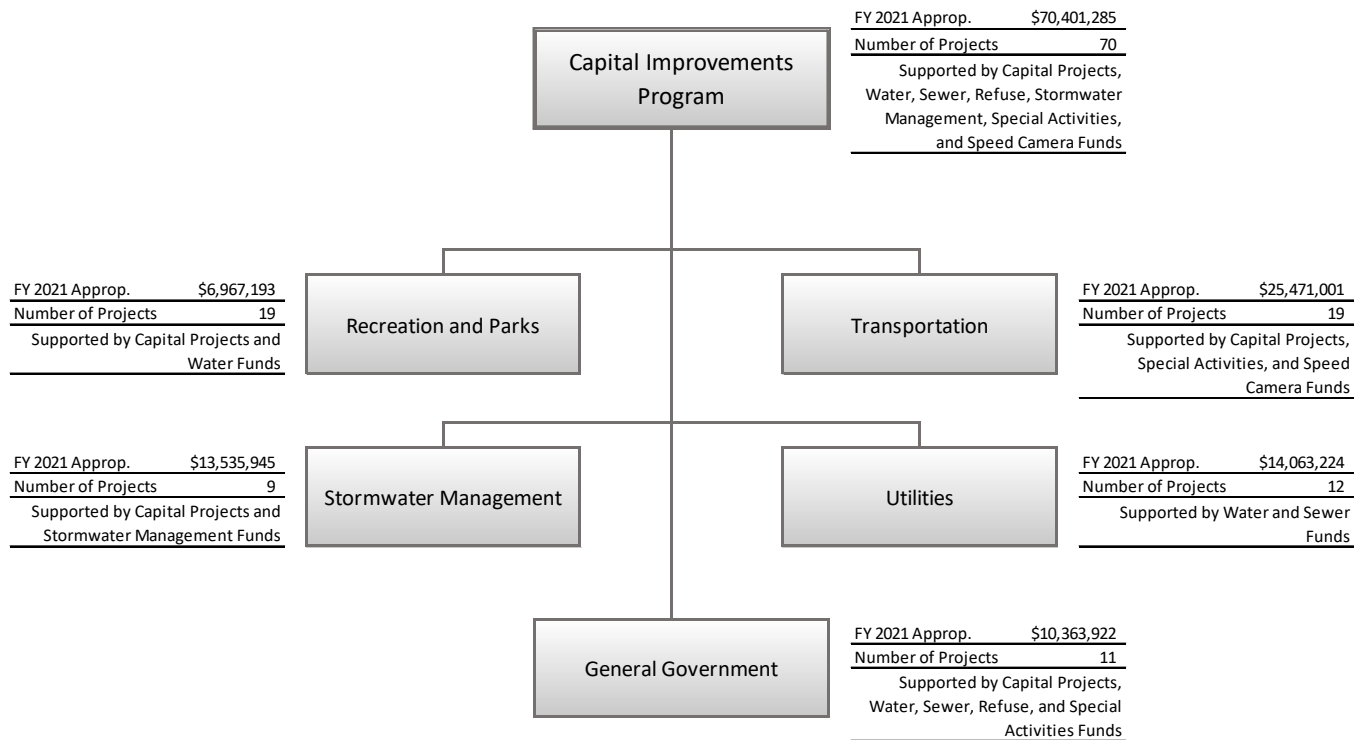
Temporary FTEs decreased in the Senior Center Operations Cost Center due to a reduction in funding to support increasing the Senior Recreation Program Assistant from 0.8 FTE to 1.0 FTE.

Temporary FTEs increased by 0.3 in the Senior Citizen Sports and Fitness Cost Center for personal trainers.

Temporary FTEs increased in the Senior Citizen Support Services Cost Center for class instructors supported by the MCAEL grant.



Capital Improvements Program Structure





Capital Improvements Program Overview

The Capital Improvements Program, or CIP, maps the city's capital investment plan over a five year period. The CIP is both a fiscal and planning device that allows the city to monitor all capital project costs, funding sources, departmental responsibilities, and project schedules. Each year, the CIP is reviewed within the context of ongoing city, County, State, and federal planning programs and policies, as well as the city's Master Plan. The new year of the CIP, along with any unspent prior appropriations, comprise the capital budget for each project beginning July 1 of each fiscal year. The remaining four years of the CIP serve as a financial plan for capital investments. The five year financial plan is reviewed and updated each year, and the Mayor and Council adopt both the capital budget and the five year financial plan. CIP highlights, including a summary of all newly funded projects, are included in the Introduction section of this document.

Definition of Significant Capital Expenditures

The city defines significant capital expenditures as any expenditure incurred within a project contained in the city's CIP. To qualify for inclusion in the CIP, a project must fall under one or more of the following categories:

- The acquisition of property for a public purpose
- The design and construction of a major new city facility or infrastructure
- The design and construction of a major addition or extension of an existing city facility or infrastructure
- The design and major improvement, rehabilitation, or repair of a city facility or infrastructure
- A significant one-time investment in new technology or upgraded technology infrastructure

Recurring Versus Nonrecurring Projects

All projects in the city's CIP are considered significant, as defined above. The CIP includes both recurring and nonrecurring projects. Recurring CIP projects, which involve ongoing major improvements, rehabilitation, or repairs (such as major street repaving or water infrastructure rehabilitation), are budgeted in five year increments. These projects are readily identified in this document by the inclusion of the five year timeframe at the end of the project title (for example, Asphalt/Concrete Improvements: FY21-FY25). Nonrecurring projects have defined beginning and end dates and long useful lives. These investments are generally capitalized as fixed assets and are eligible for debt financing according to the city's Financial Management Policies. The majority of the projects in the city's CIP are nonrecurring projects.

Studies that may lead to future projects are not funded in the CIP; such studies are planned for as Planned Improvement Projects (PIPs) and included in the operating budget when they are approved. Large nonrecurring projects that do not meet the criteria for inclusion in the CIP are also planned for through the PIP process. For a listing of current PIPs please see the Supplemental Information section of this document.

CIP Structure

Projects in the CIP are organized into five program areas: Recreation and Parks, Transportation, Stormwater Management, Utilities, and General Government. Each program area in this document includes an overview page followed by individual project sheets, shown in alphabetical order, for each project within the program area. These program area overview pages and individual project sheets are located in the CIP Projects section of this document.

Funding Sources Used to Finance the CIP

The funding sources used to finance the current CIP are described below. The city seeks outside funding sources when possible to meet capital needs without affecting taxpayers and/or ratepayers. Funding sources for each project are identified on the individual project sheets, and a summary of funding by source and fund is included with the summary tables in this section.

Paygo Funding

Paygo funding refers to resources available within an operating fund to support a capital project. The current CIP includes paygo funding from the following funds:



- **Capital Projects (Cap) Fund** – Capital expenses funded by the General Fund for general capital improvements. Funds are received from transfers to the CIP from the General Fund. The main sources of funding for the General Fund are property and income taxes.
- **Water (Wtr) Fund** – Capital expenses funded by the Water Fund for major water system expansions or improvements. The source of funding is water usage charges and fees.
- **Sewer (Swr) Fund** – Capital expenses funded by the Sewer Fund for major sewer system expansions or improvements. The source of funding is sewer usage charges and fees.
- **Refuse (Ref) Fund** – Capital expenses funded by the Refuse Fund. The source of funding is annual recycling and refuse fees.
- **Stormwater Management (SWM) Fund** – Capital expenses funded by the Stormwater Management Fund. The source of funding is annual stormwater management fees.
- **Special Activities (Act) Fund** – Capital expenses funded by legally restricted revenue sources. There are two separate Special Activities Funds in the current CIP: Transportation Improvement Plan (TIP) and Cable TV/Equipment (Cable). TIP is funded by payments from developers and can only be used on strategies that decrease traffic congestion and vehicle emissions. Cable is funded by grants from the cable franchise agreements with Comcast, Starpower/RCN, and Verizon and can only be used for television production or allowed institutional network (I-Net) equipment.
- **Speed Camera (Spd) Fund** – Capital expenses funded by the Speed Camera Fund. The source of funding is speed camera violations.

Bond Proceeds

Bond proceeds are proceeds from the sale of bonds for a specific capital improvement project. A bond is a written promise to pay a designated sum of money at specific dates in the future, together with periodic interest at a specified rate. Bonds are used as a long term financing tool.

Grant Funding

Grant funding refers to funding received from an outside agency for a specific capital improvement project. Grant funding does not need to be repaid, but it may require the city to match a certain percentage of the award. The current CIP includes grant funding from federal and State agencies.

Developer Funding

Developer funding refers to contributions that developers make to the city in support of public improvements, such as stormwater drains or traffic control devices, that increase the value of a private development.

Other Funding Sources

Other funding sources refers to payments and contributions that are not specifically listed elsewhere. Other funding sources included in the current CIP include:

- **County Impact Tax** – A tax imposed by Montgomery County on new residential and commercial buildings and additions to commercial buildings to fund improvements necessary to increase transportation or school capacity. Rockville's share of the County Impact Tax funds portions of several projects in the Transportation Program Area of the CIP.
- **Rockville Baseball Association (RBBA)** – RBBA is contributing toward the improvements to Dogwood Park, a Rockville-owned field where some RBBA games are played. RBBA is funded by participant fees and sponsorships.



- **State Bond Bill** – A grant from the State of Maryland to fund various capital programs administered by State agencies and other projects for local governments or private institutions.
- **State Highway Administration (SHA)** – The SHA funds portions of some of the city’s stormwater management projects as a way to fulfill their requirements under the NPDES MS4 Phase II permit.
- **Washington Metropolitan Area Transit Authority (WMATA)** – An agreement between the city and WMATA governs the coordination and related costs of the construction and operation of WMATA’s Red Line over and around the city’s public facilities. The Edmonston Bridge, which is being replaced as part of the Bridge Rehabilitation (TB16) project, is one of the facilities covered under this agreement. In line with the agreement, WMATA is funding a percentage of the construction costs for this project.

CIP Prioritization Process

Each year city staff prioritize CIP projects supported by the Capital Projects Fund based on the needs of the Rockville community, the condition of the city’s infrastructure, and the priorities of the Mayor and Council.

To begin, budget staff establish a cross-departmental committee based on nominations from department directors. This committee determines the criteria and scoring method used to rank all projects requesting funding from the taxpayer supported Capital Projects Fund. For the FY 2021 process, the committee agreed upon the following four criteria, each worth a maximum of 25 points.

- A. Improves or maintains city facilities or infrastructure
- B. Improves city operations and service delivery
- C. Improves the safety, attractiveness, and sustainability of the city for residents, workers, businesses/employers, and/or city staff
- D. Required to meet legal mandates and adopted plans and policies

Using the established criteria, each committee member evaluated and scored all projects requesting funding from the Capital Projects Fund. These scores were averaged to determine the overall project prioritization score. The committee then finalized their recommendations and presented them for review by department directors. The directors were given the opportunity to submit written comments to the City Manager discussing any concerns with the prioritization process or with the final recommendations. Budget staff provided the committee’s recommendation along with director comments to the City Manager, who used this information to assist in deciding what to include in the proposed CIP.

Neighborhood Association Requests

Each year the Community Engagement staff from the City Manager’s Office solicit capital budget requests from homeowners’ associations and neighborhood groups within the city. For the FY 2021 process, Community Engagement staff mailed and emailed letters to all Rockville neighborhood and homeowners’ associations in August 2019 encouraging them to submit ideas for consideration as part of the FY 2021 – FY 2025 Capital Improvements Program development process. The city received seven requests through this process from the following groups: Hungerford Civic Association (HCA), Lincoln Park Civic Association (LPCA), and Twinbrook Forest Condo Association (TFCA). These requests are shown below along with staff’s response to each.

- **Install a main entrance sign at the corner of Wootton Parkway and W. Edmonston Drive for proper identification of the Hungerford neighborhood. This area can be maintained by the Hungerford Garden Society. (HCA)** – Staff does not recommend individual signs for neighborhoods.
- **Create a children’s simulative road space at Elwood Smith playground where children can safely learn to ride, practice traffic signs, and engage in physical activities without the fear of vehicle traffic. Update existing structures with natural play areas that encourage imagination, explorative play, and sensory environments. (HCA)** – The playground is scheduled for replacement in FY 2021. Recreation and Parks staff will work with the community on the design and selection of theme, structures, and elements to include.

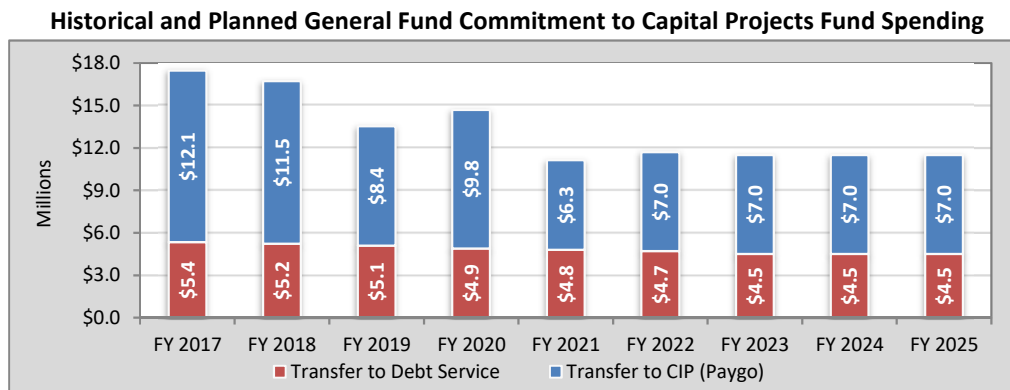


- **Enhance the overgrown Elwood Smith Park creek bed by clearing non-native invasive trees and shrubs from the park to encourage native growth; planting deer resistant native gardens (wet shade habitat); incorporating wildlife habitats for pollinators and insects; and creating plaques with information identifying local leaves, birds, bugs, and flower blooms. Install a useful bridge over the creek that connects the Lynnfield-Monroe neighborhood to the Hungerford neighborhood, also conjoining the basketball court to the park area. (HCA)** – The playground is scheduled for replacement in FY 2021. Staff will work with the community on their desires for the trail, and discuss possible interpretive signage. Staff will provide invasive species removal in the area as funds permit, although this might be a prime opportunity for citizen Weed Warriors to take the lead. Staff does not recommend another stream crossing in Elwood Smith Park.
- **Construct a pavilion with picnic tables at Elwood Smith Park. The three current picnic tables are mud-sunken and warped. The drainage issues and tree roots around the area create an unsuitable space for anyone to safely utilize. Install dog waste receptacles and trash cans at all four walkable entrances of the park. (HCA)** – The picnic tables have been replaced and will be set on concrete pads. If the community is supportive of a shelter, staff would also support that idea. The city is in the process of updating its Recreation and Parks strategic master plan. The draft has been presented to Mayor and Council and staff is in the process of collecting feedback from city boards and commissions. Once approved by the Mayor and Council, the plan will provide direction for future funding requests. This request will be documented and considered in future budget cycles along with other city priorities.
- **Add picnic tables and restroom access to Dawson Farm Park Pavilion, as well as garbage cans near pet waste receptacles. (HCA)** – When the shelter was constructed, the community did not want picnic tables. If the community sentiment has changed, staff could install some tables. The city avoids adding garbage cans to parks as they are difficult for our crews to service regularly. The city is in the process of updating its Recreation and Parks strategic master plan. The draft has been presented to Mayor and Council and staff is in the process of collecting feedback from city boards and commissions. Once approved by the Mayor and Council, the plan will provide direction for future funding requests. This request will be documented and considered in future budget cycles along with other city priorities.
- **Lincoln Park Community Center modification/reconstruction to add square footage, revamp annex in David Scull, and/or add a new annex on Stonestreet Ave. (LPCA)** – The city is in the process of updating its Recreation and Parks strategic master plan. The draft has been presented to Mayor and Council and staff is in the process of collecting feedback from city boards and commissions. Once approved by the Mayor and Council, the plan will provide direction for future funding requests. This request will be documented and considered in future budget cycles along with other city priorities.
- **Install additional small light poles in Twinbrook Forest Condo Complex near the guest parking area toward the center of the cul de sac on Meadow Hall Dr. (TFCA)** – Streetlights are available at the beginning of the street just before the townhouses, but not at the end of the street. Adding new streetlights will require underground boring to bring power to the other side of the street, in addition to the installation of new conduits, cables, and foundations for new streetlights. The potential high cost of this project outweighs the benefit of adding two streetlights, and therefore, is not recommended.



Impact of the CIP on the Operating Budget

Projects funded within the CIP have a direct impact on the operating budget. The cost of the project itself, if supported by taxpayer dollars, impacts the amount of the General Fund transfer to the CIP for paygo-funded projects, and impacts the amount of the General Fund transfer to the Debt Service Fund and future borrowing capacity for bond-funded projects. In the past, the Mayor and Council have appropriated General Fund unassigned fund balance in excess of the reserve requirement in addition to the adopted transfers to the CIP to reduce future borrowing needs. Assuming an interest rate of 3.5 percent, every \$1 million that the city borrows results in an increased average annual debt service burden of approximately \$69,000. The chart below shows the historical and planned General Fund transfers to the Debt Service Fund and to the CIP.



In addition to the cost to complete a CIP project, many projects require ongoing funding to operate or maintain the completed project. Ongoing operating cost impacts must be considered when determining if and when to include a particular project in the CIP. The following table lists all CIP projects that have associated ongoing operating cost impacts, either positive (increased cost) or negative (decreased cost or increased revenue), in the five year planning period. The total shown represents the estimated net change to the operating budget in the current five year planning period due to the completion of the project. These operating cost impacts are also detailed on the individual project sheets. One-time operating cost impacts and operating cost impacts that fall outside of the current five year planning period are not shown in this summary, but can be seen on the affected project sheets.

Ongoing Operating Cost Impacts (OCI), FY 2021 - FY 2025

Program Area / Project Title (Unit): OCI Description	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
<i>Recreation and Parks Program Area</i>						
Dogwood Park Renovation (RD16): Electricity savings resulting from installation of more energy efficient lighting						
General Fund	-	(3,400)	-	-	-	(3,400)
King Farm Farmstead Fire Suppression (RB21): Utilities and annual inspection.						
General Fund	-	2,000	1,500	-	-	3,500
Skate Park (RJ16): Additional funding for utility fees, maintenance, temporary employee staffing, and program costs						
General Fund	25,070	15,000	-	-	-	40,070
Swim and Fitness Center Locker Rooms Renovation (RK16): Additional funding for utility, custodial, and maintenance fees						
General Fund	100,000	-	-	-	-	100,000



Ongoing Operating Cost Impacts (OCI), FY 2021 - FY 2025 (continued)

Program Area / Project Title (Unit): OCI Description	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
<i>Transportation Program Area</i>						
Maryland/Dawson Extended (5C11): Landscaping, snow removal, stormwater management, and maintenance / repair related to construction of Phase II						
General Fund	-	-	3,000	-	-	3,000
SWM Fund	-	-	1,500	-	-	1,500
Pedestrian and Bicycle Safety: FY21-FY25 (TD21): Funding for signal maintenance, signs, line striping, repairs, stormwater management, and landscaping						
General Fund	1,000	1,000	1,000	1,000	1,000	5,000
Rockville Intermodal Access - Baltimore Road (8A11): Landscaping, stormwater management, snow removal, traffic sign repair, maintenance, and supplies						
General Fund	-	-	8,000	-	-	8,000
SWM Fund	-	-	3,730	-	-	3,730
Sidewalks: FY21-FY25 (TE21): Funding for maintenance, snow removal, landscaping, and stormwater management						
General Fund	1,000	1,000	1,000	1,000	1,000	5,000
SWM Fund	2,000	2,000	2,000	2,000	2,000	10,000
Southlawn Lane Sidewalk (6A11): Funding for landscaping, snow removal, stormwater management, maintenance and repair, and supplies						
General Fund	5,000	-	-	-	-	5,000
SWM Fund	2,000	-	-	-	-	2,000
<i>Stormwater Management Program Area</i>						
Stream Restoration: Anderson Park/Plymouth Woods HOA (SA18): Funding for five years of post-restoration stream stability monitoring*						
SWM Fund	-	-	50,000	-	-	50,000
Stream Restoration: Croydon Creek/Calvin Park Tributary (SB16): Funding for five years of post-restoration stream stability monitoring*						
SWM Fund	-	-	47,000	-	-	47,000
SWM Facilities Improvement: FY21-FY25 (SC21): Funding for maintenance, repairs, landscaping, and non-native invasive control						
SWM Fund	-	8,000	5,000	-	13,000	26,000
<i>Utilities Program Area</i>						
SCADA Improvements (UE16): Electricity and communication funding						
Water Fund	-	-	-	-	2,000	2,000
Water Treatment Plant Electrical, Roof, and HVAC Upgrades (UA17): Funding for electrical replacement parts						
Water Fund	-	2,000	-	-	-	2,000
<i>General Government Program Area</i>						
Electronic Plan Submission and Review Software (GA19): Funding for an annual maintenance agreement						
General Fund	-	42,180	-	-	-	42,180
Enterprise Resource Planning System (2B01): Annual license and maintenance costs						
General Fund	-	-	-	236,000	-	236,000
Gude Yard Recycle Transfer Enclosure (GC19): Funding for electricity and maintenance						
General Fund	-	500	-	-	-	500
Refuse Fund	-	4,000	-	-	-	4,000
I-Net Security Enhancements (GA18): Funding for equipment maintenance						
General Fund	-	-	300,000	-	-	300,000
Maintenance and Emergency Operations Facility Improvements (GD19): Funding for increases in general facility maintenance and utilities						
General Fund	67,410	53,810	53,810	-	-	175,030
Utility Billing Upgrade (GB16): Additional funding for ongoing maintenance						
Water Fund	30,000	-	-	-	-	30,000
<i>Closed Projects</i>						
Traffic Signal Communication system (TA18, closed FY 2020): Communication costs and software maintenance						
General Fund	-	10,000	6,000	-	-	16,000
<i>All Program Areas</i>						
General Fund	199,480	122,090	374,310	238,000	2,000	935,880
Water Fund	30,000	2,000	-	-	2,000	34,000
Refuse Fund	-	4,000	-	-	-	4,000
SWM Fund	4,000	10,000	109,230	2,000	15,000	140,230
Total, All Funds (\$)	233,480	138,090	483,540	240,000	19,000	1,114,110

*This OCI is required by the U.S. Army Corps of Engineers and will be removed from the budget at the end of the requirement period, which will be FY 2028.



Debt Management Policies and Ratios

The City's Financial Management Policies establish quantitative parameters for managing the city's debt. Since neither Maryland State law nor the City Charter mandates a limit on municipal debt, the parameters are designed to ensure that debt burdens remain within manageable levels. Each year, the CIP is crafted with a view toward ensuring compliance with these quantitative targets.

In the Capital Projects Fund, the city strives to:

1. Maintain its net tax-supported debt at a level not to exceed 1 percent of the assessed valuation of taxable property within the city.
2. Ensure that its net tax-supported debt per capita does not exceed \$1,341 (amount adjusted annually by the November Washington-Arlington-Alexandria CPI-U).
3. Ensure that its net tax-supported debt per capita as a percentage of federal adjusted gross income does not exceed 2.5 percent.
4. Maintain its annual net tax-supported debt service costs at a level less than 15 percent of the city's annual adopted General Fund expenditures.
5. Maintain a five year amortization rate of at least 25 percent, and a ten year amortization rate of at least 50 percent.

Capital Projects Fund Debt Ratios ¹	Target	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Debt per assessed valuation	≤1.0%	0.4%	0.3%	0.3%	0.3%	0.3%
Debt per capita	≤\$1,341 ²	\$721	\$641	\$563	\$587	\$512
Debt per capital w/o parking garage debt	≤\$1,341 ²	\$358	\$303	\$250	\$299	\$248
Debt per capita as a % of per capita income	≤2.5%	1.3%	1.2%	1.0%	1.0%	0.9%
Debt service as a % of operating budget	<15.0%	9.0%	8.0%	7.7%	7.0%	6.8%
Amortization rate - 5 years	≥25%	38.4%	39.0%	40.4%	41.1%	42.1%
Amortization rate - 10 years	≥50%	65.6%	68.3%	70.8%	73.7%	77.5%

1. All Capital Projects Fund ratios include the debt issued for the Town Center parking garages unless otherwise noted.

2. The target is adjusted annually by the change in the November CPI-U for the Washington-Arlington-Alexandria region.



Total Outstanding City Debt

The city has a total of \$123.3 million in outstanding taxpayer-supported and enterprise debt. The city plans to issue \$21.4 million in new enterprise debt during FY 2021. During FY 2021 the city will retire \$4.2 million in taxpayer-supported debt and \$7.2 million in enterprise debt.

Taxpayer-Supported Debt Summary	Year	Outstanding Principal	Interest Rate Range	Final Maturity
General Improvements - Refunding	2011	123,368	2.00 - 3.00%	2021
General Improvements - Refunding	2013	1,343,442	3.00 - 4.00%	2023
General Improvements - Refunding	2014	2,081,887	2.00 - 5.00%	2024
General Improvements	2014	1,575,000	2.00 - 5.00%	2025
General Improvements - Refunding	2015	3,044,514	4.00 - 5.00%	2025
General Improvements	2016	880,000	2.00 - 3.00%	2036
General Improvements - Advance Refunding	2016	3,142,061	2.00 - 5.00%	2028
General Improvements	2017	4,595,000	4.00%	2037
General Improvements	2019	6,085,000	2.00 - 5.00%	2039
General Improvements - Refunding	2020	7,935,000	1.90%	2031
Total General Debt (\$):		30,805,272		

Enterprise Debt Summary	Year	Outstanding Principal	Interest Rate Range	Final Maturity
Loan Payable - State of Maryland	2002	612,544	1.90%	2023
Loan Payable - State of Maryland	2005	363,316	0.00%	2025
Loan Payable - State of Maryland	2010	494,366	1.00%	2031
General Improvements - Refunding	2011	156,632	2.00 - 3.00%	2021
General Improvements	2011	5,880,000	2.00 - 3.375%	2032
General Improvements - Advance Refunding (taxable)	2011	1,255,000	3.50 - 4.375%	2036
General Improvements	2013	11,155,000	3.00 - 4.00%	2034
General Improvements - Refunding	2013	436,557	3.00 - 4.00%	2023
General Improvements - Refunding	2014	493,113	2.00 - 5.00%	2024
General Improvements	2014	7,850,000	2.00 - 5.00%	2035
General Improvements - Refunding	2015	2,295,485	4.00 - 5.00%	2025
General Improvements	2015	7,970,000	2.00 - 5.00%	2036
General Improvements	2016	4,085,000	2.00 - 3.00%	2036
General Improvements - Advance Refunding	2016	5,182,939	2.00 - 5.00%	2028
General Improvements	2017	4,045,000	4.00%	2037
General Improvements	2019	8,000,000	2.00 - 5.00%	2039
General Improvements - Advance Refunding	2019	26,795,000	2.55 - 3.00%	2036
General Improvements - Refunding	2020	5,415,000	1.90%	2031
Total Enterprise Debt (\$):		92,484,952		

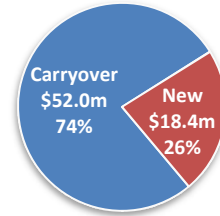
Total Outstanding Debt: \$ 123,290,224



FY 2021 CIP Appropriations Summary

Unlike annual appropriations in the operating budget, funds for CIP projects can be carried over from year to year until the project is complete. The annual CIP appropriation total is a combination of unspent funding from prior years plus new funding approved for the budget year. The CIP budget of \$70.4 million will support a total of 56 projects in FY 2021.

FY 2021 CIP Appropriation



FY 2021 CIP Appropriations Summary by Fund

Fund	Prior Year Approps.	Less Exp. as of 4/17/2020	Carryover Funding	Add New Approps.	Total FY 2021 Approps.
Capital Projects	76,422,203	(47,313,100)	29,109,103	8,589,110	37,698,213
Water	8,971,000	(1,047,411)	7,923,589	1,560,000	9,483,589
Sewer	2,081,480	(1,377,531)	703,949	4,096,000	4,799,949
Refuse	533,345	-	533,345	-	533,345
SWM	13,657,513	(3,468,335)	10,189,178	3,246,767	13,435,945
Special Activities	8,512,846	(5,466,721)	3,046,125	865,000	3,911,125
Speed Camera	1,324,263	(785,144)	539,119	-	539,119
Total (\$)	111,502,650	(59,458,242)	52,044,408	18,356,877	70,401,285

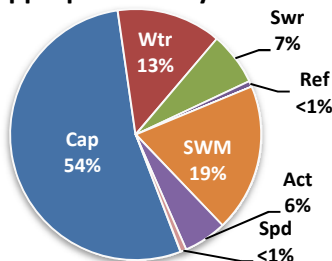
FY 2021 CIP Appropriations Summary by Program Area

Program Area	Prior Year Approps.	Less Exp. as of 4/17/2020	Carryover Funding	Add New Approps.	Total FY 2021 Approps.
Recreation and Parks	16,222,535	(11,593,412)	4,629,123	2,338,070	6,967,193
Transportation	48,322,157	(29,967,196)	18,354,961	7,116,040	25,471,001
SWM	13,757,513	(3,468,335)	10,289,178	3,246,767	13,535,945
Utilities	10,797,480	(2,390,256)	8,407,224	5,656,000	14,063,224
General Government	22,402,965	(12,039,043)	10,363,922	-	10,363,922
Total (\$)	111,502,650	(59,458,242)	52,044,408	18,356,877	70,401,285

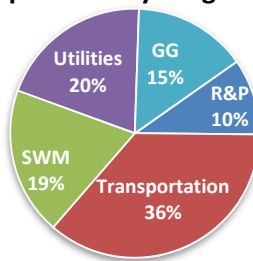
FY 2021 CIP Appropriations Summary by Department

Department	Prior Year Approps.	Less Exp. as of 4/17/2020	Carryover Funding	Add New Approps.	Total FY 2021 Approps.
City Manager's Office	1,167,000	(1,105,949)	61,051	-	61,051
Finance	200,000	(34,686)	165,314	-	165,314
Information Technology	8,045,896	(4,866,734)	3,179,162	-	3,179,162
PDS	521,600	(25,302)	496,298	-	496,298
Public Works	85,345,619	(41,832,159)	43,513,460	16,018,807	59,532,267
Recreation and Parks	16,222,535	(11,593,412)	4,629,123	2,338,070	6,967,193
Total (\$)	111,502,650	(59,458,242)	52,044,408	18,356,877	70,401,285

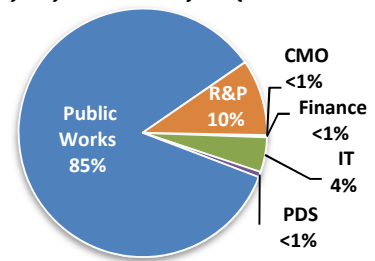
Appropriations by Fund



Appropriations by Program Area



Appropriations by Department

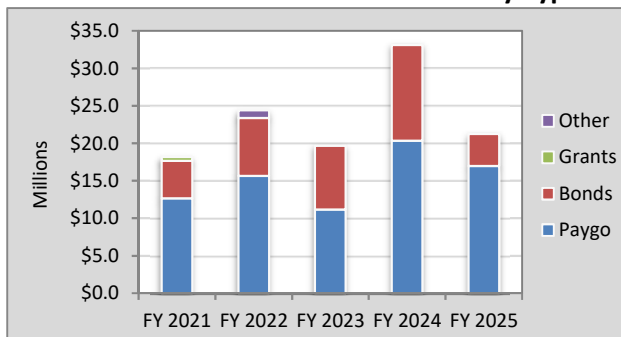




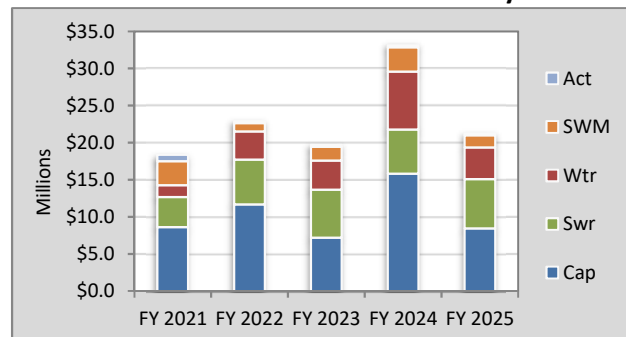
Sources of Funds by Type and Fund

Type / Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo Funding								
Capital Projects Fund	51,710,091	8,227,070	10,647,000	7,170,000	7,935,000	8,445,000	4,400,000	98,534,161
Water Fund	685,000	480,000	950,000	360,000	2,927,000	-	-	5,402,000
Sewer Fund	1,868,480	195,000	1,158,000	1,514,000	5,968,000	6,621,000	-	17,324,480
Refuse Fund	533,345	-	-	-	-	-	-	533,345
Stormwater Mgmt.	10,884,513	2,896,767	1,130,000	1,867,000	3,274,000	1,641,000	5,285,000	26,978,280
Special Activities	8,512,846	865,000	250,000	250,000	250,000	250,000	-	10,377,846
Speed Camera	1,324,263	-	1,500,000	-	-	-	-	2,824,263
Total Paygo	75,518,538	12,663,837	15,635,000	11,161,000	20,354,000	16,957,000	9,685,000	161,974,375
Bond Proceeds								
Capital Projects Fund	11,549,500	-	-	-	7,886,000	-	-	19,435,500
Water Fund	8,286,000	1,080,000	2,841,000	3,555,000	4,877,000	4,304,000	3,240,000	28,183,000
Sewer Fund	-	3,901,000	4,902,000	4,971,000	-	-	-	13,774,000
Total Bond Proceeds	19,835,500	4,981,000	7,743,000	8,526,000	12,763,000	4,304,000	3,240,000	61,392,500
Grant Funding								
Capital Projects Fund	6,231,698	197,040	-	-	-	-	-	6,428,738
Stormwater Mgmt.	1,200,000	350,000	-	-	-	-	-	1,550,000
Total Grants	7,431,698	547,040	-	-	-	-	-	7,978,738
Developer Funding								
Capital Projects Fund	1,802,402	165,000	-	-	-	-	-	1,967,402
Sewer Fund	213,000	-	-	-	-	-	-	213,000
Total Developer	2,015,402	165,000	-	-	-	-	-	2,180,402
Other Funding Sources								
Capital Projects Fund	5,128,512	-	1,017,434	-	-	-	-	6,145,946
Stormwater Mgmt.	1,573,000	-	-	-	-	-	-	1,573,000
Total Other	6,701,512	-	1,017,434	-	-	-	-	7,718,946
All Funding Types								
Capital Projects Fund	76,422,203	8,589,110	11,664,434	7,170,000	15,821,000	8,445,000	4,400,000	132,511,747
Water Fund	8,971,000	1,560,000	3,791,000	3,915,000	7,804,000	4,304,000	3,240,000	33,585,000
Sewer Fund	2,081,480	4,096,000	6,060,000	6,485,000	5,968,000	6,621,000	-	31,311,480
Refuse Fund	533,345	-	-	-	-	-	-	533,345
Stormwater Mgmt.	13,657,513	3,246,767	1,130,000	1,867,000	3,274,000	1,641,000	5,285,000	30,101,280
Special Activities	8,512,846	865,000	250,000	250,000	250,000	250,000	-	10,377,846
Speed Camera	1,324,263	-	1,500,000	-	-	-	-	2,824,263
Total All Types (\$)	111,502,650	18,356,877	24,395,434	19,687,000	33,117,000	21,261,000	12,925,000	241,244,961

FY 2021 - FY 2025 Sources of Funds by Type



FY 2021 - FY 2025 Sources of Funds by Fund

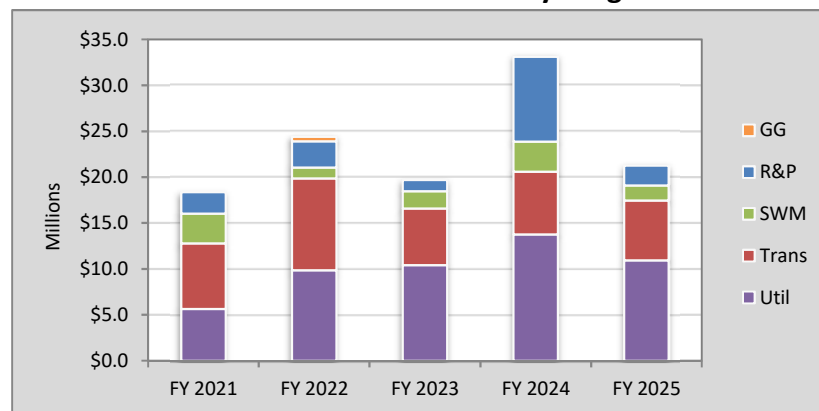




Use of Funds by Program Area and Fund

Program Area / Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
<i>Recreation and Parks Program Area</i>								
Capital Projects Fund	16,167,535	2,338,070	2,841,000	1,225,000	9,257,000	2,157,000	-	33,985,605
Water Fund	55,000	-	-	-	-	-	-	55,000
Total Rec & Parks	16,222,535	2,338,070	2,841,000	1,225,000	9,257,000	2,157,000	-	34,040,605
<i>Transportation Program Area</i>								
Capital Projects Fund	42,256,944	6,251,040	8,248,434	5,945,000	6,564,000	6,288,000	-	75,553,418
Special Activities	4,740,950	865,000	250,000	250,000	250,000	250,000	-	6,605,950
Speed Camera	1,324,263	-	1,500,000	-	-	-	-	2,824,263
Total Transportation	48,322,157	7,116,040	9,998,434	6,195,000	6,814,000	6,538,000	-	84,983,631
<i>Stormwater Management Program Area</i>								
Capital Projects Fund	100,000	-	75,000	-	-	-	-	175,000
Stormwater Mgmt.	13,657,513	3,246,767	1,130,000	1,867,000	3,274,000	1,641,000	5,285,000	30,101,280
Total SWM	13,757,513	3,246,767	1,205,000	1,867,000	3,274,000	1,641,000	5,285,000	30,276,280
<i>Utilities Program Area</i>								
Water Fund	8,816,000	1,560,000	3,791,000	3,915,000	7,804,000	4,304,000	3,240,000	33,430,000
Sewer Fund	1,981,480	4,096,000	6,060,000	6,485,000	5,968,000	6,621,000	-	31,211,480
Total Utilities	10,797,480	5,656,000	9,851,000	10,400,000	13,772,000	10,925,000	3,240,000	64,641,480
<i>General Government Program Area</i>								
Capital Projects Fund	17,897,724	-	500,000	-	-	-	4,400,000	22,797,724
Water Fund	100,000	-	-	-	-	-	-	100,000
Sewer Fund	100,000	-	-	-	-	-	-	100,000
Refuse Fund	533,345	-	-	-	-	-	-	533,345
Special Activities	3,771,896	-	-	-	-	-	-	3,771,896
Total General Gov't	22,402,965	-	500,000	-	-	-	4,400,000	27,302,965
<i>All Program Areas</i>								
Capital Projects Fund	76,422,203	8,589,110	11,664,434	7,170,000	15,821,000	8,445,000	4,400,000	132,511,747
Water Fund	8,971,000	1,560,000	3,791,000	3,915,000	7,804,000	4,304,000	3,240,000	33,585,000
Sewer Fund	2,081,480	4,096,000	6,060,000	6,485,000	5,968,000	6,621,000	-	31,311,480
Refuse Fund	533,345	-	-	-	-	-	-	533,345
Stormwater Mgmt.	13,657,513	3,246,767	1,130,000	1,867,000	3,274,000	1,641,000	5,285,000	30,101,280
Special Activities	8,512,846	865,000	250,000	250,000	250,000	250,000	-	10,377,846
Speed Camera	1,324,263	-	1,500,000	-	-	-	-	2,824,263
Total All Areas (\$)	111,502,650	18,356,877	24,395,434	19,687,000	33,117,000	21,261,000	12,925,000	241,244,961

FY 2021 - FY 2025 Use of Funds by Program Area

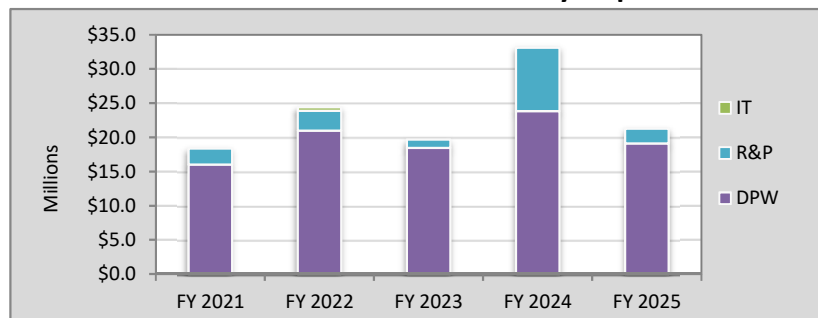




Use of Funds by Department and Fund

Department / Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
<i>City Manager's Office</i>								
Special Activities	1,167,000	-	-	-	-	-	-	1,167,000
Total City Manager's Office	1,167,000	-	-	-	-	-	-	1,167,000
<i>PDS</i>								
Capital Projects Fund	521,600	-	-	-	-	-	-	521,600
Total PDS	521,600	-	-	-	-	-	-	521,600
<i>Finance</i>								
Water Fund	100,000	-	-	-	-	-	-	100,000
Sewer Fund	100,000	-	-	-	-	-	-	100,000
Total Finance	200,000	-	-	-	-	-	-	200,000
<i>Information Technology</i>								
Capital Projects Fund	5,441,000	-	500,000	-	-	-	4,400,000	10,341,000
Special Activities	2,604,896	-	-	-	-	-	-	2,604,896
Total IT	8,045,896	-	500,000	-	-	-	4,400,000	12,945,896
<i>Public Works</i>								
Capital Projects Fund	54,192,068	6,251,040	8,248,434	5,945,000	6,564,000	6,288,000	-	87,488,542
Water Fund	8,816,000	1,560,000	3,791,000	3,915,000	7,804,000	4,304,000	3,240,000	33,430,000
Sewer Fund	1,981,480	4,096,000	6,060,000	6,485,000	5,968,000	6,621,000	-	31,211,480
Refuse Fund	533,345	-	-	-	-	-	-	533,345
Stormwater Mgmt.	13,657,513	3,246,767	1,130,000	1,867,000	3,274,000	1,641,000	5,285,000	30,101,280
Special Activities	4,740,950	865,000	250,000	250,000	250,000	250,000	-	6,605,950
Speed Camera	1,324,263	-	1,500,000	-	-	-	-	2,824,263
Total Public Works	85,245,619	16,018,807	20,979,434	18,462,000	23,860,000	19,104,000	8,525,000	192,194,860
<i>Recreation and Parks</i>								
Capital Projects Fund	16,267,535	2,338,070	2,916,000	1,225,000	9,257,000	2,157,000	-	34,160,605
Water Fund	55,000	-	-	-	-	-	-	55,000
Total Rec. and Parks	16,322,535	2,338,070	2,916,000	1,225,000	9,257,000	2,157,000	-	34,215,605
<i>All Departments</i>								
Capital Projects Fund	76,422,203	8,589,110	11,664,434	7,170,000	15,821,000	8,445,000	4,400,000	132,511,747
Water Fund	8,971,000	1,560,000	3,791,000	3,915,000	7,804,000	4,304,000	3,240,000	33,585,000
Sewer Fund	2,081,480	4,096,000	6,060,000	6,485,000	5,968,000	6,621,000	-	31,311,480
Refuse Fund	533,345	-	-	-	-	-	-	533,345
Stormwater Mgmt.	13,657,513	3,246,767	1,130,000	1,867,000	3,274,000	1,641,000	5,285,000	30,101,280
Special Activities	8,512,846	865,000	250,000	250,000	250,000	250,000	-	10,377,846
Speed Camera	1,324,263	-	1,500,000	-	-	-	-	2,824,263
Total All Areas (\$)	111,502,650	18,356,877	24,395,434	19,687,000	33,117,000	21,261,000	12,925,000	241,244,961

FY 2021 - FY 2025 Use of Funds by Department





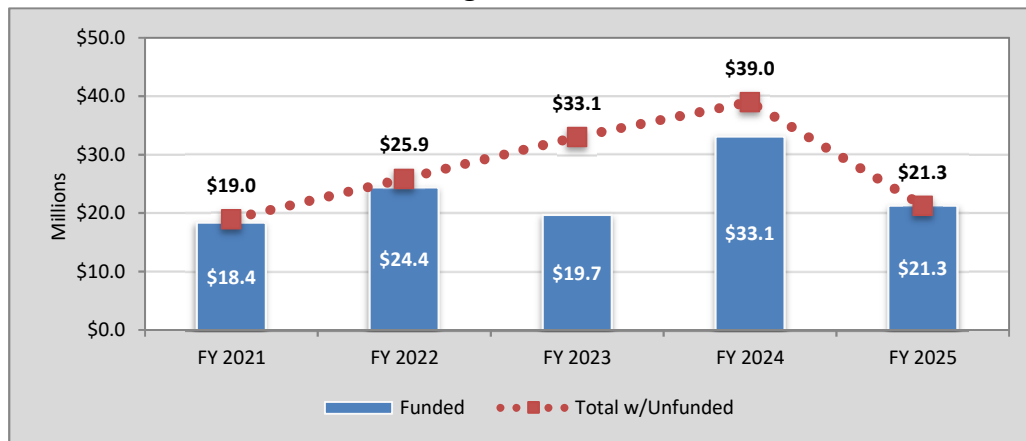
Unfunded Totals by Program Area and Fund

Every year, the city evaluates project funding requests in regards to the priorities and the financial resources of the city. As a result of this evaluation, some projects may receive no funding or receive only a portion of the funding needed to complete the tasks as detailed on the project sheet. Funding for these projects should be considered by the Mayor and Council and City Manager as resources become available and new priorities are established. The table below summarizes the city's total unfunded needs over the five year planning period. It is important to note that for some projects, the unfunded needs shown are not intended to come from city funds, but rather from an outside source. For these projects the anticipated outside funding source is described in the Project Funding section of the individual project sheet.

Program Area / Fund	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
<i>Recreation and Parks Program Area</i>							
Capital Projects Fund	620,000	-	200,000	1,427,000	-	3,082,700	5,329,700
Total Rec & Parks	620,000	-	200,000	1,427,000	-	3,082,700	5,329,700
<i>Transportation Program Area</i>							
Capital Projects Fund	-	1,500,000	7,300,000	4,450,000	-	-	13,250,000
Total Transportation	-	1,500,000	7,300,000	4,450,000	-	-	13,250,000
<i>General Government Program Area</i>							
Capital Projects Fund	-	-	5,872,000	-	-	-	5,872,000
Total General Gov't	-	-	5,872,000	-	-	-	5,872,000
<i>All Program Areas</i>							
Capital Projects Fund	620,000	1,500,000	13,372,000	5,877,000	-	3,082,700	24,451,700
Total All Areas (\$)	620,000	1,500,000	13,372,000	5,877,000	-	3,082,700	24,451,700

The graph below shows the total new funding programmed over the five year projection period, along with the total including the unfunded amounts. Unfunded needs may be addressed through one-time transfers from unassigned fund balance, identification of new revenue sources, or bond financing. The city considers the cost and implications of deferring necessary projects when making funding decisions.

FY 2021 - FY 2025 New Funding Schedule with Unfunded, All Funds





How to Read this Section

Program Area Overview Pages

Projects in the CIP are organized into five program areas: Recreation and Parks, Transportation, Stormwater Management, Utilities, and General Government. Each program area contains an overview page followed by individual project sheets for each project that falls within that program area. The program area overview sheet contains the following information:

- 1 A description of the types of projects that fall within that program area
- 2 The long-term goal(s) for projects within the program area
- 3 A listing of any projects within the program area that are new to the current CIP
- 4 A listing of any projects within the program area that have closed since the last adopted CIP
- 5 A graph showing new funding requested over the five-year CIP by source for the program area
- 6 A table showing the total funded and unfunded amounts by year for the program area

Individual Project Sheets

Each project is presented on a separate sheet in alphabetical order within each program area. Each project sheet contains the following information:

- A A photo or map depicting the project or its location
- B A brief description of the project
- C An explanation of any significant changes to the project since the prior adopted CIP
- D Calculation of the current year appropriation
- E Alignment of the project with Mayor and Council Critical Success Factors, city policies, legal mandates, and/or adopted plans
- F Anticipated project outcome
- G A table showing project cost and timeline, with explanation of any changes
- H A table showing both funded and unfunded amounts by year and by funding source, with explanation of any unfunded amounts or outside funding
- I A table showing any ongoing operating cost impact by year and by fund, with explanation of impacts
- J Project manager's contact info and any project notes

City of Rockville, Maryland
FY 2021 Adopted Budget

Transportation Program Area Overview

Description: The projects in the Transportation Program Area focus on providing sustainable city streets, bridges, sidewalks, streetlights, traffic signals, and pedestrian and bicycle amenities in accordance with County, State, and federal standards and City transportation plans and policies.

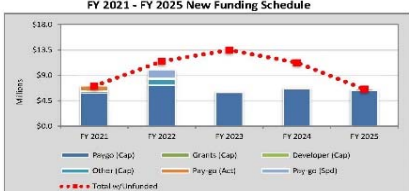
Goal: To provide a safe, complete, efficient, and ADA compliant multimodal transportation system.

New project(s) for FY 2021:
Traffic Signal at E. Middle Lane/Alelen/Irenehugh Way (T721)
Traffic Signal Upgrades (T021)

Project(s) closed for FY 2021:
Traffic Signal Communication System (TA18)
West Montgomery Alley (TB19)



FY 2021 - FY 2025 New Funding Schedule



Transportation Program Area Summary of Total Funding

	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Funded:	45,322,157	7,116,040	8,986,434	6,195,000	6,814,500	6,538,000	-	84,963,631
Unfunded	-	-	1,500,000	7,300,000	4,150,000	-	-	13,250,000
Total with Unfunded (\$)	45,322,157	7,116,040	11,486,434	13,495,000	11,264,000	6,538,000	-	98,213,631

City of Rockville, Maryland
FY 2021 Adopted Budget

Stonestreet Corridor Improvements (TA20)

Description: This Complete Street project designs street and sidewalk improvements along Park Road and N. Stonestreet Ave. near the Rockville Metro Station to provide safer multimodal transportation. This is a phased project: Phase I - Park Road improvement and traffic signal reconstruction at the intersection of S. Stonestreet Ave. and Park Road; Phase II - N. Stonestreet Ave. road improvement between Park Road and Lincoln Ave.

Changes from Previous Year: Grant funding was added mid-FY 2020 to design the pedestrian/bicycle facilities along the Stonestreet Corridor.

Current Project Appropriations
Prior Appropriations: 630,000
Line Expanded as of 4/17/20: 630,000
Total Carryover: 630,000
New Funding: 630,000
Total FY 2021 Appropriations: 630,000

Critical Success Factor: Well-Planned Community

Mandate/Plan: Vision Zero Policy; Complete Streets Policy; 2018 Stonestreet Corridor Study; 2007 Lincoln Park Neighborhood Plan; 2004 East Rockville Neighborhood Plan; 2002 Comprehensive Master Plan; 2021 Town Cir. Master Plan

Anticipated Project Outcome: Safer road network that supports existing and future Stonestreet Corridor development.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost		% Change
	Original	Current	Original	Current	Original	Current	
Planning / Design	FY 2020	FY 2020	FY 2021	FY 2021	250,000	450,000	80%
Construction	-	-	-	-	-	-	-
Other (land acquisition)	FY 2020	FY 2021	FY 2021	FY 2021	100,000	100,000	80%
Project Total (\$)					350,000	550,000	80%

Project Funding: This project is partially funded. FY 2022 and FY 2023 unfunded amounts represent construction for Phase I and Phase II, respectively.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Fringe (Cap)	350,000	-	-	-	-	-	-	350,000
Grants (Cap)	280,000	-	-	-	-	-	-	280,000
Total Funded (\$)	630,000	-	-	-	-	-	-	910,000
Unfunded (Cap)	-	-	1,500,000	1,500,000	-	-	-	3,000,000
Total w/Unfunded (\$)	630,000	-	1,500,000	1,500,000	-	-	-	4,030,000

Operating Cost Impact: If funded, the construction portion of this project would add \$4,500 (\$3,000 General Fund, \$1,500 SMM Fund) in both FY 2023 and FY 2024 for landscaping, snow removal, stormwater management, and maintenance and repair.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-
SMM	-	-	-	-	-	-	-	-

Project Manager: Jennifer Wang, Senior Transportation Engineer, 240-314-9506.

Notes: This project first appeared in the FY 2020. FY 2021 work includes design completion of Phase I/Phase II and right-of-way acquisition.



Summary of CIP Projects

All projects in the current CIP are listed in the following table by program area. There are a total of 70 projects in the CIP, 56 of which have carryover and/or new FY 2021 appropriations. This table shows the total project funding. For a breakdown of funding by source for any particular project, please see the individual project sheet.

Program Area / Project Title	Unit	Prior Spent	FY 2021 Appropriations			FY 2022 - Future	Funded Total	Unfunded Total
			Prior Carryover	FY 2021 New	Total			
Recreation and Parks								
Asphalt/Concrete Improvements: FY16-FY20	RB16	1,622,327	47,379	-	47,379	-	1,669,706	-
Asphalt/Concrete Improvements: FY21-FY25	RA21 *	-	-	425,000	425,000	1,830,000	2,255,000	-
David Scull Park Improvements	RA19	-	-	-	-	-	-	544,700
Dogwood Park Renovation	RD16	450,572	133,228	489,000	622,228	160,000	1,232,800	-
F. Scott Fitzgerald Theatre ADA Improvements	RA20	-	-	-	-	1,030,000	1,030,000	-
Isreal Park Shelter Replacement	RA17	54,365	395,053	-	395,053	-	449,418	-
King Farm Farmstead Fire Suppression	RB21 *	-	-	650,000	650,000	-	650,000	-
King Farm Farmstead – Horse Barn	RA18	55,356	-	-	-	-	55,356	2,765,000
Outdoor Recreation Pool Renovations	RC18	-	74,000	-	74,000	9,080,000	9,154,000	-
Pervious Parking Lot Replacement: Fallsgrove Park	RB19	-	250,000	447,000	697,000	-	697,000	-
Playground Structure Replacement: FY16-FY20	RH16	1,127,899	164,666	-	164,666	-	1,292,565	-
Playground Structure Replacement: FY21-FY25	RC21 *	-	-	174,070	174,070	698,000	872,070	-
Promenade Park Elevator and Park Redesign	RD21 *	-	-	33,000	33,000	180,000	213,000	1,400,000
Roofing Improvements: FY16-FY20	RI16	793,056	1,261,394	-	1,261,394	-	2,054,450	-
Roofing Improvements: FY21-FY25	RE21 *	-	-	-	-	2,502,000	2,502,000	-
Senior Center ADA Improvements	RE18	754,467	391,533	120,000	511,533	-	1,266,000	120,000
Skate Park	RJ16	50,783	1,801,457	-	1,801,457	-	1,852,240	-
Spray Park	RF21 *	-	-	-	-	-	-	500,000
Swim and Fitness Center Locker Rooms Renovation	RK16	6,684,587	110,413	-	110,413	-	6,795,000	-
Transportation								
Asphalt Repair & Replacement: FY16-FY20	TA16	12,254,379	817,675	-	817,675	-	13,072,054	-
Asphalt Repair & Replacement: FY21-FY25	TA21 *	-	-	3,206,000	3,206,000	14,232,000	17,438,000	-
Bridge Rehabilitation: FY16-FY20	TB16	2,737,089	614,739	-	614,739	-	3,351,828	-
Bridge Rehabilitation: FY21-FY25	TB21 *	-	-	300,000	300,000	2,100,000	2,400,000	-
Concrete Repair & Replacement: FY16-FY20	TC16	8,459,613	653,387	-	653,387	-	9,113,000	-
Concrete Repair & Replacement: FY21-FY25	TC21 *	-	-	1,818,000	1,818,000	8,696,000	10,514,000	-
Hurley Avenue Bridge Rehabilitation	TE16	40,533	162,477	-	162,477	2,500,000	2,703,010	-
Maryland Dawson Extended	5C11	406,788	3,453,112	-	3,453,112	1,017,434	4,877,334	9,450,000
Pedestrian and Bicycle Safety: FY16-FY20	4B71	3,411,489	512,494	-	512,494	-	3,923,983	-
Pedestrian and Bicycle Safety: FY21-FY25	TD21 *	-	-	150,000	150,000	200,000	350,000	-
Pedestrian Bridge - WMATA Rockville Station	TA19	-	505,000	-	505,000	-	505,000	-
Rockville Intermodal Access - Baltimore Road	8A11	1,231,812	6,533,453	-	6,533,453	-	7,765,265	-
Sidewalks: FY16-FY20	TF16	1,047,358	1,102,852	-	1,102,852	-	2,150,210	-
Sidewalks: FY21-FY25	TE21 *	-	-	1,177,040	1,177,040	800,000	1,977,040	-
Southlawn Lane Sidewalk	6A11	364,635	1,135,365	-	1,135,365	-	1,500,000	-
Stonestreet Corridor Improvements	TA20	-	630,000	-	630,000	-	630,000	3,400,000
Traffic Signal at E. Middle Lane/Helen Heneghan	TF21 *	-	-	-	-	-	-	400,000
Traffic Signal Upgrades	TG21 *	-	-	465,000	465,000	-	465,000	-
West End Park Noise Barrier	3A81	13,500	2,234,407	-	2,234,407	-	2,247,907	-

* Projects are new to the FY 2021 book.



Summary of CIP Projects (continued)

Program Area / Project Title	Unit	FY 2021 Appropriations				FY 2022 - Future	Funded Total	Unfunded Total
		Prior Spent	Prior Carryover	FY 2021 New	Total			
Stormwater Management								
Storm Drain Rehab & Improvement: FY16-FY20	SA16	199,914	798,286	-	798,286	-	998,200	-
Storm Drain Rehab & Improvement: FY21-FY25	SA21 *	-	-	695,000	695,000	4,804,000	5,499,000	-
Stream Restoration: Anderson Park/Plymouth	SA18	317,635	3,924,365	-	3,924,365	-	4,242,000	-
Stream Restoration: Croydon Creek/Calvin Park	SB16	320,355	4,505,645	-	4,505,645	-	4,826,000	-
Stream Restoration Spot Repairs: FY16-FY20	SD16	326,433	763,567	-	763,567	-	1,090,000	-
Stream Restoration Spot Repairs: FY21-FY25	SB21 *	-	-	159,000	159,000	659,000	818,000	-
Stream Restoration: Watts Branch – Lower Stream	SA19	-	-	-	-	5,773,000	5,773,000	-
SWM Facilities Improvement: FY16-FY20	SE16	2,303,998	297,315	-	297,315	-	2,601,313	-
SWM Facilities Improvement: FY21-FY25	SC21 *	-	-	2,392,767	2,392,767	2,036,000	4,428,767	-
Utilities								
Blue Plains Wastewater Treatment: FY21-FY25	UA21 *	-	-	3,901,000	3,901,000	17,891,000	21,792,000	-
Commercial Water Meter Replacements	UB21 *	-	480,000	-	480,000	6,000,000	6,480,000	-
SCADA Improvements	UE16	-	-	-	-	923,000	923,000	-
Sewer Rehab & Improvement: FY16-FY20	UB16	1,360,188	621,292	-	621,292	-	1,981,480	-
Sewer Rehab & Improvement: FY21-FY25	UC21 *	-	-	195,000	195,000	7,243,000	7,438,000	-
Water Main Rehab & Improvement: FY21-FY25	UD21 *	-	-	1,080,000	1,080,000	12,817,000	13,897,000	-
Water Treatment Plant and Distribution System	UA20	-	-	-	-	650,000	650,000	-
Water Treatment Plant Clarifier Improvements	UD16	-	-	-	-	2,364,000	2,364,000	-
Water Treatment Plant Electrical, Roof, and HVAC	UA17	852,313	6,953,687	-	6,953,687	-	7,806,000	-
Water Treatment Plant Filter Media Replacement	UB18	-	-	-	-	300,000	300,000	-
Water Treatment Plant Raw Water Infrastructure	UA19	66,368	293,632	-	293,632	-	360,000	-
Water Treatment Plant Safety Improvements	UB19	111,387	58,613	480,000	538,613	-	650,000	-
General Government								
Core Financial, HR, & Procurement ERP	GA21 *	-	-	-	-	4,400,000	4,400,000	-
Data Center and Disaster Recovery Infrastructure	GB21 *	-	-	-	-	-	-	5,872,000
Electronic Plan Submission and Review Software	GA19	25,302	496,298	-	496,298	-	521,600	-
Enterprise Resource Planning System	2B01	801,705	2,573,295	-	2,573,295	-	3,375,000	-
Financial System Upgrade	GC21 *	-	-	-	-	500,000	500,000	-
Gude Yard Recycle Transfer Enclosure	GC19	-	533,345	-	533,345	-	533,345	-
I-Net Infrastructure Upgrade	5B87	1,817,424	313,547	-	313,547	-	2,130,971	-
I-Net Security Enhancements	GA18	2,247,605	292,320	-	292,320	-	2,539,925	-
Maintenance and Emergency Operations Facility	GD19	6,006,372	5,928,752	-	5,928,752	-	11,935,124	-
Rockville 11 Studio	GA16	1,105,949	61,051	-	61,051	-	1,167,000	-
Utility Billing Upgrade	GB16	34,686	165,314	-	165,314	-	200,000	-
Total All Program Areas (\$)		59,458,242	52,044,408	18,356,877	70,401,285	111,385,434	241,244,961	24,451,700

* Projects are new to the FY 2021 book.



Projects Closed for FY 2021

Each year the Mayor and Council formally authorize staff via adopted resolution to close completed CIP projects as of the end of the fiscal year. The projects shown below will close as of June 30, 2020, and are not included in the FY 2021 CIP. Any unspent appropriations from the closed projects will be returned to the fund from which the appropriations were made, unless the project was funded from an outside source.

Program Area / Project Title	Fiscal Year Opened	Fund	Original Budget	Final Budget	Estimated Actual	Estimated Unspent*
<i>Transportation</i>						
Traffic Signal Communication System (TA18)	2018	Cap	250,000	250,000	236,650	13,350
West Montgomery Alley (TB19)**	2019	Cap	-	-	-	-
<i>Utilities</i>						
Blue Plains Wastewater Treatment: FY16-FY20 (UA16)***	2016	Swr	12,517,000	18,755,000	17,755,000	1,000,000
Water Main Rehab & Improvement: FY16-FY20 (UC16)	2016	Wtr	11,154,058	5,626,607	5,624,344	2,263

* Estimated unspent as of 4/20/2020.

** This project was never funded.

*** Based on estimates from WSSC, staff estimates that approximately \$1 million will return to the Sewer Fund at the close of this project.



Recreation and Parks Program Area Overview

Description: The projects in the Recreation and Parks Program Area focus on acquiring, maintaining, and improving the quality, attractiveness, infrastructure, and usability of the city's parks, open spaces, forest areas, and rights-of-way, as well as constructing and maintaining all of the city's buildings.

Goal: To provide safe, modern, and well maintained parks and facilities in which Rockville residents and visitors can enjoy the city's diverse, interesting, and high quality recreation and leisure opportunities.

New project(s) for FY 2021:

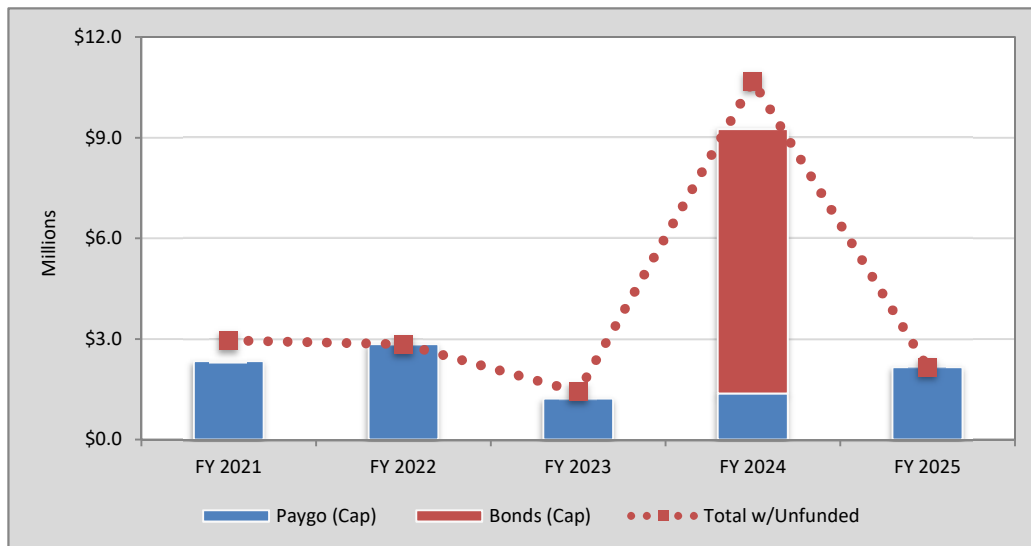
King Farm Farmstead Fire Suppression (RB21)
Promenade Park Elevator and Park Redesign (RD21)
Spray Park (RF21)

Project(s) closed for FY 2021:

None



FY 2021 - FY 2025 New Funding Schedule



Recreation and Parks Program Area Summary of Total Funding

	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Funded	16,222,535	2,338,070	2,841,000	1,225,000	9,257,000	2,157,000	-	34,040,605
Unfunded	-	620,000	-	200,000	1,427,000	-	3,082,700	5,329,700
Total with Unfunded (\$)	16,222,535	2,958,070	2,841,000	1,425,000	10,684,000	2,157,000	3,082,700	39,370,305



Asphalt/Concrete Improvements: FY16-FY20 (RB16)



Description: This project funds improvements to the infrastructure of the city's parks and buildings, including roadways, sidewalks, pathways, parking lots, retaining walls, plazas, drains, culverts, curbs and gutters, railings, fences, light fixtures, bollards, line striping, and related ADA compliance repairs and renovations. Projects are identified in a five year plan that is updated annually.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	1,669,706
Less Expended as of 4/17/20:	1,622,327
Total Carryover:	47,379
New Funding:	-
Total FY 2021 Appropriations:	47,379

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: ADA; PROS Plan

Anticipated Project Outcome: Infrastructure and safety improvements to the asphalt and concrete within and around City parks and buildings.

Project Timeline and Total Cost by Type: Project total increased due to annual reprioritization of needs based on condition assessment, refined proposals from contractors, and ADA compliance repairs and renovations. Prior year grant funding was reduced by \$14,204 to account for final grant spending.

Type	Estimated Start		Estimated Completion		Estimated Cost (through FY 2020 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2016	FY 2016	FY 2020	FY 2020	77,000	35,000	(42,000)	-55%
Construction	FY 2016	FY 2016	FY 2020	FY 2021	1,473,530	1,609,706	136,176	9%
Other (contract inspections)	FY 2016	FY 2016	FY 2020	FY 2021	25,000	25,000	-	-
Project Total (\$):					1,575,530	1,669,706	94,176	6%

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments. See Asphalt/Concrete Improvements: FY21-FY25 (RA21) for future funding.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	1,653,910	-	-	-	-	-	-	1,653,910
Grants (Cap)	15,796	-	-	-	-	-	-	15,796
Total Funded (\$)	1,669,706	-	-	-	-	-	-	1,669,706
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	1,669,706	-	-	-	-	-	-	1,669,706

Operating Cost Impact: Funding for spot repair work was added to the operating budget to address maintenance concerns outside of full-scale replacements or repairs.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	20,000	-	-	-	-	-	-	20,000

Project Manager: Mauricio Daza, Parks and Facilities Development Coordinator, 240-314-8608.

Notes: FY 2021 work includes project closeout. Budget based on cost estimates for specific asphalt/concrete improvements as identified and prioritized in a five year plan that is updated annually.



Asphalt/Concrete Improvements: FY21-FY25 (RA21)



Description: This project funds improvements to the infrastructure of the city's parks and buildings, including roadways, sidewalks, pathways, parking lots, retaining walls, plazas, drains, culverts, curbs and gutters, railings, fences, light fixtures, bollards, line striping, and related ADA compliance repairs and renovations. Projects are identified in a five year plan that is updated annually.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	425,000
Total FY 2021 Appropriations:	425,000

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: ADA; PROS Plan

Anticipated Project Outcome: Infrastructure and safety improvements to the asphalt and concrete within and around City parks and buildings.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost (FY 2021 through FY 2025 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2021	FY 2021	FY 2025	FY 2025	52,500	52,500	-	-
Construction	FY 2021	FY 2021	FY 2025	FY 2025	2,177,500	2,177,500	-	-
Other (contract inspections)	FY 2021	FY 2021	FY 2025	FY 2025	25,000	25,000	-	-
Project Total (\$):					2,255,000	2,255,000	-	-

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	425,000	420,000	460,000	465,000	485,000	-	2,255,000
Total Funded (\$)	-	425,000	420,000	460,000	465,000	485,000	-	2,255,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	425,000	420,000	460,000	465,000	485,000	-	2,255,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Mauricio Daza, Parks and Facilities Development Coordinator, 240-314-8608.

Notes: FY 2021 work includes repairs and modifications at multiple city locations and facilities as prioritized based on current conditions. Budget based on cost estimates for specific asphalt/concrete improvements as identified and prioritized in a five year plan that is updated annually.



David Scull Park Improvements (RA19)



Description: This project funds improvements to David Scull Park based on recommendations from the 2015 Southlawn Industrial Area Study and responds to implementation items in the 2007 Lincoln Park Neighborhood Plan, 2004 East Rockville Neighborhood Plan, and the 2002 citywide Comprehensive Master Plan. Design will provide a more appropriate transition between the Southlawn industrial area and adjacent residential neighborhoods with the park as the featured access point.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	-
Total FY 2021 Appropriations:	-

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 2015 Southlawn Industrial Area Study; 2007 Lincoln Park Neighborhood Plan; 2004 East Rockville Neighborhood plan; 2002 Master Plan; PROS Plan

Anticipated Project Outcome: Providing the surrounding communities with an improved park that serves as a gateway to the community.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					-	-	-	-

Project Funding: This project is completely unfunded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	-	-	-	-	-	-	-
Total Funded (\$)	-	-	-	-	-	-	-	-
Unfunded (Cap)	-	-	-	-	-	-	544,700	544,700
Total w/Unfunded (\$)	-	-	-	-	-	-	544,700	544,700

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Dianne Fasolina, Parks Maintenance Supervisor, 240-314-8711.

Notes: This project first appeared in the FY 2019 CIP.



Dogwood Park Renovation (RD16)



Description: This project funds construction of a new pavilion, benches, covered dugouts, and grills; repairs to press boxes; installation of hood for one backstop; extended fencing; installation of concrete pads for picnic tables; player benches in dugouts; snack bar improvements; sports lighting replacement; ADA accessibility improvements, and a family/gender neutral restroom.

Changes from Previous Year: Project total increased and timeline for completion shifted to FY 2022 due to the addition of a family/gender neutral restroom to this project.

Current Project Appropriations

Prior Appropriations:	583,800
Less Expended as of 4/17/20:	450,572
Total Carryover:	133,228
New Funding:	489,000
Total FY 2021 Appropriations:	622,228

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: PROS Plan; ADA

Anticipated Project Outcome: Improved park and facility amenities.

Project Timeline and Total Cost by Type: The sport lighting replacement component of this project was originally unfunded. Project cost increased to address field erosion, provide additional light replacement contingency, and to construct a family/gender neutral restroom.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2019	FY 2019	FY 2019	FY 2021	5,000	20,000	15,000	300%
Construction	FY 2019	FY 2019	FY 2021	FY 2022	521,800	1,212,800	691,000	132%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					526,800	1,232,800	706,000	134%

Project Funding: This project is fully funded. The city received \$20,000 in FY 2019 from the Rockville Baseball Association (RBBA) toward this project, and has received a commitment for an additional \$20,000 in FY 2021.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	230,800	489,000	160,000	-	-	-	-	879,800
Grants (Cap)	313,000	-	-	-	-	-	-	313,000
RBBA Contrib. (Other-Cap)	40,000	-	-	-	-	-	-	40,000
Total Funded (\$)	583,800	489,000	160,000	-	-	-	-	1,232,800
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	583,800	489,000	160,000	-	-	-	-	1,232,800

Operating Cost Impact: Electricity savings resulting from installation of more energy efficient sports lighting.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	(3,400)	-	-	-	-	(3,400)

Project Manager: Jason Bible, Parks Maintenance Manager, 240-314-8703.

Notes: This project first appeared in the FY 2016 CIP. FY 2021 work includes design and installation of sports lighting on two baseball fields.



F. Scott Fitzgerald Theatre ADA Improvements (RA20)



Description: The project funds ADA improvements to the F. Scott Fitzgerald Theatre and Social Hall lobby, auditorium, backstage areas, gender neutral bathroom, concession stand, box office, hallways, and corridors, as well as speaker improvements to the Theatre auditorium.

Changes from Previous Year: Contingency funding was increased for ADA improvements based on the city's experience with other major ADA improvements, which have been more extensive than originally planned.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	-
Total FY 2021 Appropriations:	-

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: ADA; PROS Plan

Anticipated Project Outcome: ADA compliant renovations to meet changing needs and demand.

Project Timeline and Total Cost by Type: Contingency funding was increased for ADA improvements.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2024	FY 2024	FY 2024	FY 2024	85,000	143,000	58,000	68%
Construction	FY 2025	FY 2025	FY 2025	FY 2025	795,000	887,000	92,000	12%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					880,000	1,030,000	150,000	17%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	-	-	-	143,000	887,000	-	1,030,000
Total Funded (\$)	-	-	-	-	143,000	887,000	-	1,030,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	-	-	-	143,000	887,000	-	1,030,000

Operating Cost Impact: There will be a one-time OCI to decrease revenue during construction. The amount will be determined during the design phase of the project.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Paige Janzen, Superintendent of Community Facilities, 240-314-8661.

Notes: This project first appeared in the FY 2020 CIP.



Isreal Park Shelter Replacement (RA17)



Description: This project funds the design and replacement of the Isreal Park shelter which is more than 50 years old. The improvements include construction of a new shelter, ADA compliant family/gender neutral restrooms, storage area, and a covered picnic area. New walking paths linking park elements are also included. This site is used for summer programs, rentals, and community gatherings. Funding to replace the Isreal Park playground equipment is planned for FY 2023 in the Playground Structure Replacement (RC21) project.

Changes from Previous Year: Construction completion changed to FY 2021 due to additional time needed for public input.

Current Project Appropriations

Prior Appropriations:	449,418
Less Expended as of 4/17/20:	54,365
Total Carryover:	395,053
New Funding:	-
Total FY 2021 Appropriations:	395,053

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: PROS Plan; ADA

Anticipated Project Outcome: An updated and ADA compliant structure that enhances service to the community.

Project Timeline and Total Cost by Type: Project received funding earlier than originally programmed. Project total increased due to the addition of ADA accessible routes linking park elements, updated cost estimates, and the addition of contingency funding.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2022	FY 2019	FY 2022	FY 2019	30,000	75,418	45,418	151%
Construction	FY 2023	FY 2019	FY 2023	FY 2021	270,000	374,000	104,000	39%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					300,000	449,418	149,418	50%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	449,418	-	-	-	-	-	-	449,418
Total Funded (\$)	449,418	-	-	-	-	-	-	449,418
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	449,418	-	-	-	-	-	-	449,418

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Dianne Fasolina, Park Maintenance Manager, 240-314-8711.

Notes: This project first appeared in the FY 2017 CIP. FY 2021 work includes construction of the new shelter and ADA connecting paths.



King Farm Farmstead Fire Suppression (RB21)



Description: This project funds the design and construction of a fire suppression system for the Dairy Barns and Farmstead House. This project includes the design and installation of water service from the WSSC system located within the public right of way. The project also includes the design and installation of a fire sprinkler system within the Dairy Barns and Farmstead House.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 6/30/19:	-
Total Carryover:	-
New Funding:	650,000
Total FY 2021 Appropriations:	650,000

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 2014 King Farm Farmstead Property Condition Assessment Report

Anticipated Project Outcome: Protection of the King Farm Farmstead Dairy Barns and Farmstead House from fire damage.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2021	FY 2021	FY 2021	FY 2021	94,250	94,250	-	-
Construction	FY 2021	FY 2021	FY 2022	FY 2022	555,750	555,750	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					650,000	650,000	-	-

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	650,000	-	-	-	-	-	650,000
Total Funded (\$)	-	650,000	-	-	-	-	-	650,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	650,000	-	-	-	-	-	650,000

Operating Cost Impact: Utilities and annual inspection.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	2,000	1,500	-	-	-	3,500

Project Manager: Mauricio Daza, Parks and Facilities Development Coordinator, 240-314-8608.

Notes: This is a new project for FY 2021. FY 2021 work includes design water service and fire suppression systems and begin installation of water service from the WSSC system to the Farmstead buildings.



King Farm Farmstead – Horse Barn (RA18)



Description: This project funds temporary shoring followed by the demolition and replacement of the horse barn. This project includes salvaging historic material for reuse, demolition of existing structure and foundation, and reconstruction to maintain the overall character. This project will create a weathertight building, but it will not be ready for occupancy nor will it be fit out for any specific use.

Changes from Previous Year: Prior year funding was reduced due to savings from the shoring portion of this project.

Current Project Appropriations

Prior Appropriations:	55,356
Less Expended as of 4/17/20:	55,356
Total Carryover:	-
New Funding:	-
Total FY 2021 Appropriations:	-

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 2014 King Farm Farmstead Property Condition Assessment Report

Anticipated Project Outcome: A rebuilt weathertight structure (building #5).

Project Timeline and Total Cost by Type: Project total decreased due to savings from the shoring portion of this project.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	FY 2019	FY 2019	FY 2020	FY 2020	62,000	55,356	(6,644)	-11%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					62,000	55,356	(6,644)	-11%

Project Funding: This project is partially funded to provide basic shoring for the existing structure.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	55,356	-	-	-	-	-	-	55,356
Total Funded (\$)	55,356	-	-	-	-	-	-	55,356
Unfunded (Cap)	-	-	-	-	227,000	-	2,538,000	2,765,000
Total w/Unfunded (\$)	55,356	-	-	-	227,000	-	2,538,000	2,820,356

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Christine Henry, Deputy Director of Recreation and Parks, 240-314-8603.

Notes: This project first appeared in the FY 2018 CIP.



Outdoor Recreation Pool Renovations (RC18)



Description: This project funds major renovations and improvements to the outdoor recreation pool, tot pool, sprayground, outdoor pool filter room, overhead pool lights, and surrounding deck areas. Funding includes replacing the existing water slide tower and flume, built in 1989, as the structures are at the end of their lifecycle and will soon be unsafe.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	74,000
Less Expended as of 4/17/20:	-
Total Carryover:	74,000
New Funding:	-
Total FY 2021 Appropriations:	74,000

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: PROS Plan; ADA; Montgomery County Manual on Swimming Pool Construction; 2015 Aquatic Facility Audit and Recommendations for Enhancements

Anticipated Project Outcome: An updated and safe recreation facility that meets the needs of users.

Project Timeline and Total Cost by Type: Project timeline shifted out three years to allow for completion of the indoor locker room renovation prior to the start of this project. Construction funding increased to add an escalation factor and additional construction contingency.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2019	FY 2020	FY 2020	FY 2023	859,000	1,061,000	202,000	24%
Construction	FY 2019	FY 2024	FY 2020	FY 2025	5,560,000	7,896,000	2,336,000	42%
Other (contract mgmt.)	FY 2020	FY 2024	FY 2021	FY 2025	140,000	197,000	57,000	41%
Project Total (\$):					6,559,000	9,154,000	2,595,000	40%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	74,000	-	1,194,000	-	-	-	-	1,268,000
Bonds (Cap)	-	-	-	-	7,886,000	-	-	7,886,000
Total Funded (\$)	74,000	-	1,194,000	-	7,886,000	-	-	9,154,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	74,000	-	1,194,000	-	7,886,000	-	-	9,154,000

Operating Cost Impact: Specific ongoing operating cost impacts will be determined during the design phase of the major pool renovations component.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Adam Goldstein, Swim and Fitness Center Superintendent, 240-314-8752.

Notes: This project first appeared in FY 2018. FY 2021 work includes completion of concept design.



Pervious Parking Lot Replacement: Falls Grove Park (RB19)



Description: This project funds repair and replacement of the existing pervious pavement parking lot at Falls Grove Park and the Thomas Farm Community Center, constructed in 2008. The community center will stay open during construction.

Changes from Previous Year: Funding was advanced to achieve construction efficiency, cost savings, and to minimize the disruption to Center programs and services.

Current Project Appropriations

Prior Appropriations:	250,000
Less Expended as of 4/17/20:	-
Total Carryover:	250,000
New Funding:	447,000
Total FY 2021 Appropriations:	697,000

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 2017 ECS Report of Subsurface Exploration Pavement Analysis, Geotechnical Engineering Analysis and Repair Recommendations

Anticipated Project Outcome: Structurally sound and environmentally friendly parking lot at Falls Grove Park and Thomas Farm Community Center.

Project Timeline and Total Cost by Type: Funding and estimated completion moved from FY 2022 to FY 2021 for construction efficiency and minimizing disruption to the community.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2019	FY 2019	FY 2019	FY 2020	100,000	100,000	-	-
Construction	FY 2020	FY 2020	FY 2022	FY 2021	597,000	597,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					697,000	697,000	-	-

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	250,000	447,000	-	-	-	-	-	697,000
Total Funded (\$)	250,000	447,000	-	-	-	-	-	697,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	250,000	447,000	-	-	-	-	-	697,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Mauricio Daza, Parks and Facilities Development Coordinator, 240-314-8608.

Notes: This project first appeared in FY 2019. FY 2021 work includes construction of pervious parking lot replacement.



Playground Structure Replacement: FY16-FY20 (RH16)



Description: This project funds the replacement of playground structures in city parks that are up to 17 years old and/or are no longer in compliance with current Consumer Product Safety Commission (CPSC) standards and/or ADA. Neighborhood advisory teams assist in the design review of each replacement playground.

Changes from Previous Year: Project timeline extended to FY 2021 to ensure sufficient time for project closeout.

Current Project Appropriations

Prior Appropriations:	1,292,565
Less Expended as of 4/17/20:	1,127,899
Total Carryover:	164,666
New Funding:	-
Total FY 2021 Appropriations:	164,666

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: PROS Plan; ADA; Consumer Product Safety Commission (CPSC) standards

Anticipated Project Outcome: Playground equipment that meets current ADA and CPSC standards.

Project Timeline and Total Cost by Type: Funding in this project may fluctuate from year to year due to the reprioritization of playground replacements. Grant funding has been added to this project.

Type	Estimated Start		Estimated Completion		Estimated Cost (through FY 2020 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	FY 2016	FY 2016	FY 2020	FY 2021	849,900	1,292,565	442,665	52%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					849,900	1,292,565	442,665	52%

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments. The city pursues grant funding for playground projects when possible. Additional playground replacements may be added to this project if grant funding is awarded. See Playground Structure Replacement: FY21-FY25 (RC21) for future funding.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	1,067,000	-	-	-	-	-	-	1,067,000
Grants (Cap)	225,565	-	-	-	-	-	-	225,565
Total Funded (\$)	1,292,565	-	-	-	-	-	-	1,292,565
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	1,292,565	-	-	-	-	-	-	1,292,565

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Jason Bible, Parks Services Manager, 240-314-8703.

Notes: FY 2021 work includes project closeout. Budget based on cost estimates for replacement structures at specific playground locations.



Playground Structure Replacement: FY21-FY25 (RC21)



Description: This project funds the replacement of playground structures in city parks that are up to 17 years old and/or are no longer in compliance with current Consumer Product Safety Commission (CPSC) standards and/or ADA. Neighborhood advisory teams assist in the design review of each replacement playground.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	174,070
Total FY 2021 Appropriations:	174,070

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: PROS Plan; ADA; Consumer Product Safety Commission (CPSC) standards

Anticipated Project Outcome: Playground equipment that meets current ADA and CPSC standards.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost (FY 2021 through FY 2025 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	FY 2021	FY 2021	FY 2025	FY 2025	872,070	872,070	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					872,070	872,070	-	-

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments. The city pursues grant funding for playground projects when possible. Additional playground replacements may be added to this project if grant funding is awarded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	174,070	185,000	165,000	163,000	185,000	-	872,070
Total Funded (\$)	-	174,070	185,000	165,000	163,000	185,000	-	872,070
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	174,070	185,000	165,000	163,000	185,000	-	872,070

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Jason Bible, Parks Services Manager, 240-314-8703.

Notes: FY 2021 work includes the replacement of the playground at Elwood Smith Park. Budget based on cost estimates for replacement structures at specific playground locations. The following playgrounds are tentatively scheduled for replacement in the coming four years: Potomac Woods Park (FY 2022), Rockcrest Park (FY 2023), Isreal Park (FY 2024), and Maryvale Park (FY 2025). Playground replacement schedule is subject to change based on a number of factors including condition, use, budget appropriation, and the availability of grant funding.



Promenade Park Elevator and Park Redesign (RD21)



Description: Promenade Park serves as a major thoroughfare between the Rockville Metro Station and the Town Center. This project consists of two phases: Phase I funds the design and reconstruction of the elevator by replacing and upgrading all major components, including a new passenger cab, controls, motors, and safety devices. The elevator provides ADA access to Monroe Street from the Promenade and the Rockville Metro Station. Phase II funds the design and renovation of Promenade Park. The park was originally built in 1998 as part of the Town Center Development.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	33,000
Total FY 2021 Appropriations:	33,000

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: ADA Access and Rockville Town Center: Strengthen its Vitality report

Anticipated Project Outcome: An enhanced gateway into the Town Center.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2021	FY 2021	FY 2021	FY 2021	\$33,000	33,000	-	-
Construction	FY 2022	FY 2022	FY 2022	FY 2022	\$180,000	180,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					213,000	213,000	-	-

Project Funding: This project is partially funded. Phase II of this project (design and renovation of Promenade Park) is currently unfunded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	33,000	180,000	-	-	-	-	213,000
Total Funded (\$)	-	33,000	180,000	-	-	-	-	213,000
Unfunded (Cap)	-	-	-	200,000	1,200,000	-	-	1,400,000
Total w/Unfunded (\$)	-	33,000	180,000	200,000	1,200,000	-	-	1,613,000

Operating Cost Impact: If funded, the promenade redesign portion of this project would require \$30,000 for contract maintenance in FY 2024.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Rob Orndorff, Horticulturist, 240-314-8707.

Notes: This is a new project for FY 2021. FY 2021 work includes design of the elevator. This project requires coordination with WMATA, Montgomery County, and the office buildings that are adjacent to Promenade Park.



Roofing Improvements: FY16-FY20 (RI16)



Description: This project funds maintenance and replacement for city facility roofing systems. Keeping roofing systems watertight and structurally sound ensures overall protection of facilities, personnel, and equipment. Work scheduled in this project is based on recommendations from the 2010 roofing study.

Changes from Previous Year: Project timeline extended to FY 2021 to ensure sufficient time for project completion and closeout.

Current Project Appropriations

Prior Appropriations:	2,054,450
Less Expended as of 4/17/20:	793,056
Total Carryover:	1,261,394
New Funding:	-
Total FY 2021 Appropriations:	1,261,394

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 2010 citywide roofing study

Anticipated Project Outcome: Watertight and structurally sound city facilities.

Project Timeline and Total Cost by Type: Project cost increased based on updated cost estimates from the city's roofing contractor. Project timeline extended by one year to ensure sufficient time for project completion.

Type	Estimated Start		Estimated Completion		Estimated Cost (through FY 2020 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2016	FY 2016	FY 2020	FY 2021	157,070	164,967	7,897	5%
Construction	FY 2016	FY 2016	FY 2020	FY 2021	1,498,630	1,889,483	390,853	26%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					1,655,700	2,054,450	398,750	24%

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments. Roof replacement for buildings at the King Farm Farmstead will be considered in separate projects. See Roofing Improvements: FY21-FY25 (RE21) for future funding.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	1,999,450	-	-	-	-	-	-	1,999,450
Paygo (Wtr)	55,000	-	-	-	-	-	-	55,000
Total Funded (\$)	2,054,450	-	-	-	-	-	-	2,054,450
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	2,054,450	-	-	-	-	-	-	2,054,450

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Noel Gonzalez, Facilities Property Manager, 240-314-8728.

Notes: FY 2021 work includes completion of roof replacements in progress and project closeout. A roofing study will be completed in FY 2021 that will identify future roof replacement projects.



Roofing Improvements: FY21-FY25 (RE21)



Description: This project funds maintenance and replacement for city facility roofing systems. Keeping roofing systems watertight and structurally sound ensures overall protection of facilities, personnel, and equipment. Work scheduled in this project will be based on the FY 2021 roofing study recommendations.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	-
Total FY 2021 Appropriations:	-

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 2021 citywide roofing study

Anticipated Project Outcome: Watertight and structurally sound city facilities.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost (FY 2021 through FY 2025 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2022	FY 2022	FY 2025	FY 2025	417,000	417,000	-	-
Construction	FY 2022	FY 2022	FY 2025	FY 2025	2,085,000	2,085,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					2,502,000	2,502,000	-	-

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	-	702,000	600,000	600,000	600,000	-	2,502,000
Total Funded (\$)	-	-	702,000	600,000	600,000	600,000	-	2,502,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	-	702,000	600,000	600,000	600,000	-	2,502,000

Operating Cost Impact: No measurable impact.

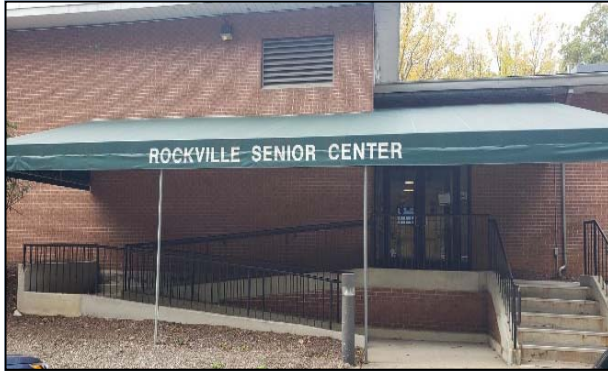
Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Noel Gonzalez, Facilities Property Manager, 240-314-8728.

Notes: A roof condition assessment will be performed in FY 2021 which will identify future roof replacement projects. Budget is based on average spending and expected immediate repairs in FY 2022.



Senior Center ADA Improvements (RE18)



Description: The project funds improvements to the Rockville Senior Center's restrooms, classrooms, offices, dining room, stage access, and front foyer. These improvements include ADA compliance, facility modernization, repurposing of rooms to meet current and future needs and capacity, and the addition of family/gender neutral bathrooms.

Changes from Previous Year: Additional funding was added due to planned ADA work being more extensive than planned.

Current Project Appropriations

Prior Appropriations:	1,146,000
Less Expended as of 4/17/20:	754,467
Total Carryover:	391,533
New Funding:	120,000
Total FY 2021 Appropriations:	511,533

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: ADA; 2016 Senior Needs Assessment and Gap Analysis Study; PROS Plan

Anticipated Project Outcome: ADA compliant renovations and repurposed space to meet changing needs and demand.

Project Timeline and Total Cost by Type: Project funding increased due to the addition of a \$200,000 State bond bill, funding previously unfunded portions of this project, and planned ADA work being more extensive than planned.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2018	FY 2018	FY 2018	FY 2018	91,800	91,800	-	-
Construction	FY 2019	FY 2019	FY 2021	FY 2021	413,200	1,034,200	621,000	150%
Other	FY 2019	FY 2019	FY 2021	FY 2021	70,000	140,000	70,000	100%
Project Total (\$):					575,000	1,266,000	691,000	120%

Project Funding: This project is partially funded. ADA improvements to the greenhouse and the art room are currently unfunded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	946,000	120,000	-	-	-	-	-	1,066,000
State Bond Bill (Other-Cap)	200,000	-	-	-	-	-	-	200,000
Total Funded (\$)	1,146,000	120,000	-	-	-	-	-	1,266,000
Unfunded (Cap)	-	120,000	-	-	-	-	-	120,000
Total w/Unfunded (\$)	1,146,000	240,000	-	-	-	-	-	1,386,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Terri Hilton, Senior Services Manager, 240-314-8802.

Notes: This project first appeared in FY 2018. FY 2021 work includes construction of Phase II of the ADA improvements to the Senior Center.



Skate Park (RJ16)



Description: This project funds the construction of a concrete skate park on the eastern parking lot of the Swim and Fitness Center outdoor pool. This project includes funding to reconfigure the outdoor pool parking lot to accommodate the new Skate Park while maintaining the current number of parking spaces, as well as funding for a required SWM facility.

Changes from Previous Year: Timeline was extended to ensure sufficient time for construction completion and project closeout. Additional funding was transferred from Bridge Rehab (TB16) to ensure sufficient contingency.

Current Project Appropriations

Prior Appropriations:	1,852,240
Less Expended as of 4/17/20:	50,783
Total Carryover:	1,801,457
New Funding:	-
Total FY 2021 Appropriations:	1,801,457

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: PROS Plan

Anticipated Project Outcome: Safe and more durable skate park.

Project Timeline and Total Cost by Type: Project costs increased and timeline was extended to include relocation of the Skate Park, replacement of skate elements to a concrete skate park, and park lighting.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	89,430	89,430	-
Construction	FY 2017	FY 2017	FY 2017	FY 2021	190,500	1,614,810	1,424,310	748%
Other (owner's rep.)	-	-	-	-	-	148,000	148,000	-
Project Total (\$):					190,500	1,852,240	1,661,740	872%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	1,852,240	-	-	-	-	-	-	1,852,240
Total Funded (\$)	1,852,240	-	-	-	-	-	-	1,852,240
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	1,852,240	-	-	-	-	-	-	1,852,240

Operating Cost Impact: Stormwater management fees, maintenance, utilities, staffing, and program costs.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	59,190	25,070	15,000	-	-	-	-	99,260

Project Manager: Andy Lett, Superintendent of Recreation, 240-314-8627.

Notes: This project first appeared in the FY 2016 CIP. FY 2021 work includes completion of the Skate Park facility and related SWM facility within Welsh Park.



Spray Park (RF21)



Description: This project funds the design and construction of a spray park within Maryvale Park based on a request received from the East Rockville Civic Association. A neighborhood advisory team would assist in the design of this amenity. Bathroom facilities and water/sewer infrastructure would be required for this project.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	-
Total FY 2021 Appropriations:	-

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: Montgomery County Manual on Swimming Pool Construction

Anticipated Project Outcome: Provide a new recreational amenity within East Rockville.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					-	-	-	-

Project Funding: This project is completely unfunded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	-	-	-	-	-	-	-
Total Funded (\$)	-	-	-	-	-	-	-	-
Unfunded (Cap)	-	500,000	-	-	-	-	-	500,000
Total w/Unfunded (\$)	-	500,000	-	-	-	-	-	500,000

Operating Cost Impact: Funding will be needed for monitoring/contract maintenance (\$37,000), on-site supervision (\$18,000), and parts and repairs (\$5,000). Estimates are based on costs for operating the interactive fountain in Town Square, which is open from May through September.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Dianne Fasolina, Parks Manager, 240-314-8711.

Notes: This is a new project for FY 2021.



Swim and Fitness Center Locker Rooms Renovation (RK16)



Description: This project funds major improvements to the Swim and Fitness Center's indoor locker rooms and lobby area, including a renovation and expansion to meet current and future capacity, ADA compliance, modernization of design and amenities, and the addition of family/gender neutral bathrooms.

Changes from Previous Year: Additional operating cost impact (\$26,200, fully revenue supported) has been added to this project to provide additional temporary staff funding for cleaning of the areas added to the facility during high traffic times. Timeline was extended to FY 2021 to allow for final close out, and unused contingency funding was removed from project.

Current Project Appropriations

Prior Appropriations:	6,795,000
Less Expended as of 4/17/20:	6,684,587
Total Carryover:	110,413
New Funding:	-
Total FY 2021 Appropriations:	110,413

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: PROS Plan; ADA; Montgomery County Manual on Swimming Pool Construction; 2015 Aquatic Facility Audit and Recommendations for Enhancements

Anticipated Project Outcome: Expansion and ADA compliant renovation of indoor locker rooms and lobby to better serve current and future customer needs and volume.

Project Timeline and Total Cost by Type: Estimated construction timeline shifted due to time required for the value engineering process. Construction cost increased based on final design.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2017	FY 2017	FY 2018	FY 2019	579,500	579,500	-	-
Construction	FY 2017	FY 2019	FY 2018	FY 2021	2,970,000	6,115,500	3,145,500	106%
Other (contract mgmt.)	FY 2017	FY 2019	FY 2018	FY 2021	100,000	100,000	-	-
Project Total (\$):					3,649,500	6,795,000	3,145,500	86%

Project Funding: This project is fully funded. The city received State bond bill funding and a Program Open Space grant for a portion of this project.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	2,569,623	-	-	-	-	-	-	2,569,623
Bonds (Cap)	3,549,500	-	-	-	-	-	-	3,549,500
Grants (Cap)	575,877	-	-	-	-	-	-	575,877
State Bond Bill (Other-Cap)	100,000	-	-	-	-	-	-	100,000
Total Funded (\$)	6,795,000	-	-	-	-	-	-	6,795,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	6,795,000	-	-	-	-	-	-	6,795,000

Operating Cost Impact: Additional funding for utility, custodial, and SWM maintenance costs and temporary staff for cleaning is needed in Spring of FY 2020, with additional funding added in FY 2021 to cover the full year. A total of \$173,200 has been added, which is partially offset by an additional \$26,200 in expected revenue. The net impact is shown below.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	47,000	100,000	-	-	-	-	-	147,000
SWM	1,000	-	-	-	-	-	-	1,000

Project Manager: Adam Goldstein, Swim and Fitness Center Superintendent, 240-314-8752.

Notes: This project first appeared in the FY 2016 CIP. FY 2021 work includes construction completion and project closeout.



Transportation Program Area Overview

Description: The projects in the Transportation Program Area focus on providing sustainable city streets, bridges, sidewalks, streetlights, traffic signals, and pedestrian and bicycle amenities in accordance with County, State, and federal standards and city transportation plans and policies.

Goal: To provide a safe, complete, efficient, and ADA compliant multimodal transportation system.

New project(s) for FY 2021:

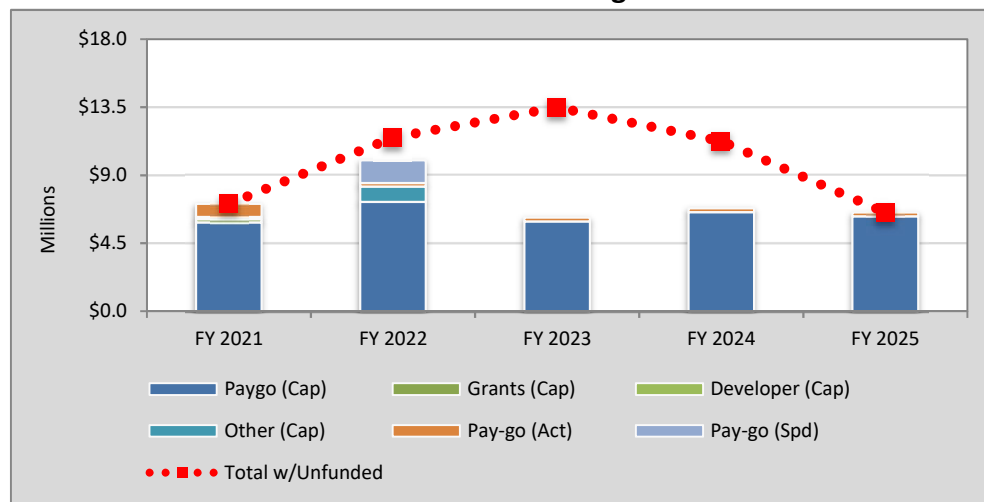
Traffic Signal at E. Middle Lane/Helen Heneghan Way (TF21)
Traffic Signal Upgrades (TG21)

Project(s) closed for FY 2021:

Traffic Signal Communication System (TA18)
West Montgomery Alley (TB19)



FY 2021 - FY 2025 New Funding Schedule



Transportation Program Area Summary of Total Funding

	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Funded	48,322,157	7,116,040	9,998,434	6,195,000	6,814,000	6,538,000	-	84,983,631
Unfunded	-	-	1,500,000	7,300,000	4,450,000	-	-	13,250,000
Total with Unfunded (\$)	48,322,157	7,116,040	11,498,434	13,495,000	11,264,000	6,538,000	-	98,233,631



Asphalt Repair & Replacement: FY16-FY20 (TA16)



Description: This sustainable program resurfaces streets, including milling, base asphalt repairs, and restriping. The city currently maintains approximately 367 lane-miles (or 161 center-line miles) of streets. This program is currently funded on a 12 year cycle, as degradation to the road and the cost to repair the damage increases significantly after approximately 12 years.

Changes from Previous Year: Timeline extended to FY 2021 to allow additional time to complete projects in progress. Work should be completed Summer 2020.

Current Project Appropriations

Prior Appropriations:	13,072,054
Less Expended as of 4/17/20:	12,254,379
Total Carryover:	817,675
New Funding:	-
Total FY 2021 Appropriations:	817,675

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 2010 Asphalt Maintenance Program
Comparative Data and Established Criteria Report

Anticipated Project Outcome: Safe and smooth City streets.

Project Timeline and Total Cost by Type: Total project cost increased due to unit cost increases, additional milling, the amount of base asphalt repairs, and the amount of emergency patching needed. Timeline extended to FY 2021 to allow additional time to complete projects in progress.

Type	Estimated Start		Estimated Completion		Estimated Cost (through FY 2020 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	FY 2016	FY 2016	FY 2020	FY 2021	11,709,000	13,072,054	1,363,054	12%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					11,709,000	13,072,054	1,363,054	12%

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments. See Asphalt Repair & Replacement: FY21-FY25 (TA21) for future funding.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	13,072,054	-	-	-	-	-	-	13,072,054
Total Funded (\$)	13,072,054	-	-	-	-	-	-	13,072,054
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	13,072,054	-	-	-	-	-	-	13,072,054

Operating Cost Impact: Signage and towing services for work zones.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	4,500	-	-	-	-	-	-	4,500

Project Manager: Mike Wilhelm, Chief of Construction Management, 240-314-8542.

Notes: FY 2021 work includes completion of planned repairs. Budget is based on a 12 year cycle for rehabilitation of approximately one-twelfth of the city's total inventory of streets each year, and includes a cost escalation factor of approximately 3 percent each year.



Asphalt Repair & Replacement: FY21-FY25 (TA21)



Description: This sustainable program resurfaces streets, including milling, base asphalt repairs, and restriping. The city currently maintains approximately 367 lane-miles (or 161 center-line miles) of streets. This program is currently funded on a 12 year cycle, as degradation to the road and the cost to repair the damage increases significantly after approximately 12 years.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	3,206,000
Total FY 2021 Appropriations:	3,206,000

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 2010 Asphalt Maintenance Program
Comparative Data and Established Criteria Report

Anticipated Project Outcome: Safe and smooth city streets.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost (FY 2021 through FY 2025 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	FY 2021	FY 2021	FY 2025	FY 2025	17,438,000	17,438,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					17,438,000	17,438,000	-	-

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	3,206,000	3,402,000	3,504,000	3,609,000	3,717,000	-	17,438,000
Total Funded (\$)	-	3,206,000	3,402,000	3,504,000	3,609,000	3,717,000	-	17,438,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	3,206,000	3,402,000	3,504,000	3,609,000	3,717,000	-	17,438,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Mike Wilhelm, Chief of Construction Management, 240-314-8542.

Notes: FY 2021 work includes rehabilitation of approximately 30 lane miles of city streets. Budget is based on a 12 year cycle for rehabilitation of approximately one-twelfth of the city's total inventory of streets each year, and includes a cost escalation factor of approximately 3 percent each year. The schedule of streets will be posted on the city's website and updated, as needed, each fiscal year.



Bridge Rehabilitation: FY16-FY20 (TB16)



Description: This sustainable program assesses, designs, rehabilitates, and replaces bridges and structures. Condition assessment reports identify and prioritize bridge maintenance work, including replacement; repainting structural steel; lining culvert inverts; and rehabilitating damaged concrete, bearing assemblies, support beams, expansion joints, guiderails, and other safety elements. Major projects are funded as separate CIP projects.

Changes from Previous Year: Project timeline was extended to allow additional time to complete work in progress. Available funding from a deferred project was transferred to Skate Park (RJ16), Sidewalks (TF16), and Pedestrian Safety (4B71).

Current Project Appropriations

Prior Appropriations:	3,351,828
Less Expended as of 4/17/20:	2,737,089
Total Carryover:	614,739
New Funding:	-
Total FY 2021 Appropriations:	614,739

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: National Bridge Inspection (NBI) Program

Anticipated Project Outcome: Safe carrying capacity and maximum useful service life for all city bridges and structures.

Project Timeline and Total Cost by Type: Project total reflects a decrease due to several transfers to other projects. Additional funding was added due to Edmonston Drive Bridge scope increases. Project timeline was extended to allow additional time to complete work in progress.

Type	Estimated Start		Estimated Completion		Estimated Cost (through FY 2020 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2016	FY 2016	FY 2020	FY 2021	923,000	923,000	-	-
Construction	FY 2016	FY 2016	FY 2020	FY 2021	3,217,000	2,428,828	(788,172)	-25%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					4,140,000	3,351,828	(788,172)	-19%

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments. See Bridge Rehabilitation: FY21-FY25 (TB21) for future funding.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	2,330,226	-	-	-	-	-	-	2,330,226
WMATA Share (Other-Cap)	1,021,602	-	-	-	-	-	-	1,021,602
Total Funded (\$)	3,351,828	-	-	-	-	-	-	3,351,828
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	3,351,828	-	-	-	-	-	-	3,351,828

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: John W. Hollida, Acting Engineering Supervisor, 240-314-8526.

Notes: FY 2021 work includes Crofton Hill Lane and Scott Drive bridge rehabilitation construction. W Gude Drive bridge rehabilitation continues to be deferred until SHA selects an I-495 and I-270 P3 alternative. Montgomery County manages assessment of all long span bridges and Recreation and Parks manages the design and rehabilitation of all pedestrian bridges, except for those in the right-of-way for which Public Works is responsible.



Bridge Rehabilitation: FY21-FY25 (TB21)



Description: This sustainable program assesses, designs, rehabilitates, and replaces bridges and structures. Condition assessment reports identify and prioritize maintenance work, including replacement; repainting structural steel; lining culvert inverts; and rehabilitating damaged concrete, bearing assemblies, support beams, expansion joints, guiderails, and other safety elements. Major projects are funded as separate CIP projects.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	300,000
Total FY 2021 Appropriations:	300,000

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: National Bridge Inspection (NBI) Program

Anticipated Project Outcome: Safe carrying capacity and maximum useful service life for all city bridges and structures.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost (FY 2021 through FY 2025 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2021	FY 2021	FY 2025	FY 2025	600,000	600,000	-	-
Construction	FY 2021	FY 2021	FY 2025	FY 2025	1,800,000	1,800,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					2,400,000	2,400,000	-	-

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	300,000	750,000	300,000	750,000	300,000	-	2,400,000
Total Funded (\$)	-	300,000	750,000	300,000	750,000	300,000	-	2,400,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	300,000	750,000	300,000	750,000	300,000	-	2,400,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: John W. Hollida, Acting Engineering Supervisor, 240-314-8526.

Notes: FY 2021 work includes miscellaneous repairs to long span bridges. W Gude Drive bridge rehabilitation continues to be deferred until SHA selects an I-495 and I-270 P3 alternative. Montgomery County manages assessment of all long span bridges and Recreation and Parks manages the design and rehabilitation of all pedestrian bridges, except for those in the right-of-way for which Public Works is responsible.



Concrete Repair & Replacement: FY16-FY20 (TC16)



Description: This sustainable program repairs and replaces concrete street components such as curbs and gutters, sidewalks, and driveway aprons; miscellaneous infrastructure items such as drainage structures, guiderails, retaining walls, and brick paving; and small sidewalk additions. Specific areas for repair and replacement are selected through staff's annual evaluation based on ADA compliance, research, and generally accepted industry standards.

Changes from Previous Year: Timeline extended to FY 2021 to allow additional time to complete projects in progress. Work should be completed Summer 2020.

Current Project Appropriations

Prior Appropriations:	9,113,000
Less Expended as of 4/17/20:	8,459,613
Total Carryover:	653,387
New Funding:	-
Total FY 2021 Appropriations:	653,387

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: Americans with Disabilities Act (ADA)

Anticipated Project Outcome: Safe and operational city concrete infrastructure that meets ADA standards and eliminates trip hazards.

Project Timeline and Total Cost by Type: Funding was added in FY 2020 to fund anticipated repairs resulting from in-house ADA assessments. Timeline extended to FY 2021 to allow additional time to complete projects in progress.

Type	Estimated Start		Estimated Completion		Estimated Cost (through FY 2020 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	FY 2016	FY 2016	FY 2020	FY 2021	9,004,000	9,113,000	109,000	1%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					9,004,000	9,113,000	109,000	1%

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments. See Concrete Repair & Replacement: FY21-FY25 (TC21) for future funding.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	9,113,000	-	-	-	-	-	-	9,113,000
Total Funded (\$)	9,113,000	-	-	-	-	-	-	9,113,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	9,113,000	-	-	-	-	-	-	9,113,000

Operating Cost Impact: Signage and towing services for work zones.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	4,500	-	-	-	-	-	-	4,500

Project Manager: Mike Wilhelm, Chief of Construction Management, 240-314-8542.

Notes: FY 2021 work includes completion of repairs and replacements at multiple city locations as prioritized by staff based on current conditions. Budget is based on historical data and programmed upgrades to concrete infrastructure for compliance with ADA standards to maintain safe pedestrian access.



Concrete Repair & Replacement: FY21-FY25 (TC21)



Description: This sustainable program repairs and replaces concrete street components such as curbs and gutters, sidewalks, and driveway aprons; miscellaneous infrastructure items such as drainage structures, guiderails, retaining walls, and brick paving; and small sidewalk additions. Specific areas for repair and replacement are selected through staff's annual evaluation based on ADA compliance, research, and generally accepted industry standards.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	1,818,000
Total FY 2021 Appropriations:	1,818,000

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: Americans with Disabilities Act (ADA)

Anticipated Project Outcome: Safe and operational city concrete infrastructure that meets ADA standards and eliminates trip hazards.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost (FY 2021 through FY 2025 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	FY 2021	FY 2021	FY 2025	FY 2025	10,514,000	10,514,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					10,514,000	10,514,000	-	-

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	1,818,000	2,079,000	2,141,000	2,205,000	2,271,000	-	10,514,000
Total Funded (\$)	-	1,818,000	2,079,000	2,141,000	2,205,000	2,271,000	-	10,514,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	1,818,000	2,079,000	2,141,000	2,205,000	2,271,000	-	10,514,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Mike Wilhelm, Chief of Construction Management, 240-314-8542.

Notes: FY 2021 work includes repairs and replacements at multiple city locations as prioritized by staff based on current conditions. Budget is based on historical data and programmed upgrades to concrete infrastructure for compliance with ADA standards to maintain safe pedestrian access. Funding includes a cost escalation factor of 3 percent each year.



Hurley Avenue Bridge Rehabilitation (TE16)



Description: This project plans, designs, and constructs rehabilitations to the Hurley Ave. bridge near the Watts Branch Parkway intersection. This bridge was constructed in 1969 and requires replacement of the concrete deck, beam bearing assemblies, and expansion joints; removal of lead paint; and painting steel beams. The planned improvements will increase the structure's live load carrying capacity.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	203,010
Less Expended as of 4/17/20:	40,533
Total Carryover:	162,477
New Funding:	-
Total FY 2021 Appropriations:	162,477

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: National Bridge Inspection (NBI) Program; 2013 Hurley Avenue Bridge Rehabilitation Alternatives Report

Anticipated Project Outcome: Increased safe carrying capacity and longer useful service life.

Project Timeline and Total Cost by Type: Project total increased based on the updated alternatives report in 2016. Start of construction shifted out to FY 2022 based on an updated inspection report. Prior year funds decreased by \$16,990 due to the actual cost of the 2016 Alternatives Report.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2016	FY 2020	FY 2019	FY 2021	370,000	203,010	(166,990)	-45%
Construction	FY 2019	FY 2022	FY 2020	FY 2023	1,590,000	2,500,000	910,000	57%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					1,960,000	2,703,010	743,010	38%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	203,010	-	1,000,000	-	-	-	-	1,203,010
Paygo (Spd)	-	-	1,500,000	-	-	-	-	1,500,000
Total Funded (\$)	203,010	-	2,500,000	-	-	-	-	2,703,010
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	203,010	-	2,500,000	-	-	-	-	2,703,010

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: John W. Hollida, Acting Engineering Supervisor, 240-314-8526.

Notes: This project first appeared in the FY 2016 CIP. FY 2021 work includes project design.



Maryland Dawson Extended (5C11)



Description: This project extends Maryland Ave. between Beall Ave. and Dawson Ave., as well as Dawson Ave. between N. Washington St. and MD 355. This project supports Town Center development and includes necessary utility relocation and street lighting. This is a phased project: Phase I-Dawson Avenue from N. Washington St. to Maryland Ave. extended (complete; designed and constructed by developers); Phase II-Dawson Ave. extended to MD 355; Phase III-Maryland Ave. from Beall Ave. to Dawson Ave. extended (construction unfunded).

Changes from Previous Year: Phase II construction moved to FY 2022 due to right-of-way coordination with the property owners. Cost estimates increased based on additional funding needed for construction, right-of-way, and easements.

Current Project Appropriations

Prior Appropriations:	3,859,900
Less Expended as of 4/17/20:	406,788
Total Carryover:	3,453,112
New Funding:	-
Total FY 2021 Appropriations:	3,453,112

Critical Success Factor: Well-Planned Community

Mandate/Plan: Complete Streets Policy; 2008 North Maryland Extension Feasibility Study; Master Plan

Anticipated Project Outcome: Road network that supports existing and future Town Center development.

Project Timeline and Total Cost by Type: Design of Phase II, which started in spring 2015, increased in cost due to right-of-way acquisition. Phase II construction costs increased based on refined scope, materials, and right-of-way needed, and timeline was delayed due to a change of property ownership and coordination with a development that was delayed.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2014	FY 2015	FY 2016	FY 2021	500,000	800,000	300,000	60%
Construction	FY 2017	FY 2021	FY 2020	FY 2022	1,960,000	4,077,334	2,117,334	108%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					2,460,000	4,877,334	2,417,334	98%

Project Funding: This project is partially funded. FY 2023 and FY 2024 unfunded amounts cover right-of-way acquisition and construction for Phase III. Sources of funding may include County Impact Tax, developer contributions, and federal grants.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Developer (Cap)	99,900	-	-	-	-	-	-	99,900
Co. Impact Tax (Other-Cap)	3,760,000	-	1,017,434	-	-	-	-	4,777,434
Total Funded (\$)	3,859,900	-	1,017,434	-	-	-	-	4,877,334
Unfunded (Cap)	-	-	-	5,000,000	4,450,000	-	-	9,450,000
Total w/Unfunded (\$)	3,859,900	-	1,017,434	5,000,000	4,450,000	-	-	14,327,334

Operating Cost Impact: Landscaping, snow removal, stormwater management, and maintenance and repair. If funded, Phase III would add an additional \$4,500 for these same services in FY 2025.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	3,000	-	-	-	3,000
SWM	-	-	-	1,500	-	-	-	1,500

Project Manager: Jennifer Wang, Senior Transportation Engineer, 240-314-8506.

Notes: This project first appeared in the FY 2005 CIP. FY 2021 work includes design completion and right-of-way acquisition.



Pedestrian and Bicycle Safety: FY16-FY20 (4B71)



Description: This project improves pedestrian and bicycle safety by working with neighborhoods to conduct feasibility analyses for new pedestrian initiatives and installing new pedestrian and bicycle traffic control devices and facilities. When available, federal grant resources will be used for this project.

Changes from Previous Year: Estimated completion shifted to FY 2021 for the completion of grant funded projects: Scott Drive and Veirs Drive shared-use path study; and the accessibility and amenity improvements to 78 bus stops. Project total decreased due to the removal of unreimbursable grant funding and savings.

Current Project Appropriations

Prior Appropriations:	3,923,983
Less Expended as of 4/17/20:	3,411,489
Total Carryover:	512,494
New Funding:	-
Total FY 2021 Appropriations:	512,494

Critical Success Factor: Planning and Preservation

Mandate/Plan: Vision Zero Policy; 2017 Bikeway Master Plan; 2016 Southlawn Study; Pedestrian Policies and Guidelines for Neighborhood Traffic Management

Anticipated Project Outcome: Streets that are safer and better connected for pedestrians, bicyclists, and transit riders.

Project Timeline and Total Cost by Type: Grant funding, as well as funding for work recommended in the 2016 Southlawn Study and the 2017 Bikeway Master Plan, has been added to this project.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2004	FY 2004	ongoing	FY 2021	ongoing	513,000	-	-
Construction	FY 2004	FY 2004	ongoing	FY 2021	ongoing	3,410,983	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					-	3,923,983	-	-

Project Funding: This project is fully funded. See Pedestrian and Bicycle Safety: FY21-FY25 (TD21) for future funding.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	925,381	-	-	-	-	-	-	925,381
Grants (Cap)	1,154,650	-	-	-	-	-	-	1,154,650
Developer (Cap)	386,047	-	-	-	-	-	-	386,047
Misc. (Other-Cap)	6,910	-	-	-	-	-	-	6,910
Paygo (Act)	631,732	-	-	-	-	-	-	631,732
Paygo (Spd)	819,263	-	-	-	-	-	-	819,263
Total Funded (\$)	3,923,983	-	-	-	-	-	-	3,923,983
Unfunded (Act)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	3,923,983	-	-	-	-	-	-	3,923,983

Operating Cost Impact: Signal maintenance, signs, striping, repairs, stormwater management, and landscaping.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	8,300	-	-	-	-	-	-	8,300
SWM	1,500	-	-	-	-	-	-	1,500

Project Manager: Alyssa Roff, Senior Transportation Planner, 240-314-8527.

Notes: This project first appeared in the FY 2004 CIP. FY 2021 work includes the completion of the accessibility and amenity improvements to 78 bus stops as part of the FTP grant, the completion of the Scott Drive/Veirs Drive shared-use path study, and the continued implementation of the 2017 Bikeway Master Plan improvements.



Pedestrian and Bicycle Safety: FY21-FY25 (TD21)



Description: This project improves pedestrian and bicycle safety by working with neighborhoods to conduct feasibility analyses for new pedestrian initiatives and installing new pedestrian and bicycle traffic control devices and facilities. When available, federal grant resources will be used for this project.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	150,000
Total FY 2021 Appropriations:	150,000

Critical Success Factor: Planning and Preservation

Mandate/Plan: Vision Zero Policy; 2017 Bikeway Master Plan; Pedestrian Policies and Guidelines for Neighborhood Traffic Management

Anticipated Project Outcome: Streets that are safer and better connected for pedestrians, bicyclists, and transit riders.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost (FY 2021 through FY 2025 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2021	FY 2021	FY 2025	FY 2025	50,000	50,000	-	-
Construction	FY 2021	FY 2021	FY 2025	FY 2025	300,000	300,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					350,000	350,000	-	-

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	100,000	-	-	-	-	-	100,000
Paygo (Act)	-	50,000	50,000	50,000	50,000	50,000	-	250,000
Total Funded (\$)	-	150,000	50,000	50,000	50,000	50,000	-	350,000
Unfunded (Act)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	150,000	50,000	50,000	50,000	50,000	-	350,000

Operating Cost Impact: Signal maintenance, signs, line striping, repairs, stormwater management, and landscaping.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	1,000	1,000	1,000	1,000	1,000	-	5,000

Project Manager: Alyssa Roff, Senior Transportation Planner, 240-314-8527.

Notes: FY 2021 work includes planning, design, and implementation of higher priority bikeway facilities recommended in the 2017 Bikeway Master Plan.



Pedestrian Bridge - WMATA Rockville Station (TA19)



Description: This project is the city's portion of construction repairs to the WMATA-owned pedestrian bridge over Rockville Pike connecting The Promenade to the Rockville Metro Station. A WMATA inspection of this structure, built in the early 1980s, identified numerous needed repairs. A 1979 Master Agreement with WMATA, Montgomery County, and the city requires the County and the city to each pay 25 percent of maintenance.

Changes from Previous Year: Construction has been delayed due to WMATA's design process. Bridge rehab scope and costs have been reduced based upon WMATA's most recent assessment.

Current Project Appropriations

Prior Appropriations:	505,000
Less Expended as of 4/17/20:	-
Total Carryover:	505,000
New Funding:	-
Total FY 2021 Appropriations:	505,000

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 1979 Master Agreement between WMATA, Montgomery County, and the city

Anticipated Project Outcome: Longer useful service life of the pedestrian bridge over Rockville Pike.

Project Timeline and Total Cost by Type: Project scope and cost has been adjusted. Project total represents the city's 25 percent share. Construction start has been delayed due to WMATA's design process.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2019	FY 2019	FY 2019	FY 2020	70,000	-	(70,000)	-100%
Construction	FY 2019	FY 2020	FY 2020	FY 2021	175,000	505,000	330,000	189%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					245,000	505,000	260,000	106%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Spd)	505,000	-	-	-	-	-	-	505,000
Total Funded (\$)	505,000	-	-	-	-	-	-	505,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	505,000	-	-	-	-	-	-	505,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: John W. Hollida, Acting Engineering Supervisor, 240-314-8526.

Notes: This project first appeared in FY 2019 CIP. FY 2021 work includes construction, which is fully managed by WMATA.



Rockville Intermodal Access - Baltimore Road (8A11)



Description: This project designs and constructs improvements along Baltimore Rd., including environmental requirements and right-of-way acquisition. Improvements between Town Center and Norbeck Rd. include roadside improvements to street crossings at specific locations. Improvements from Norbeck Rd. to the city limits include curbs and gutters, stormdrains, sidewalks, and bike paths.

Changes from Previous Year: Estimated completion shifted to FY 2022 due to the delays in obtaining approvals related to a federal earmark. Construction bid opening will take place in Summer 2020; construction will start in Fall 2020.

Current Project Appropriations

Prior Appropriations:	7,765,265
Less Expended as of 4/17/20:	1,231,812
Total Carryover:	6,533,453
New Funding:	-
Total FY 2021 Appropriations:	6,533,453

Critical Success Factor: Planning and Preservation

Mandate/Plan: Complete Streets Policy

Anticipated Project Outcome: Safer, standard roadway section.

Project Timeline and Total Cost by Type: The lengthy property acquisition process and the need to meet federal requirements caused major project delays. Cost increases are from actual consulting fees and updated estimates of construction costs.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2008	FY 2010	FY 2009	FY 2019	600,000	1,290,180	690,180	115%
Construction	FY 2009	FY 2021	FY 2011	FY 2022	4,600,000	6,248,045	1,648,045	36%
Other (land acquisition)	FY 2008	FY 2012	FY 2009	FY 2019	400,000	227,040	(172,960)	-43%
Project Total (\$):					5,600,000	7,765,265	2,165,265	39%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	1,050,000	-	-	-	-	-	-	1,050,000
Bonds (Cap)	1,000,000	-	-	-	-	-	-	1,000,000
Grants (Cap)	3,598,810	-	-	-	-	-	-	3,598,810
Developer (Cap)	1,316,455	-	-	-	-	-	-	1,316,455
Paygo (Act)	800,000	-	-	-	-	-	-	800,000
Total Funded (\$)	7,765,265	-	-	-	-	-	-	7,765,265
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	7,765,265	-	-	-	-	-	-	7,765,265

Operating Cost Impact: Landscaping; stormwater management; snow removal; and traffic sign repair, maintenance, and supplies.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	8,000	-	-	-	8,000
SWM	-	-	-	3,730	-	-	-	3,730

Project Manager: Andrew Luetkemeier, Senior Transportation Engineer, 240-314-8524.

Notes: This project was created mid-year FY 2007. FY 2021 work includes construction of the improvements.



Sidewalks: FY16-FY20 (TF16)



Description: This project supports Vision Zero initiatives by providing safe and accessible pedestrian facilities. The city currently has 53 miles of missing sidewalks. Sidewalk projects are programmed using the Sidewalk Prioritization Policy rating system, petitions submitted by residents in support of construction, and coordination with other city projects. The Sidewalk Prioritization Policy can be found on the city website.

Changes from Previous Year: Potomac Valley Rd. construction has been deferred to FY 2021 in the Sidewalks: FY21-FY25 (TE21) project due to a delay completing the grant funding MOU. Construction in this project shifted to FY 2021 to allow time to complete other projects in progress.

Current Project Appropriations

Prior Appropriations:	2,150,210
Less Expended as of 4/17/20:	1,047,358
Total Carryover:	1,102,852
New Funding:	-
Total FY 2021 Appropriations:	1,102,852

Critical Success Factor: Planning and Preservation

Mandate/Plan: Vision Zero Policy; Complete Streets Policy; Sidewalk Prioritization Policy

Anticipated Project Outcome: Streets that are safer and better connected for pedestrians.

Project Timeline and Total Cost by Type: Project total increased due to identification of specific sidewalk projects and the addition of grant funding. Construction completion is anticipated in FY 2021.

Type	Estimated Start		Estimated Completion		Estimated Cost (through FY 2020 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2016	FY 2016	FY 2020	FY 2021	100,000	565,483	465,483	465%
Construction	FY 2016	FY 2016	FY 2020	FY 2021	900,000	1,584,727	684,727	76%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					1,000,000	2,150,210	1,150,210	115%

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments. See Sidewalks: FY21-FY25 (TE21) for future funding.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	272,992	-	-	-	-	-	-	272,992
Grants (Cap)	68,000	-	-	-	-	-	-	68,000
Paygo (Act)	1,809,218	-	-	-	-	-	-	1,809,218
Total Funded (\$)	2,150,210	-	-	-	-	-	-	2,150,210
Unfunded (Act)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	2,150,210	-	-	-	-	-	-	2,150,210

Operating Cost Impact: Maintenance, snow removal, landscaping, and stormwater management.

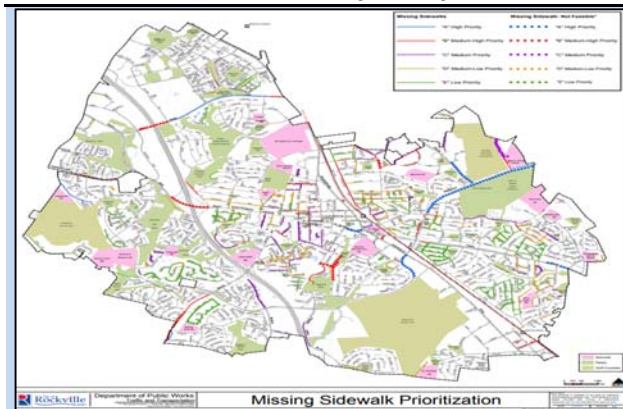
Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	11,000	-	-	-	-	-	-	11,000
SWM	4,500	-	-	-	-	-	-	4,500

Project Manager: Jennifer Wang, Senior Transportation Engineer, 240-314-8506.

Notes: FY 2021 work includes the design of the sidewalks on Potomac Valley Rd. and W. Gude Dr. between MD355 and Watkins Pond Blvd. The construction of these sidewalks will continue in the Sidewalks: FY21-FY25 (TE21) project.



Sidewalks: FY21-FY25 (TE21)



Description: This project supports Vision Zero initiatives by providing safe and accessible pedestrian facilities. The city currently has 53 miles of missing sidewalks. Sidewalk projects are programmed using the Sidewalk Prioritization Policy rating system, petitions submitted by residents in support of construction, and coordination with other city projects. Information on the Sidewalk Prioritization Policy can be found on the city website.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	1,177,040
Total FY 2021 Appropriations:	1,177,040

Critical Success Factor: Planning and Preservation

Mandate/Plan: Vision Zero Policy; Complete Streets Policy; Sidewalk Prioritization Policy

Anticipated Project Outcome: Streets that are safer and better connected for pedestrians.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost (FY 2021 through FY 2025 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2021	FY 2021	FY 2025	FY 2025	200,000	200,000	-	-
Construction	FY 2021	FY 2021	FY 2025	FY 2025	1,777,040	1,777,040	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					1,977,040	1,977,040	-	-

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Grants (Cap)	-	197,040	-	-	-	-	-	197,040
Developer (Cap)	-	165,000	-	-	-	-	-	165,000
Paygo (Act)	-	815,000	200,000	200,000	200,000	200,000	-	1,615,000
Total Funded (\$)	-	1,177,040	200,000	200,000	200,000	200,000	-	1,977,040
Unfunded (Act)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	1,177,040	200,000	200,000	200,000	200,000	-	1,977,040

Operating Cost Impact: Maintenance, snow removal, landscaping, and stormwater management.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	1,000	1,000	1,000	1,000	1,000	-	5,000
SWM	-	2,000	2,000	2,000	2,000	2,000	-	10,000

Project Manager: Jennifer Wang, Senior Transportation Engineer, 240-314-8506.

Notes: FY 2021 work includes the construction of the missing sidewalks on Potomac Valley Rd. and W. Gude Dr. between MD355 and Watkins Pond Blvd. Out years include a baseline of \$200,000 for other high priority needs or requests.



Southlawn Lane Sidewalk (6A11)



Description: This project constructs a sidewalk and associated improvements along a 1,500 foot section on the south side of Southlawn Ln. from E. Gude Dr. heading west. Work includes grading, curbs and gutters, sidewalks, and landscaping. This project proposes to remedy safety concerns by providing pedestrians with a safe area to walk and is in compliance with the Sidewalk Prioritization and Complete Streets Policies.

Changes from Previous Year: Project timeline was extended to FY 2021 to ensure sufficient time for project closeout.

Current Project Appropriations

Prior Appropriations:	1,500,000
Less Expended as of 4/17/20:	364,635
Total Carryover:	1,135,365
New Funding:	-
Total FY 2021 Appropriations:	1,135,365

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: Complete Streets Policy; Sidewalk Prioritization Policy

Anticipated Project Outcome: A multi-modal roadway section that is safer and better connected for pedestrians.

Project Timeline and Total Cost by Type: Construction timeline shifted due to delays in utility relocation and property acquisition.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2017	FY 2017	FY 2018	FY 2019	240,000	300,000	60,000	25%
Construction	FY 2018	FY 2020	FY 2019	FY 2021	1,260,000	1,150,000	(110,000)	-9%
Other (land acquisition)	FY 2019	FY 2019	FY 2019	FY 2019	-	50,000	50,000	-
Project Total (\$):					1,500,000	1,500,000	-	-

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Act)	1,500,000	-	-	-	-	-	-	1,500,000
Total Funded (\$)	1,500,000	-	-	-	-	-	-	1,500,000
Unfunded (Act)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	1,500,000	-	-	-	-	-	-	1,500,000

Operating Cost Impact: Landscaping, snow removal, maintenance and repair, stormwater management, and supplies.

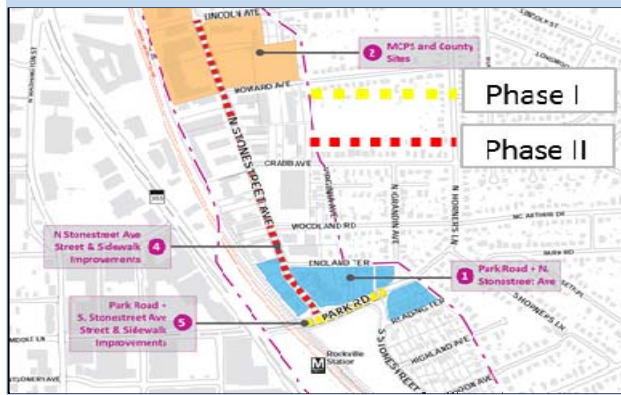
Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	5,000	-	-	-	-	-	5,000
SWM	-	2,000	-	-	-	-	-	2,000

Project Manager: Andrew Luetkemeier, Senior Transportation Engineer, 240-314-8524.

Notes: This project first appeared in the FY 2006 CIP. FY 2021 work includes project closeout.



Stonestreet Corridor Improvements (TA20)



Description: This Complete Street project designs street and sidewalk improvements along Park Road and N. Stonestreet Ave. near the Rockville Metro Station to provide safer multimodal transportation. This is a phased project: Phase I - Park Road improvement and traffic signal reconstruction at the intersection of S. Stonestreet Ave. and Park Road; Phase II - N. Stonestreet Ave. road improvement between Park Road and Lincoln Ave.

Changes from Previous Year: Grant funding was added mid-FY 2020 to design the pedestrian/bicycle facilities along the Stonestreet Corridor.

Current Project Appropriations

Prior Appropriations:	630,000
Less Expended as of 4/17/20:	-
Total Carryover:	630,000
New Funding:	-
Total FY 2021 Appropriations:	630,000

Critical Success Factor: Well-Planned Community

Mandate/Plan: Vision Zero Policy; Complete Streets Policy; 2018 Stonestreet Corridor Study; 2007 Lincoln Park Neighborhood Plan; 2004 East Rockville Neighborhood Plan; 2002 Comprehensive Master Plan; 2001 Town Ctr. Master Plan

Anticipated Project Outcome: Safer road network that supports existing and future Stonestreet Corridor development.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2020	FY 2020	FY 2021	FY 2021	250,000	450,000	200,000	80%
Construction	-	-	-	-	-	-	-	-
Other (land acquisition)	FY 2020	FY 2021	FY 2021	FY 2021	100,000	180,000	80,000	80%
Project Total (\$):					350,000	630,000	280,000	80%

Project Funding: This project is partially funded. FY 2022 and FY 2023 unfunded amounts represent construction for Phase I and Phase II, respectively.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	350,000	-	-	-	-	-	-	350,000
Grants (Cap)	280,000	-	-	-	-	-	-	280,000
Total Funded (\$)	630,000	-	-	-	-	-	-	630,000
Unfunded (Cap)	-	-	1,500,000	1,900,000	-	-	-	3,400,000
Total w/Unfunded (\$)	630,000	-	1,500,000	1,900,000	-	-	-	4,030,000

Operating Cost Impact: If funded, the construction portion of this project would add \$4,500 (\$3,000 General Fund, \$1,500 SWM Fund) in both FY 2023 and FY 2024 for landscaping, snow removal, stormwater management, and maintenance and repair.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-
SWM	-	-	-	-	-	-	-	-

Project Manager: Jennifer Wang, Senior Transportation Engineer, 240-314-8506.

Notes: This project first appeared in the FY 2020. FY 2021 work includes design completion of Phase I/Phase II and right-of-way acquisition.



Traffic Signal at E. Middle Lane/Helen Heneghan Way (TF21)



Description: This project constructs a new traffic signal at the intersection of E. Middle Lane and Helen Heneghan Way, including designing the traffic signal and installing a traffic signal cabinet, accessible pedestrian signals, handboxes, wire, poles, signal heads, conduits, and vehicle detection devices. The project removes existing flashing beacons at this intersection, closing the existing median opening at E. Middle Lane/Monroe Street and removing the crosswalk at this location.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	-
Total FY 2021 Appropriations:	-

Critical Success Factor: Safe and Livable Neighborhoods

Mandate/Plan: Vision Zero Policy; Traffic Operations Safety

Anticipated Project Outcome: Allow safe pedestrian crossing and vehicle operations at the intersection.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					-	-	-	-

Project Funding: This project is completely unfunded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	-	-	-	-	-	-	-
Total Funded (\$)	-	-	-	-	-	-	-	-
Unfunded (Cap)	-	-	-	400,000	-	-	-	400,000
Total w/Unfunded (\$)	-	-	-	400,000	-	-	-	400,000

Operating Cost Impact: If funded, this project would require \$2,000 for signal maintenance in FY 2024.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Daniel Seo, Senior Transportation Engineer, 240-314-8510.

Notes: This is a new project for FY 2021.



Traffic Signal Upgrades (TG21)



Description: This project designs and constructs traffic signal rehabilitation and intersection modifications at Wootton Parkway/Hurley Avenue, Nelson Street/Mannakee Street, and Wootton Parkway/Tower Oaks Boulevard. Upgrades include designing traffic signals, reconstructing medians and concrete islands, and replacing traffic signal equipment such as traffic signal cabinets, poles, signal heads, detection loops, span wires, conduits, and other signal related equipment.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	465,000
Total FY 2021 Appropriations:	465,000

Critical Success Factor: Safe and Livable Neighborhoods

Mandate/Plan: Traffic Operations Safety, Vision Zero

Anticipated Project Outcome: Efficient traffic movement and improved safety at intersections.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2021	FY 2021	FY 2021	FY 2021	45,000	45,000	-	-
Construction	FY 2021	FY 2021	FY 2022	FY 2022	420,000	420,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					465,000	465,000	-	-

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	465,000	-	-	-	-	-	465,000
Total Funded (\$)	-	465,000	-	-	-	-	-	465,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	465,000	-	-	-	-	-	465,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Daniel Seo, Senior Transportation Engineer, 240-314-8510.

Notes: This is a new project for FY 2021. FY 2021 work includes traffic signal upgrades at Wootton Parkway/Hurley Avenue, Nelson Street/Mannakee Street, and Wootton Parkway/Tower Oaks Blvd.



West End Park Noise Barrier (3A81)



Description: This project is the city's required contribution toward MD State Highway Administration (SHA) construction of a Type II noise barrier along I-270 in the West End Park neighborhood. There is an existing noise barrier along the northern portion of this community, and to protect the impacted residents, this barrier needs to be extended approximately 2,000 feet, with an average height of 17.2 feet.

Changes from Previous Year: The project is currently on hold by MD SHA due to budget limitations. City staff and elected officials have requested MD SHA reinstate funding for this project. As an alternative, the I-495 and I-270 Managed-Lanes Project could incorporate a Type I noise barrier in this location.

Current Project Appropriations

Prior Appropriations:	2,247,907
Less Expended as of 4/17/20:	13,500
Total Carryover:	2,234,407
New Funding:	-
Total FY 2021 Appropriations:	2,234,407

Critical Success Factor: Safe and Livable Neighborhoods

Mandate/Plan: MD SHA Type II Noise Barrier Program

Anticipated Project Outcome: Noise abatement to the West End Park neighborhood directly adjacent to I-270.

Project Timeline and Total Cost by Type: MD SHA design and construction timelines have been delayed due to issues related to right-of-way acquisition for the project. The project is currently on hold by MD SHA due to budget constraints. The I-495 and I-270 Managed-Lanes Project could also incorporate a noise barrier in this location. Project costs have increased based on cost estimate for 60 percent design.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2013	FY 2013	FY 2015	Future	111,350	758,901	647,551	582%
Construction	FY 2015	Future	FY 2015	Future	773,000	1,489,006	716,006	93%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					884,350	2,247,907	1,363,557	154%

Project Funding: The city's portion of this project is fully funded; however, the project is currently on hold by MD SHA.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	2,247,907	-	-	-	-	-	-	2,247,907
Total Funded (\$)	2,247,907	-	-	-	-	-	-	2,247,907
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	2,247,907	-	-	-	-	-	-	2,247,907

Operating Cost Impact: No measurable impact to the city (structure will be owned and maintained by MD SHA).

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Jennifer Wang, Senior Transportation Engineer, 240-314-8506.

Notes: This project first appeared in the FY 2013 CIP. This project is managed by MD SHA and is currently on hold. City staff and elected officials have requested MD SHA to reinstate funding for this project. City staff is also monitoring the Managed Lane project along I-270 for any impacts.



Stormwater Management Program Area Overview

Description: The projects in the Stormwater Management Program Area focus on improving, creating, restoring, and maintaining the city's stormwater management infrastructure including streams, stormwater treatment facilities, and storm drain/flood conveyance systems.

Goal: To preserve, improve, and protect city infrastructure; enhance local and regional water quality; and comply with federal and State clean water regulations.

New project(s) for FY 2021:

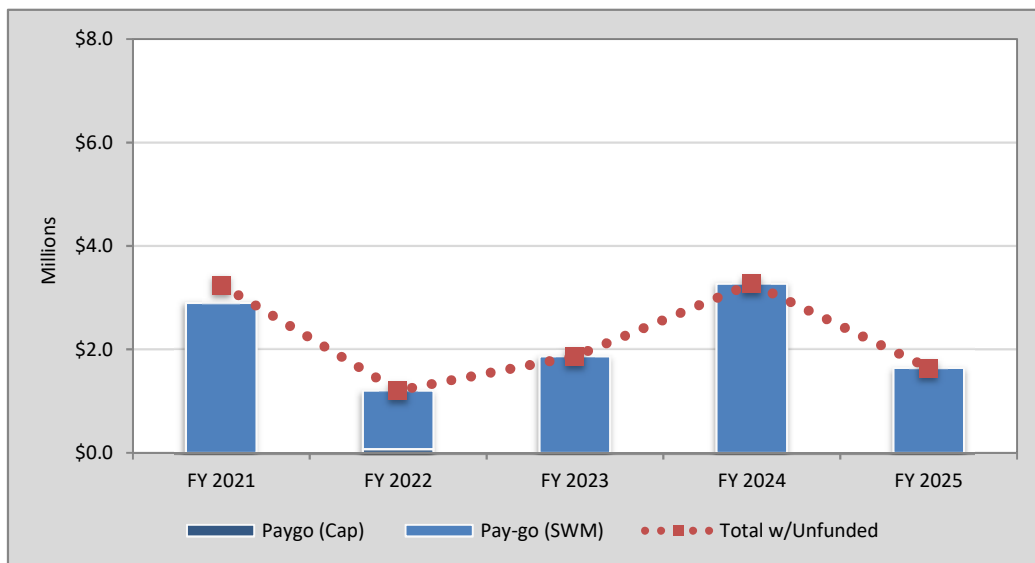
None

Project(s) closed for FY 2021:

None



FY 2021 - FY 2025 New Funding Schedule



Stormwater Management Program Area Summary of Total Funding

	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Funded	13,757,513	3,246,767	1,205,000	1,867,000	3,274,000	1,641,000	5,285,000	30,276,280
Unfunded	-	-	-	-	-	-	-	-
Total with Unfunded (\$)	13,757,513	3,246,767	1,205,000	1,867,000	3,274,000	1,641,000	5,285,000	30,276,280



Storm Drain Rehab & Improvement: FY16-FY20 (SA16)



Description: This sustainable program inspects and analyzes storm drain infrastructure; designs and constructs pipe extensions and surface drainage improvements; and rehabilitates or replaces structures and pipes. Project prioritization is based on multiple factors including public safety, the immediate risk to property, and the consequence of failure of the existing infrastructure.

Changes from Previous Year: Project total decreased due to the transfer of \$155,000 to Stream Restoration Spot Repairs (SD16) for Dogwood Park, and \$1,252,000 to the FY21-FY25 Storm Drain Rehab (SA21) project for work not yet started under the current project.

Current Project Appropriations

Prior Appropriations:	998,200
Less Expended as of 4/17/20:	199,914
Total Carryover:	798,286
New Funding:	-
Total FY 2021 Appropriations:	798,286

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 1972 Clean Water Act; 2010 Water Resources Element

Anticipated Project Outcome: Integrity of existing storm drain infrastructure and elimination of localized flooding and resulting property damage.

Project Timeline and Total Cost by Type: Timeline was extended to allow time for project completion and closeout. Project total was adjusted based on identification of specific repairs, and reflects a total of \$1,252,000 that was moved to the next five year increment for this project.

Type	Estimated Start		Estimated Completion		Estimated Cost (through FY 2020 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2016	FY 2016	FY 2020	FY 2021	476,300	331,700	(144,600)	-30%
Construction	FY 2016	FY 2016	FY 2020	FY 2021	1,493,400	666,500	(826,900)	-55%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					1,969,700	998,200	(971,500)	-49%

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments. See Storm Drain Rehab & Improvement: FY21-FY25 (SA21) for future funding.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (SWM)	998,200	-	-	-	-	-	-	998,200
Total Funded (\$)	998,200	-	-	-	-	-	-	998,200
Unfunded (SWM)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	998,200	-	-	-	-	-	-	998,200

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
SWM	-	-	-	-	-	-	-	-

Project Manager: Gabe Kosarek, Principal Civil Engineer, 240-314-8513.

Notes: FY 2021 work includes the design of the Denham Road outfall restoration project and the Maple Alley storm drain improvements project. Budget is estimated based on comparable rehabilitation projects implemented within the last few years in Rockville, plus a 3 percent escalation factor.



Storm Drain Rehab & Improvement: FY21-FY25 (SA21)



Description: This sustainable program inspects and analyzes storm drain infrastructure; designs and constructs pipe extensions and surface drainage improvements; and rehabilitates or replaces structures and pipes. Project prioritization is based on multiple factors including public safety, the immediate risk to property, and the consequence of failure of the existing infrastructure.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	695,000
Total FY 2021 Appropriations:	695,000

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 1972 Clean Water Act; 2010 Water Resources Element

Anticipated Project Outcome: Integrity of existing storm drain infrastructure and elimination of localized flooding and resulting property damage.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost (FY 2021 through FY 2025 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2021	FY 2021	FY 2025	FY 2025	522,000	522,000	-	-
Construction	FY 2021	FY 2021	FY 2025	FY 2025	4,977,000	4,977,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					5,499,000	5,499,000	-	-

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (SWM)	-	695,000	677,000	1,215,000	1,997,000	915,000	-	5,499,000
Total Funded (\$)	-	695,000	677,000	1,215,000	1,997,000	915,000	-	5,499,000
Unfunded (SWM)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	695,000	677,000	1,215,000	1,997,000	915,000	-	5,499,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
SWM	-	-	-	-	-	-	-	-

Project Manager: Gabe Kosarek, Principal Civil Engineer, 240-314-8513.

Notes: FY 2021 work includes design and construction of the Denham Road corrugated metal pipe rehabilitation project. Projects are based on results of inspections completed on a ten year cycle. Budget is estimated based on comparable rehabilitation projects implemented within the last few years in Rockville, plus a 3 percent escalation factor.



Stream Restoration: Anderson Park/Plymouth Woods HOA (SA18)



Description: This project designs and constructs stream restoration within Anderson Park and Plymouth Woods HOA. This stream has highly eroded stream banks that endanger sanitary sewer infrastructure and private property, and are a significant source of sediment. Large sediment sources and potential sanitary sewer overflows reduce water quality within the watershed and ultimately the Chesapeake Bay. MD SHA is funding the work on Plymouth Woods HOA property through an MOU.

Changes from Previous Year: Construction funds decreased based on engineer's estimate. Construction start date was delayed because of the need for additional floodplain analysis.

Current Project Appropriations

Prior Appropriations:	4,242,000
Less Expended as of 4/17/20:	317,635
Total Carryover:	3,924,365
New Funding:	-
Total FY 2021 Appropriations:	3,924,365

Critical Success Factor: Stewardship of Infrastructure/Env.

Mandate/Plan: NPDES Permit; 2015 Watts Branch Watershed Assessment; 2010 Water Resources Element; 2010 Chesapeake Bay TMDL; 1972 Clean Water Act; MOU with MD SHA

Anticipated Project Outcome: Stabilization of stream banks, protection of public infrastructure and private property, and reduction in TMDL pollutant loads.

Project Timeline and Total Cost by Type: Project scope costs increased due to Nelson St. spot repair and coordination with MD SHA to fund restoration work on Plymouth Woods HOA private property. Estimated construction was delayed because of the need for additional floodplain analysis.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2018	FY 2018	FY 2020	FY 2020	454,000	454,000	-	-
Construction	FY 2020	FY 2021	FY 2021	FY 2022	2,349,000	3,788,000	1,439,000	61%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					2,803,000	4,242,000	1,439,000	51%

Project Funding: This project is fully funded. The city is currently pursuing Department of Natural Resources (DNR) grant funding for this project.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (SWM)	2,669,000	-	-	-	-	-	-	2,669,000
MDSHA (Other-SWM)	1,573,000	-	-	-	-	-	-	1,573,000
Total Funded (\$)	4,242,000	-	-	-	-	-	-	4,242,000
Unfunded (SWM)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	4,242,000	-	-	-	-	-	-	4,242,000

Operating Cost Impact: Five years, starting in FY 2023, of post-restoration stream stability monitoring as required by U.S. Army Corps of Engineers.

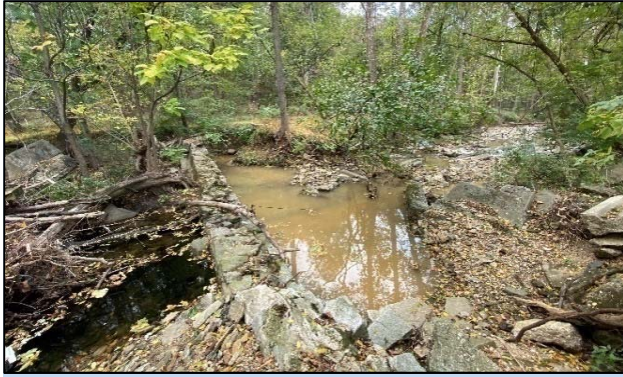
Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
SWM	-	-	-	50,000	-	-	-	50,000

Project Manager: Diron H. Baker, Senior Civil Engineer, 240-314-8533.

Notes: This project first appeared in the FY 2018 CIP under the title, Stream Restoration: Anderson Park. FY 2021 work includes start of construction.



Stream Restoration: Croydon Creek/Calvin Park Tributary (SB16)



Description: This project designs and constructs stream restoration at Croydon Creek and the Calvin Park Tributary to Rock Creek. These streams have highly eroded stream banks that are significant sources of sediment. Large sediment sources reduce water quality within the watershed and ultimately the Chesapeake Bay. This project also funds the design and construction of an access path park enhancement.

Changes from Previous Year: Project timeline shifted to allow additional time for design due to the involvement of a historically significant dam.

Current Project Appropriations

Prior Appropriations:	4,826,000
Less Expended as of 4/17/20:	320,355
Total Carryover:	4,505,645
New Funding:	-
Total FY 2021 Appropriations:	4,505,645

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: NPDES Permit; 2013 Rock Creek Watershed Assessment and Management Plan; 2010 Chesapeake Bay TMDL; 2010 Water Resources Element; 1972 Clean Water Act

Anticipated Project Outcome: Stabilization of eroding stream banks and reduction in TMDL pollutant loads.

Project Timeline and Total Cost by Type: The construction cost estimate increased due to additional stream restoration required to ensure stability and park trail improvements. Project timeline shifted to allow additional time needed for design due to the involvement of a historically significant dam.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2017	FY 2017	FY 2019	FY 2021	636,000	536,000	(100,000)	-16%
Construction	FY 2019	FY 2021	FY 2020	FY 2022	3,192,000	4,290,000	1,098,000	34%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					3,828,000	4,826,000	998,000	26%

Project Funding: This project is fully funded. The city is attempting to leverage partial funding from MD SHA so they can fulfill NPDES MS4 Phase I permit requirements.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	100,000	-	-	-	-	-	-	100,000
Paygo (SWM)	4,726,000	-	-	-	-	-	-	4,726,000
Total Funded (\$)	4,826,000	-	-	-	-	-	-	4,826,000
Unfunded (SWM)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	4,826,000	-	-	-	-	-	-	4,826,000

Operating Cost Impact: Five years, starting in FY 2023, of post-restoration stream stability monitoring as required by U.S. Army Corps of Engineers.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
SWM	-	-	-	47,000	-	-	-	47,000

Project Manager: Gabe Kosarek, Principal Civil Engineer, 240-314-8513.

Notes: This project first appeared in the FY 2016 CIP. FY 2021 work includes design completion and start of construction.



Stream Restoration Spot Repairs: FY16-FY20 (SD16)



Description: This project designs and constructs stream restoration spot repairs. Spot repair projects are identified through the city watershed study and planning process. Projects are prioritized by areas identified as posing an immediate risk to public safety, infrastructure, or with adverse impacts to public or private property. Major stream restoration projects are funded as separate CIP projects.

Changes from Previous Year: Bullards Park and Woodley Gardens Park construction completion are delayed due to the MDE regulated stream closure period. Available funding was transferred from Storm Drain Rehab & Improvement (SA16) mid-FY 2020 for Dogwood Park repairs.

Current Project Appropriations

Prior Appropriations:	1,090,000
Less Expended as of 4/17/20:	326,433
Total Carryover:	763,567
New Funding:	-
Total FY 2021 Appropriations:	763,567

Critical Success Factor: Stewardship of Infrastructure/Env.

Mandate/Plan: NPDES Permit; 2011 Cabin John Creek, 2013 Rock Creek, and 2015 Watts Branch Watershed Assessments; 2010 Chesapeake Bay TMDL; 2010 Water Resources Element; 1972 Clean Water Act

Anticipated Project Outcome: Stabilization of stream banks, protection of public infrastructure and private property, and reduction in TMDL pollutant loads.

Project Timeline and Total Cost by Type: Bullards Park and Woodley Gardens Park construction completion are delayed due to the MDE regulated stream closure period. Funding has increased for repairs at Dogwood Park.

Type	Estimated Start		Estimated Completion		Estimated Cost (through FY 2020 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2016	FY 2016	FY 2020	FY 2020	304,000	150,000	(154,000)	-51%
Construction	FY 2016	FY 2016	FY 2020	FY 2021	430,000	940,000	510,000	119%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					734,000	1,090,000	356,000	49%

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments. See Stream Restoration Spot Repairs: FY21-FY25 (SB21) for future funding.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (SWM)	1,090,000	-	-	-	-	-	-	1,090,000
Total Funded (\$)	1,090,000	-	-	-	-	-	-	1,090,000
Unfunded (SWM)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	1,090,000	-	-	-	-	-	-	1,090,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
SWM	-	-	-	-	-	-	-	-

Project Manager: Diron H. Baker, Senior Civil Engineer, 240-314-8533.

Notes: FY 2021 work includes the construction of the Bullards Park and Woodley Gardens Park spot repairs. The budget is estimated based on the size of the specific spot repairs comparable to other stream restoration spot repairs implemented within the last five years. Projects are identified through previous watershed studies, monitoring reports, maintenance observations, and resident inquiries. Projects are prioritized based on impacts to critical infrastructure, and to public and private property.



Stream Restoration Spot Repairs: FY21-FY25 (SB21)



Description: This project designs and constructs stream restoration spot repairs. Spot repair projects are identified through the city watershed study and planning process. Projects are prioritized by areas identified as posing an immediate risk to public safety, infrastructure, or with adverse impacts to public or private property. Major stream restoration projects are funded as separate CIP projects.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	159,000
Total FY 2021 Appropriations:	159,000

Critical Success Factor: Stewardship of Infrastructure/Env.

Mandate/Plan: NPDES Permit; 2011 Cabin John Creek, 2013 Rock Creek, and 2015 Watts Branch Watershed Assessments; 2010 Chesapeake Bay TMDL; 2010 Water Resources Element; 1972 Clean Water Act

Anticipated Project Outcome: Stabilization of stream banks, protection of public infrastructure and private property, and reduction in TMDL pollutant loads.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost (FY 2021 through FY 2025 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2021	FY 2021	FY 2025	FY 2025	333,000	333,000	-	-
Construction	FY 2021	FY 2021	FY 2025	FY 2025	485,000	485,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					818,000	818,000	-	-

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (SWM)	-	159,000	-	485,000	174,000	-	-	818,000
Total Funded (\$)	-	159,000	-	485,000	174,000	-	-	818,000
Unfunded (SWM)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	159,000	-	485,000	174,000	-	-	818,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
SWM	-	-	-	-	-	-	-	-

Project Manager: Diron H. Baker, Senior Civil Engineer, 240-314-8533.

Notes: FY 2021 work includes spot repair design. The budget is estimated based on the size of the specific spot repairs comparable to other stream restoration spot repairs implemented within the last five years. Projects are identified through previous watershed studies, monitoring reports, maintenance observations, and resident inquiries. Projects are prioritized based on impacts to critical infrastructure, and to public and private property.



Stream Restoration: Watts Branch – Lower Stream (SA19)



Description: This project designs and constructs stream restoration at the Watts Branch - Lower Stream from Wootton Parkway to the city limits. This stream has highly eroded stream banks that are significant sources of sediment. Large sediment sources reduce the water quality within the watershed and ultimately the Chesapeake Bay.

Changes from Previous Year: This project is being deferred due to a determination that there is low risk of immediate failure and the significant progress that the city has gained towards compliance with the new NPDES permit.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	-
Total FY 2021 Appropriations:	-

Critical Success Factor: Stewardship of Infrastructure/Env.

Mandate/Plan: NPDES Permit; 2015 Watts Branch Watershed Assessment; 2010 Chesapeake Bay TMDL; 2010 Water Resources Element; 1972 Clean Water Act

Anticipated Project Outcome: Stabilization of eroding stream banks, protection of public infrastructure, and reduction in TMDL pollutant loads.

Project Timeline and Total Cost by Type: This project is being deferred since there is low risk of immediate failure and because of the significant progress that the city has gained towards compliance with the new NPDES permit.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2020	FY 2025	FY 2022	FY 2028	460,000	488,000	28,000	6%
Construction	FY 2022	FY 2027	FY 2023	FY 2029	4,982,000	5,285,000	303,000	6%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					5,442,000	5,773,000	331,000	6%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (SWM)	-	-	-	-	-	488,000	5,285,000	5,773,000
Total Funded (\$)	-	-	-	-	-	488,000	5,285,000	5,773,000
Unfunded (SWM)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	-	-	-	-	488,000	5,285,000	5,773,000

Operating Cost Impact: Five years, starting in FY 2028, of post-restoration stream stability monitoring as required by U.S. Army Corps of Engineers.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
SWM	-	-	-	-	-	-	89,000	89,000

Project Manager: Gabe Kosarek, Principal Civil Engineer, 240-314-8513.

Notes: This project first appeared in the FY 2019 CIP.



SWM Facilities Improvement: FY16-FY20 (SE16)



Description: This project assesses, designs, rehabilitates, constructs, and decommissions stormwater management (SWM) facilities. This project improves water quality, aesthetics, and flood control; promotes wildlife; and restores facility function. Projects are identified and prioritized through the city watershed study and planning process.

Changes from Previous Year: Mt Vernon Pond construction completion was delayed due to regulatory review and has been moved to SWM Facilities Improvement: FY21-FY25 (SC21).

Current Project Appropriations

Prior Appropriations:	2,601,313
Less Expended as of 4/17/20:	2,303,998
Total Carryover:	297,315
New Funding:	-
Total FY 2021 Appropriations:	297,315

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: NPDES Permit; 2010 Chesapeake Bay TMDL; 2007 SWM Act; 1972 Clean Water Act

Anticipated Project Outcome: Enhancement of SWM facility function and reduction in TMDL pollutant loads.

Project Timeline and Total Cost by Type: Mt Vernon Pond construction completion was delayed due to regulatory review and funding has been moved to a new project (SC21). Design and construction costs have been updated to reflect actual bids, current estimates, and grant funding.

Type	Estimated Start		Estimated Completion		Estimated Cost (through FY 2020 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2016	FY 2016	FY 2021	FY 2021	526,000	295,000	(231,000)	-44%
Construction	FY 2016	FY 2016	FY 2021	FY 2021	4,143,000	2,306,313	(1,836,687)	-44%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					4,669,000	2,601,313	(2,067,687)	-44%

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments. See SWM Facilities Improvement: FY21-FY25 (SC21) for future funding.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (SWM)	1,401,313	-	-	-	-	-	-	1,401,313
Grants (SWM)	1,200,000	-	-	-	-	-	-	1,200,000
Total Funded (\$)	2,601,313	-	-	-	-	-	-	2,601,313
Unfunded (SWM)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	2,601,313	-	-	-	-	-	-	2,601,313

Operating Cost Impact: Maintenance and repairs.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
SWM	40,000	-	-	-	-	-	-	40,000

Project Manager: Diron H. Baker, Senior Civil Engineer, 240-314-8533.

Notes: FY 2021 work includes the design of the Northeast Park Pond retrofit and Stream Restoration project. The budget is based on cost estimates for specific SWM improvements. Projects are identified by the SWM maintenance program and prioritized by surveying the amount of sediment within a facility.



SWM Facilities Improvement: FY21-FY25 (SC21)



Description: This project assesses, designs, rehabilitates, constructs, and decommissions stormwater management (SWM) facilities. This project improves water quality, aesthetics, and flood control; promotes wildlife; and restores facility function. Projects are identified and prioritized through the city watershed study and planning process. This project includes funding for the construction of a park path enhancement at Northeast Park.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	2,392,767
Total FY 2021 Appropriations:	2,392,767

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: NPDES Permit; 2010 Chesapeake Bay TMDL; 2007 SWM Act; 1972 Clean Water Act

Anticipated Project Outcome: Enhancement of SWM facility function and reduction in TMDL pollutant loads.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost (FY 2021 through FY 2025 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2021	FY 2021	FY 2025	FY 2025	495,000	495,000	-	-
Construction	FY 2021	FY 2021	FY 2025	FY 2025	3,933,767	3,933,767	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					4,428,767	4,428,767	-	-

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments. The city received a grant from the Department of Natural Resources (DNR) toward the construction of the Mt. Vernon pond retrofit project.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	-	75,000	-	-	-	-	75,000
Paygo (SWM)	-	2,042,767	453,000	167,000	1,103,000	238,000	-	4,003,767
Grants (SWM)	-	350,000	-	-	-	-	-	350,000
Total Funded (\$)	-	2,392,767	528,000	167,000	1,103,000	238,000	-	4,428,767
Unfunded (SWM)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	2,392,767	528,000	167,000	1,103,000	238,000	-	4,428,767

Operating Cost Impact: Maintenance and repairs. Landscaping and non-native invasive control during permitting phase.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
SWM	-	-	8,000	5,000	-	13,000	-	26,000

Project Manager: Diron H. Baker, Senior Civil Engineer, 240-314-8533.

Notes: FY 2021 work includes construction of the Mt Vernon Pond retrofit project, construction of Northeast Park SWM facility, and design of Villages of Tower Oaks SWM facility. The budget is based on cost estimates for specific SWM improvements. Projects are identified by the SWM maintenance program and prioritized by surveying the amount of sediment within a facility.



Utilities Program Area Overview

Description: The projects in the Utilities Program Area focus on rehabilitating, modifying, and building new infrastructure for sustainable and resilient city water and wastewater systems including the water distribution system, water tanks, Water Treatment Plant (WTP), wastewater collection system, and the Blue Plains Advanced Wastewater Treatment Plant (owned and operated by DC Water).

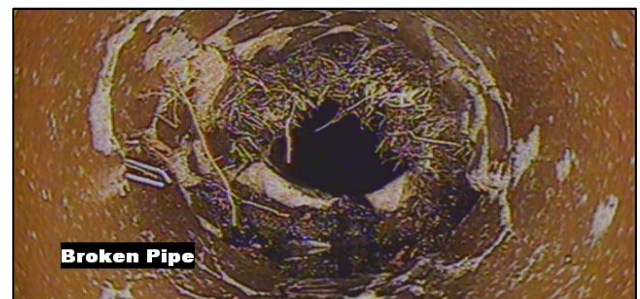
Goal: To protect public health, comply with federal and State safe drinking water and clean water regulations, preserve and improve the reliability of water and wastewater infrastructure, and support existing and planned development consistent with Rockville's Comprehensive Master Plan.

New project(s) for FY 2021:

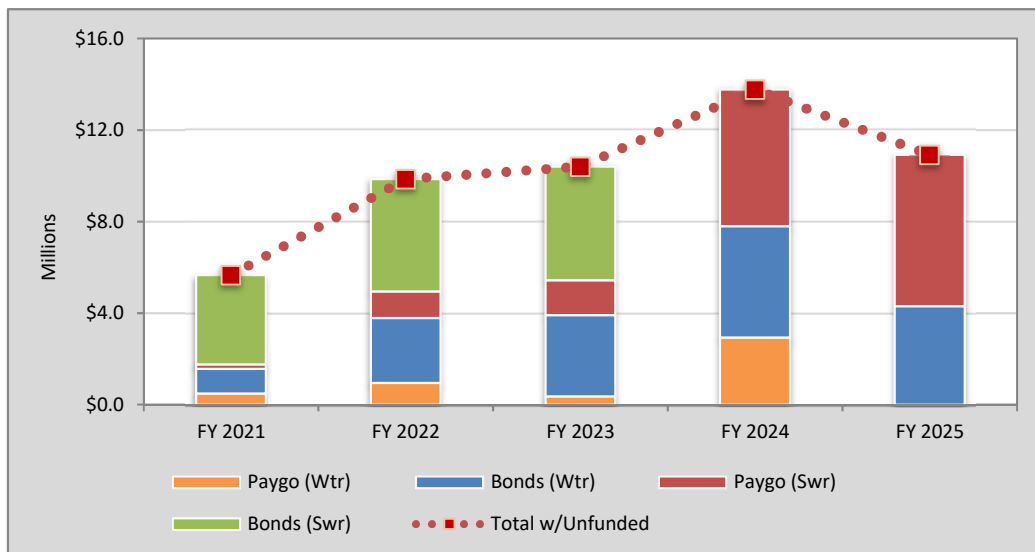
None.

Project(s) closed for FY 2021:

None



FY 2021 - FY 2025 New Funding Schedule



Utilities Program Area Summary of Total Funding

	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Funded	10,797,480	5,656,000	9,851,000	10,400,000	13,772,000	10,925,000	3,240,000	64,641,480
Unfunded	-	-	-	-	-	-	-	-
Total with Unfunded (\$)	10,797,480	5,656,000	9,851,000	10,400,000	13,772,000	10,925,000	3,240,000	64,641,480



Blue Plains Wastewater Treatment: FY21-FY25 (UA21)



Description: This project is the city's cost-share to upgrade, expand, enhance, and improve wastewater treatment and solids handling at the DC Water Blue Plains Advanced Wastewater Treatment Plant (Blue Plains), the Washington Suburban Sanitary Commission (WSSC), and DC Water sanitary sewer transmission system. The city is allocated 9.31 million gallons per day (MGD) capacity of wastewater treatment.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	3,901,000
Total FY 2021 Appropriations:	3,901,000

Critical Success Factor: Efficient and Effective City Service Delivery

Mandate/Plan: Blue Plains Capacity Agreement between the City and WSSC dated September 12, 1975

Anticipated Project Outcome: Continued availability of 9.31 MGD of wastewater treatment capacity at Blue Plains.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost (FY 2021 through FY 2025 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	FY 2021	FY 2021	FY 2025	FY 2025	21,792,000	21,792,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					21,792,000	21,792,000	-	-

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Swr)	-	-	-	-	3,672,000	4,346,000	-	8,018,000
Bonds (Swr)	-	3,901,000	4,902,000	4,971,000	-	-	-	13,774,000
Total Funded (\$)	-	3,901,000	4,902,000	4,971,000	3,672,000	4,346,000	-	21,792,000
Unfunded (Swr)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	3,901,000	4,902,000	4,971,000	3,672,000	4,346,000	-	21,792,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Sewer	-	-	-	-	-	-	-	-

Project Manager: Gabe Kosarek, Principal Civil Engineer, 240-314-8513.

Notes: FY 2021 – FY 2025 funding is based on the Proposed WSSC FY 2021 – FY 2026 Capital Improvement Program, plus capital equipment expenses, and reflects the allocated costs of Blue Plains spending attributed to the city through WSSC.



Commercial Water Meter Replacements (UB21)



Description: This project plans, designs, and constructs commercial water meter replacements and other elements of the city's aging water metering system. Tasks include inspections and rehabilitation of vaults, piping, valves, and appurtenances, and the implementation of advanced metering infrastructure (AMI). This project covers commercial accounts. The city has approximately 700 commercial meters in the water system. These meters are typically large diameter, 3-inch and greater.

Changes from Previous Year: This project was added to the budget via amendment mid-FY 2020.

Current Project Appropriations

Prior Appropriations:	480,000
Less Expended as of 4/17/20:	-
Total Carryover:	480,000
New Funding:	-
Total FY 2021 Appropriations:	480,000

Critical Success Factor: Stewardship of Infrastructure and Env

Mandate/Plan: 2019 Water Meter and Backflow Prevention Report

Anticipated Project Outcome: Increased revenue, improved system reliability, and a sustainable water metering system.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2021	FY 2021	FY 2028	FY 2028	450,000	450,000	-	-
Construction	FY 2021	FY 2021	FY 2028	FY 2028	6,030,000	6,030,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					6,480,000	6,480,000	-	-

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Bonds (Wtr)	480,000	-	450,000	450,000	930,000	930,000	3,240,000	6,480,000
Total Funded (\$)	480,000	-	450,000	450,000	930,000	930,000	3,240,000	6,480,000
Unfunded (Wtr)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	480,000	-	450,000	450,000	930,000	930,000	3,240,000	6,480,000

Operating Cost Impact: No measurable impact.

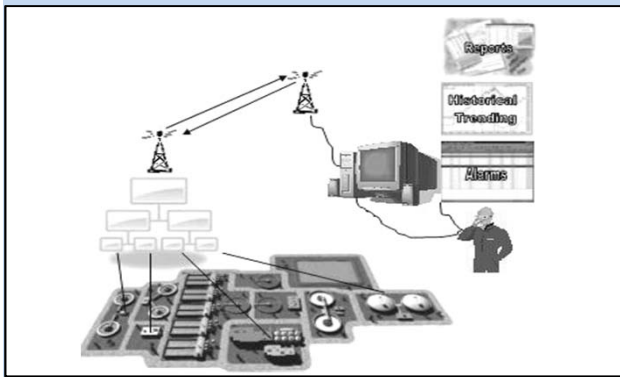
Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Water	-	-	-	-	-	-	-	-

Project Manager: John W. Hollida, Acting Engineering Supervisor, 240-314-8526.

Notes: This project was added to the budget via amendment mid-FY 2020. Funding for commercial water meter replacement totaling \$480,000 was moved from Water Main Rehab: FY16-FY20 (UC16) into this project. AMI implementation is planned for FY 2026.



SCADA Improvements (UE16)



Description: This project connects pressure reducing valves (PRV) at three WSSC water distribution interconnections to the city's existing System Control and Data Acquisition (SCADA) system and replaces the Water Treatment Plant's (WTP) obsolete programmable logic controllers and modules. SCADA refers to a system that collects data from various sensors at the WTP, water and wastewater systems, which is then sent to a central location to coordinate, manage, and control the systems.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	-
Total FY 2021 Appropriations:	-

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 2011 SCADA System Evaluation Report

Anticipated Project Outcome: Ability to monitor the status of the pressure reducing valves at the WSSC interconnections.

Project Timeline and Total Cost by Type: Project cost increased due to project deferral until the Water Fund is in compliance with the city's Financial Management Policies. Legacy SCADA hardware replacement was added to this project.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2020	FY 2023	FY 2021	FY 2024	64,000	70,000	6,000	9%
Construction	FY 2021	FY 2024	FY 2022	FY 2025	341,000	853,000	512,000	150%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					405,000	923,000	518,000	128%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Wtr)	-	-	-	70,000	853,000	-	-	923,000
Total Funded (\$)	-	-	-	70,000	853,000	-	-	923,000
Unfunded (Wtr)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	-	-	70,000	853,000	-	-	923,000

Operating Cost Impact: Electricity and communication costs for the three PRV locations.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Water	-	-	-	-	-	2,000	-	2,000

Project Manager: John W. Hollida, Acting Engineering Supervisor, 240-314-8526.

Notes: This project first appeared in the FY 2016 CIP.



Sewer Rehab & Improvement: FY16-FY20 (UB16)



Description: This sustainable program analyzes, plans, designs, and constructs sanitary sewer system replacements or rehabilitation identified through the preventive maintenance program. Typical rehabilitation consists of lining sewers with a cured-in-place liner. This project also funds replacing sewers to provide adequate capacity for future expansion, and relocating sewers from private property into city-maintained utility easements or rights-of-way.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	1,981,480
Less Expended as of 4/17/20:	1,360,188
Total Carryover:	621,292
New Funding:	-
Total FY 2021 Appropriations:	621,292

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: Clean Water Act; 2002 Master Plan; 2010 Water Resources Element

Anticipated Project Outcome: Renewed sanitary sewer infrastructure and mitigation of existing sanitary sewer capacity constraints.

Project Timeline and Total Cost by Type: Funding was decreased by deferring projects starting in FY 2017, with the multi-year goal to bring the Sewer Fund into compliance with the city's Financial Management Policies.

Type	Estimated Start		Estimated Completion		Estimated Cost (through FY 2020 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2016	FY 2016	FY 2020	FY 2020	1,239,000	462,000	(777,000)	-63%
Construction	FY 2016	FY 2016	FY 2021	FY 2021	3,319,000	1,519,480	(1,799,520)	-54%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					4,558,000	1,981,480	(2,576,520)	-57%

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments. See Sewer Rehab & Improvement: FY21-FY25 (UC21) for future funding.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Swr)	1,768,480	-	-	-	-	-	-	1,768,480
Developer (Swr)	213,000	-	-	-	-	-	-	213,000
Total Funded (\$)	1,981,480	-	-	-	-	-	-	1,981,480
Unfunded (Swr)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	1,981,480	-	-	-	-	-	-	1,981,480

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Sewer	-	-	-	-	-	-	-	-

Project Manager: Gabe Kosarek, Principal Civil Engineer, 240-314-8513.

Notes: FY 2021 work includes sewer flow monitoring and sewer lining. The budget is based on cost estimates for specific sewer rehab and improvement projects identified through the sewer system preventative maintenance program, site specific failures, and sewer hydraulic modeling.



Sewer Rehab & Improvement: FY21-FY25 (UC21)



Description: This sustainable program analyzes, plans, designs, and constructs sanitary sewer system replacements or rehabilitation identified through the preventive maintenance program. Typical rehabilitation consists of lining sewers with a cured-in-place liner. This project also funds replacing sewers to provide adequate capacity for future expansion, and relocating sewers from private property into city-maintained utility easements or rights-of-way.

Changes from Previous Year: FY 2022 through FY 2024 amounts have been reduced from the previous CIP due to funding constraints.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	195,000
Total FY 2021 Appropriations:	195,000

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: Clean Water Act; 2002 Master Plan; 2010 Water Resources Element

Anticipated Project Outcome: Replacement or renewal of sanitary sewer infrastructure and mitigation of existing sanitary sewer capacity constraints.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost (FY 2021 through FY 2025 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2021	FY 2021	FY 2025	FY 2025	435,000	435,000	-	-
Construction	FY 2021	FY 2021	FY 2025	FY 2025	7,003,000	7,003,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					7,438,000	7,438,000	-	-

Project Funding: This project is fully funded. In FY 2022 project funding returns to the level required for the one percent annual replacement cycle. This project is considered a routine capital maintenance project and is funded in five year increments.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Swr)	-	195,000	1,158,000	1,514,000	2,296,000	2,275,000	-	7,438,000
Total Funded (\$)	-	195,000	1,158,000	1,514,000	2,296,000	2,275,000	-	7,438,000
Unfunded (Swr)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	195,000	1,158,000	1,514,000	2,296,000	2,275,000	-	7,438,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Sewer	-	-	-	-	-	-	-	-

Project Manager: Gabe Kosarek, Principal Civil Engineer, 240-314-8513.

Notes: FY 2021 work includes sewer flow monitoring and sewer lining. The budget is based on cost estimates for specific sewer rehab and improvement projects identified through the sewer system preventative maintenance program, site specific failures, and sewer hydraulic modeling.



Water Main Rehab & Improvement: FY21-FY25 (UD21)



Description: This sustainable program plans, designs, and constructs improvements to water mains, tanks, and other elements of the city's aging water system. Tasks include increasing fire flows; inspecting and assessing the 24-inch transmission main; rehabilitating existing tuberculated pipes, valves, vaults, and appurtenances; increasing the diameter of undersized pipes; connecting dead-end pipe segments; and replacing pipes with a history of frequent water main breaks.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	1,080,000
Total FY 2021 Appropriations:	1,080,000

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: Safe Drinking Water Act; 2008 Water Dist. System Master Plan; 2010 Water Resources Element

Anticipated Project Outcome: Improved fire flows, increased revenue, improved system reliability, and safe drinking water compliant with federal and State regulations.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost (FY 2021 through FY 2025 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2021	FY 2021	FY 2025	FY 2025	1,407,000	1,407,000	-	-
Construction	FY 2021	FY 2021	FY 2025	FY 2025	12,490,000	12,490,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					13,897,000	13,897,000	-	-

Project Funding: This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Bonds (Wtr)	-	1,080,000	2,391,000	3,105,000	3,947,000	3,374,000	-	13,897,000
Total Funded (\$)	-	1,080,000	2,391,000	3,105,000	3,947,000	3,374,000	-	13,897,000
Unfunded (Wtr)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	1,080,000	2,391,000	3,105,000	3,947,000	3,374,000	-	13,897,000

Operating Cost Impact: No measurable impact.

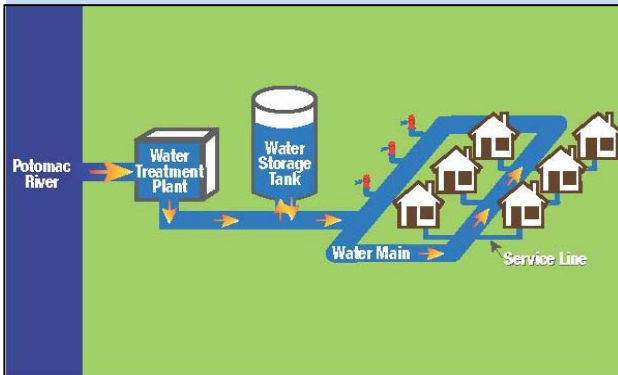
Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Water	-	-	-	-	-	-	-	-

Project Manager: John W. Hollida, Acting Engineering Supervisor, 240-314-8526.

Notes: FY 2021 work includes water main improvements along Muriel Street and Wilmart Street, Lorre Drive and Lorraine Drive, and Nina Place. The budget includes a prioritized list of specific water main rehabilitation and improvement projects to be addressed, with cost estimates derived from comparable recent projects. Replacement of commercial water meters has been moved from this project to the new Commercial Water Meter Replacements (UB21) project.



Water Treatment Plant and Distribution System Assessment (UA20)



Description: This project is a comprehensive assessment of the city's Water Treatment Plant and Water Distribution System and development of a master plan. Tasks include water model update and calibration, fire flow tests, water loss reduction, demand forecast, plant capacity analysis, future contaminant evaluation, source water analysis, equipment evaluation, facility needs assessment, and project prioritization. This project will inform future capital improvements to the city's water system infrastructure.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	-
Total FY 2021 Appropriations:	-

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: Safe Drinking Water Act

Anticipated Project Outcome: Improved fire flows, improved system reliability, and safe drinking water compliant with federal and State regulations.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2022	FY 2022	FY 2024	FY 2024	650,000	650,000	-	-
Construction	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					650,000	650,000	-	-

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Wtr)	-	-	650,000	-	-	-	-	650,000
Total Funded (\$)	-	-	650,000	-	-	-	-	650,000
Unfunded (Wtr)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	-	650,000	-	-	-	-	650,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Water	-	-	-	-	-	-	-	-

Project Manager: John W. Hollida, Acting Engineering Supervisor, 240-314-8526.

Notes: This project first appeared in the FY 2020 CIP.



Water Treatment Plant Clarifier Improvements (UD16)



Description: This project designs and constructs improvements to clarifier #1, which was part of the Water Treatment Plant (WTP) original build in 1958. Rehabilitation includes replacing outdated mechanisms with new coated steel mechanisms. The WTP implemented the use of a new coagulant, ferric chloride, to meet EPA Stage 2 Disinfection Byproducts Regulations; however, ferric chloride has corrosive properties that can potentially accelerate deterioration of the clarifier.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	-
Total FY 2021 Appropriations:	-

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 2009 Facility Plan; 2012 Water Quality Study; 2015 Structural Integrity Inspection Report

Anticipated Project Outcome: New clarifier mechanisms to support a sustainable facility.

Project Timeline and Total Cost by Type: Construction was initially deferred to FY 2023 with the goal of bringing the Water Fund into compliance with the city's Financial Management Policies. Construction was again deferred to allow for design completion.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2020	FY 2023	FY 2022	FY 2023	265,750	290,000	24,250	9%
Construction	FY 2020	FY 2024	FY 2022	FY 2025	1,897,000	2,074,000	177,000	9%
Other	-	-	-	-	-	-	-	-
Project Total (\$):					2,162,750	2,364,000	201,250	9%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Wtr)	-	-	-	290,000	2,074,000	-	-	2,364,000
Total Funded (\$)	-	-	-	290,000	2,074,000	-	-	2,364,000
Unfunded (Wtr)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	-	-	290,000	2,074,000	-	-	2,364,000

Operating Cost Impact: There are no ongoing operating cost impacts; however, there will be a one-time impact of \$440,000 in FY 2024 for the purchase of water from WSSC during the time the WTP must be shut down for construction.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Water	-	-	-	-	-	-	-	-

Project Manager: John W. Hollida, Acting Engineering Supervisor, 240-314-8526.

Notes: This project first appeared in the FY 2016 CIP. Use of ferric chloride was implemented in FY 2017. Although the clarifier is in serviceable condition, it is near the end of its design life and will be monitored due to ferric chloride's corrosive properties.



Water Treatment Plant Electrical, Roof, and HVAC Upgrades (UA17)



Description: This project designs and constructs upgrades for the Water Treatment Plant (WTP) electrical, roof, and HVAC systems, and second floor renovations. The major electrical system components are original (1958) and are at or near the end of their useful life. Electrical system components and associated control systems will be replaced, rehabilitated, and relocated to improve electrical system reliability, safety, and capacity.

Changes from Previous Year: Start of construction was delayed one year due to Montgomery County Permitting Services plan review.

Current Project Appropriations

Prior Appropriations:	7,806,000
Less Expended as of 4/17/20:	852,313
Total Carryover:	6,953,687
New Funding:	-
Total FY 2021 Appropriations:	6,953,687

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 2009 Facility Plan; 2012 Water Quality Study; 2016 WTP Electrical System Feasibility Study

Anticipated Project Outcome: Safer, more reliable, and modern WTP.

Project Timeline and Total Cost by Type: Funding for design and construction was advanced two years due to urgent electrical issues/concerns. Additional funding was added for roof replacement, HVAC upgrades, and renovations to the 2nd floor (operations floor).

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2020	FY 2018	FY 2022	FY 2020	1,250,000	1,250,000	-	-
Construction	FY 2022	FY 2021	FY 2024	FY 2022	4,000,000	6,456,000	2,456,000	61%
Other (furniture/IT)	FY 2022	FY 2022	FY 2024	FY 2022	-	100,000	100,000	-
Project Total (\$):					5,250,000	7,806,000	2,556,000	49%

Project Funding: This project is fully funded. Although the appropriation is required in FY 2020, the bonds will not be issued until FY 2021.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Bonds (Wtr)	7,806,000	-	-	-	-	-	-	7,806,000
Total Funded (\$)	7,806,000	-	-	-	-	-	-	7,806,000
Unfunded (Wtr)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	7,806,000	-	-	-	-	-	-	7,806,000

Operating Cost Impact: Electrical replacement parts. In addition, there will be a one-time impact of \$210,000 for the purchase of water from WSSC during FY 2021 when the WTP must be shut down during construction.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Water	-	-	2,000	-	-	-	-	2,000

Project Manager: John W. Hollida, Acting Engineering Supervisor, 240-314-8526.

Notes: This project first appeared in the FY 2017 CIP. FY 2021 work includes construction of electrical improvements, roof replacement, and HVAC upgrades.



Water Treatment Plant Filter Media Replacement (UB18)



Description: This project designs and constructs the replacement of exhausted filter media for two of the four filters in the filtration system at the Water Treatment Plant. The filter media in two of the four filters is expected to be at or near the end of its useful life by FY 2022. The filter media of the other two filters was replaced in FY 2017.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	-
Total FY 2021 Appropriations:	-

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: 2012 Water Quality Study

Anticipated Project Outcome: New filter media performing at design capacity to treat water to meet or exceed federal and State water quality standards.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2022	FY 2022	FY 2023	FY 2023	19,000	19,000	-	-
Construction	FY 2022	FY 2022	FY 2023	FY 2023	281,000	281,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					300,000	300,000	-	-

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Wtr)	-	-	300,000	-	-	-	-	300,000
Total Funded (\$)	-	-	300,000	-	-	-	-	300,000
Unfunded (Wtr)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	-	300,000	-	-	-	-	300,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Water	-	-	-	-	-	-	-	-

Project Manager: John W. Hollida, Acting Engineering Supervisor, 240-314-8526.

Notes: This project first appeared in the FY 2018 CIP.



Water Treatment Plant Raw Water Infrastructure Protection (UA19)



Description: This project assesses, plans, designs, and constructs environmental improvements at the Water Treatment Plant (WTP). Project tasks include stream spot repairs and stabilization of an exposed duct bank. This project will protect the concrete duct bank (electric and communications) and 24-inch raw water transmission main running between the WTP and raw water intake, which are vital to WTP operations. A future study may be warranted to assess approximately one mile of stream adjacent to the city's water transmission main.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	360,000
Less Expended as of 4/17/20:	66,368
Total Carryover:	293,632
New Funding:	-
Total FY 2021 Appropriations:	293,632

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: Safe Drinking Water Act

Anticipated Project Outcome: Improved plant reliability.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2019	FY 2019	FY 2020	FY 2020	60,000	60,000	-	-
Construction	FY 2020	FY 2020	FY 2021	FY 2021	300,000	300,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					360,000	360,000	-	-

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Wtr)	360,000	-	-	-	-	-	-	360,000
Total Funded (\$)	360,000	-	-	-	-	-	-	360,000
Unfunded (Wtr)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	360,000	-	-	-	-	-	-	360,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Water	-	-	-	-	-	-	-	-

Project Manager: Diron H. Baker, Senior Civil Engineer, 240-314-8533.

Notes: This project first appeared in the FY 2019 CIP. FY 2021 work includes the construction of spot stream restoration and duct bank stabilization. This project is outside of the city limits and not on city property; thereby requiring coordination with outside agencies, including HOA private property, Montgomery County, and the National Park Service.



Water Treatment Plant Safety Improvements (UB19)



Description: This project assesses, plans, designs, and constructs safety improvements at the Water Treatment Plant. Tasks include a safety assessment related to the storage and use of chlorine gas. The purpose of this project is to comply with OSHA's Process Safety Management Regulations involving highly hazardous chemicals. Due to chlorine gas being a highly hazardous chemical, staff is investigating alternative chlorine gas solutions such as having liquid chlorine delivered to the plant or generating chlorine on site

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	170,000
Less Expended as of 4/17/20:	111,387
Total Carryover:	58,613
New Funding:	480,000
Total FY 2021 Appropriations:	538,613

Critical Success Factor: Stewardship of Infrastructure/Env.

Mandate/Plan: Safe Drinking Water Act; OSHA Process Safety Management Regulations

Anticipated Project Outcome: Safer environment for staff and adjacent residents for the handling and use of chlorine gas.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2019	FY 2019	FY 2020	FY 2020	170,000	170,000	-	-
Construction	FY 2021	FY 2021	FY 2022	FY 2022	480,000	480,000	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					650,000	650,000	-	-

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Wtr)	170,000	480,000	-	-	-	-	-	650,000
Total Funded (\$)	170,000	480,000	-	-	-	-	-	650,000
Unfunded (Wtr)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	170,000	480,000	-	-	-	-	-	650,000

Operating Cost Impact: Ongoing operating costs are unknown at this time. It is likely that future costs will be added to address the storage of chlorine gas.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Water	-	-	-	-	-	-	-	-

Project Manager: John W. Hollida, Acting Engineering Supervisor, 240-314-8526.

Notes: This project first appeared in the FY 2019 CIP. FY 2021 work includes completion of the chlorine safety assessment, which culminates in a Process Safety Management Plan and Recommendation Report. Additionally, FY 2021 work includes either implementation of chlorine gas safety improvements or changing to a liquid chlorine solution.





General Government Program Area Overview

Description: General Government Program Area projects provide for the planning, design, construction, and rehabilitation of city facilities (with the exception of the recreation facilities), improvements to the city's information and communication systems, and other projects that do not clearly fit into one of the other program areas of the CIP.

Goal: To maintain and improve the city's information and communication systems, and to provide adequate facilities for city staff to improve service delivery.

New project(s) for FY 2021:

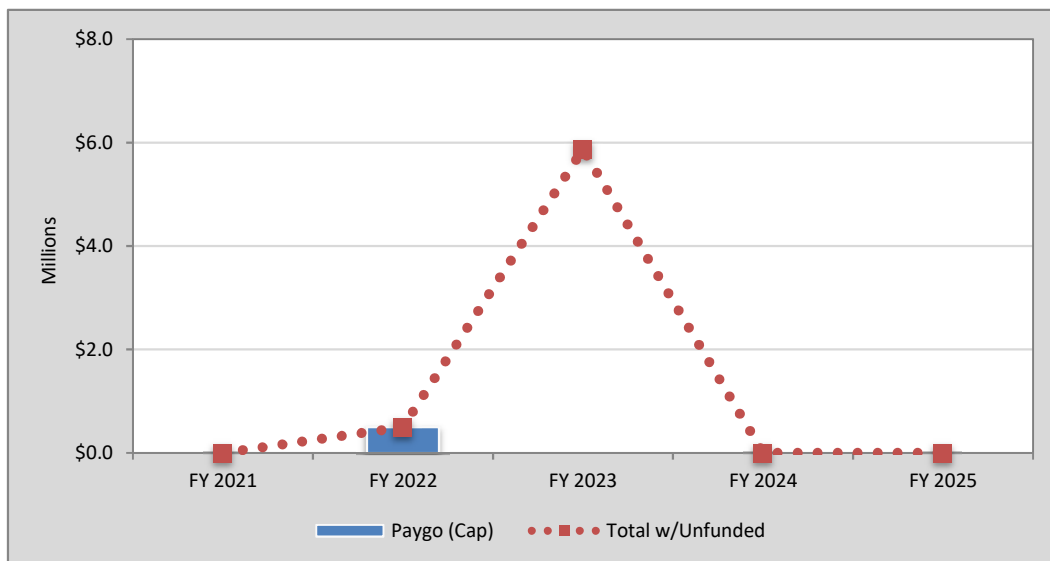
Core Financial, HR, & Procurement ERP (GA21)
Data Center and Disaster Recovery Infrastructure Repl. (GB21)
Financial System Upgrade (GC21)

Project(s) closed for FY 2021:

None.



FY 2021 - FY 2025 New Funding Schedule



General Government Program Area Summary of Total Funding

	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Funded	22,402,965	-	500,000	-	-	-	4,400,000	27,302,965
Unfunded	-	-	-	5,872,000	-	-	-	5,872,000
Total with Unfunded (\$)	22,402,965	-	500,000	5,872,000	-	-	4,400,000	33,174,965



Core Financial, HR, & Procurement ERP (GA21)



Description: This project includes the analysis, purchase, and implementation of a comprehensive Financial, HR, and Procurement Enterprise Resource Planning (ERP) system for the city. The city has funded a consultant in the IT operating budget to provide guidance on a variety of IT projects, including refining this project's scope and identifying resources needed.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	-
Total FY 2021 Appropriations:	-

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: FY 2012 – FY 2016 IT Strategic Plan

Anticipated Project Outcome: Increase in productivity and efficiency.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Other	FY 2026	FY 2026	FY 2028	FY 2028	4,400,000	4,400,000	-	-
Project Total (\$):					4,400,000	4,400,000	-	-

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	-	-	-	-	-	4,400,000	4,400,000
Total Funded (\$)	-	-	-	-	-	-	4,400,000	4,400,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	-	-	-	-	-	4,400,000	4,400,000

Operating Cost Impact: The city has engaged a consultant to assist with refining the scope of this project and identifying the resources needed to maintain it. Ongoing operating costs will include license and maintenance agreements, which may be at least partially offset by the funding currently budgeted for the existing financial and HR systems.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Nicholas Obodo, Chief Information Officer, 240-314-8162.

Notes: This is a new project for FY 2021.



Data Center and Disaster Recovery Infrastructure Replacement (GB21)



Description: This project will make significant Data Center improvements and enhancements by giving access to more computing power and storage space as part of the 7-year replacement cycle for Data Center infrastructure. The result will be improved performance and responsiveness of city systems; simplified operational and maintenance activities; quick disaster recovery; reduced carbon footprint; and a smaller, denser, and more efficient and reliable Data Center.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	-
Total FY 2021 Appropriations:	-

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: FY 2012 – FY 2016 IT Strategic Plan

Anticipated Project Outcome: A more efficient and reliable data center.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					-	-	-	-

Project Funding: This project is completely unfunded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	-	-	-	-	-	-	-
Total Funded (\$)	-	-	-	-	-	-	-	-
Unfunded (Cap)	-	-	-	5,872,000	-	-	-	5,872,000
Total w/Unfunded (\$)	-	-	-	5,872,000	-	-	-	5,872,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Nicholas Obodo, Chief Information Officer, 240-314-8162.

Notes: This is a new project for FY 2021.



Electronic Plan Submission and Review Software (GA19)



Description: This project funds the purchase of web-based plan submission and review software, along with necessary user equipment. This software allows applicants to submit building, development review, and public works plans electronically, and allows internal reviewers to mark up documents concurrently, reducing review time and enhancing cross-departmental coordination. Customers will be able to monitor the review process and submit revisions electronically without having to make multiple trips to City Hall.

Changes from Previous Year: A portion of this project is now included in the ERP (2B01) CIP project. As a result this project's timeline and scope will be updated over the next year.

Current Project Appropriations

Prior Appropriations:	521,600
Less Expended as of 4/17/20:	25,302
Total Carryover:	496,298
New Funding:	-
Total FY 2021 Appropriations:	496,298

Critical Success Factor: Efficient and Effective City Service Delivery

Mandate/Plan: Mayor and Council Priority Initiative to reduce development review times

Anticipated Project Outcome: Reduced review times, enhanced customer communication, and increased customer satisfaction.

Project Timeline and Total Cost by Type: Funding and implementation time for two additional workflows (development review and public works plans) was added.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Other (IT services & equip.)	FY 2019	FY 2019	FY 2020	FY 2022	347,600	521,600	174,000	50%
Project Total (\$):					347,600	521,600	174,000	50%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	521,600	-	-	-	-	-	-	521,600
Total Funded (\$)	521,600	-	-	-	-	-	-	521,600
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	521,600	-	-	-	-	-	-	521,600

Operating Cost Impact: Annual maintenance agreement costs for the three workflows included in this project.

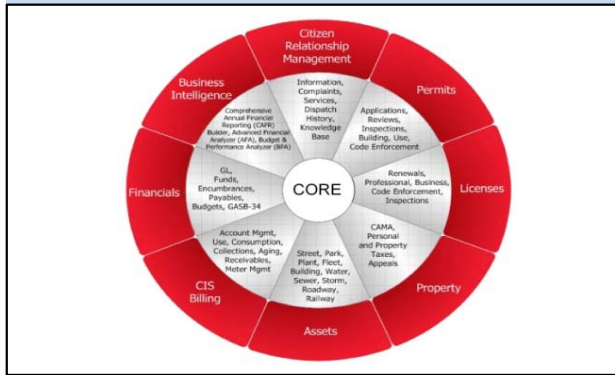
Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	42,180	-	-	-	-	42,180

Project Manager: Rabbiah Sabbakhan, Chief of Inspection Services, 240-314-8242.

Notes: This project first appeared in the FY 2019 CIP. FY 2021 work includes installation of hardware and software implementation.



Enterprise Resource Planning System (2B01)



Description: This project includes the analysis, purchase, and implementation of a comprehensive Enterprise Resource Planning (ERP) system for the city. This project funded an upgrade to the finance and HR modules in FY 2016, and includes funding for new asset management and permitting modules. The city has funded a consultant in the IT operating budget to provide guidance on a variety of IT projects, including refining this project's scope and identifying resources needed.

Changes from Previous Year: Project timeline was extended to FY 2023 because this project will need to be rebid.

Current Project Appropriations

Prior Appropriations:	3,375,000
Less Expended as of 4/17/20:	801,705
Total Carryover:	2,573,295
New Funding:	-
Total FY 2021 Appropriations:	2,573,295

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: FY 2012 – FY 2016 IT Strategic Plan

Anticipated Project Outcome: Increase in productivity and efficiency.

Project Timeline and Total Cost by Type: This project was delayed to allow for cross-departmental business process improvement and optimization work, and to engage a consultant to assist with scope refinement and resource requirements. Additional funding was added in FY 2020 in order to fully fund the scale and scope of this project. Project was further delayed due to the need to rebid the contract in FY 2021.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Other (IT services & equip.)	FY 2012	FY 2014	FY 2013	FY 2023	1,500,000	3,375,000	1,875,000	125%
Project Total (\$):					1,500,000	3,375,000	1,875,000	125%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	3,375,000	-	-	-	-	-	-	3,375,000
Total Funded (\$)	3,375,000	-	-	-	-	-	-	3,375,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	3,375,000	-	-	-	-	-	-	3,375,000

Operating Cost Impact: Ongoing annual licensing and maintenance costs will be added at the completion of this project, currently estimated in FY 2024. A vacant FTE from another department was transferred to IT mid-FY 2019 to manage the ERP system.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	236,000	-	-	236,000

Project Manager: Nicholas Obodo, Chief Information Officer, 240-314-8162.

Notes: This project first appeared in the FY 2012 CIP. FY 2021 work includes rebidding contract for an ERP vendor.



Financial System Upgrade (GC21)



Description: This project provides funding for an upgrade to the city's current financial system, which will no longer be supported starting in October 2023. This project is an interim solution that will keep the city operational until resources are available for the new Core Financial, HR, and Procurement ERP (GA21) project. The last financial system upgrade took place in FY 2016.

Changes from Previous Year: None.

Current Project Appropriations

Prior Appropriations:	-
Less Expended as of 4/17/20:	-
Total Carryover:	-
New Funding:	-
Total FY 2021 Appropriations:	-

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: FY 2012 – FY 2016 IT Strategic Plan

Anticipated Project Outcome: An upgraded, reliable, and user-friendly financial system.

Project Timeline and Total Cost by Type: No change.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Other	FY 2022	FY 2022	FY 2023	FY 2023	500,000	500,000	-	-
Project Total (\$):					500,000	500,000	-	-

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	-	-	500,000	-	-	-	-	500,000
Total Funded (\$)	-	-	500,000	-	-	-	-	500,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	-	-	500,000	-	-	-	-	500,000

Operating Cost Impact: No measurable impact.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	-	-	-	-	-	-

Project Manager: Nicholas Obodo, Chief Information Officer, 240-314-8162.

Notes: This is a new project for FY 2021.



Gude Yard Recycle Transfer Enclosure (GC19)



Description: This project provides for the installation of a new recycling transfer enclosure at the Gude Maintenance Facility for city trucks to transfer recycle loads to trailers for haul-off, which moves the transfer work under cover, provides fire suppression, stops windblown material on the maintenance yard and surrounding properties, improves vehicular traffic in this part of the maintenance yard, expands recycling program efficiency, and increases contract hauling/processing options.

Changes from Previous Year: The project is on hold while city staff pursue alternatives, including returning to dual stream recycling with Montgomery County that would eliminate the need for the facility.

Current Project Appropriations

Prior Appropriations:	533,345
Less Expended as of 4/17/20:	-
Total Carryover:	533,345
New Funding:	-
Total FY 2021 Appropriations:	533,345

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: MDE Solid Waste Transfer Operations Directives

Anticipated Project Outcome: More flexibility to choose haulers and processing plants; reduced windblown recycling materials; safer storage of recycling materials; savings of fuel, city truck wear, and emissions.

Project Timeline and Total Cost by Type: The project timeline shifted due to the change in scope and timing of the Maintenance and Emergency Operations Facility Improvements (GD19) project. The project is on hold while city staff pursue alternatives, including returning to dual stream recycling with Montgomery County that would eliminate the need for the facility.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2019	FY 2021	FY 2019	FY 2021	55,706	55,706	-	-
Construction	FY 2019	FY 2022	FY 2020	FY 2022	477,639	477,639	-	-
Other	-	-	-	-	-	-	-	-
Project Total (\$):					533,345	533,345	-	-

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Ref)	533,345	-	-	-	-	-	-	533,345
Total Funded (\$)	533,345	-	-	-	-	-	-	533,345
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	533,345	-	-	-	-	-	-	533,345

Operating Cost Impact: Electricity (General Fund) and maintenance and repair (Refuse Fund). Additional maintenance funding will be needed in future years as facility ages.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	-	-	500	-	-	-	-	500
Refuse	-	-	4,000	-	-	-	4,000	8,000

Project Manager: Lise Soukup, Principal Environmental Engineer, 240-314-8874.

Notes: This project first appeared in the FY 2019 CIP. The project is on hold while city staff pursue alternatives.



I-Net Infrastructure Upgrade (5B87)



Description: This project will increase the city's data center network capacity and improve performance. This project will move towards an integrated platform where all infrastructure components are designed to work together. The result will be improved performance and responsiveness of city systems; simplified operational and maintenance activities; reduced carbon footprint; and a smaller, denser, and more efficient data center.

Changes from Previous Year: Project timeline was extended to allow time for project closeout.

Current Project Appropriations

Prior Appropriations:	2,130,971
Less Expended as of 4/17/20:	1,817,424
Total Carryover:	313,547
New Funding:	-
Total FY 2021 Appropriations:	313,547

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: FY 2012 – FY 2016 IT Strategic Plan

Anticipated Project Outcome: Replacement of old wiring incapable of current network load and speed to provide efficient data transmission and cable management.

Project Timeline and Total Cost by Type: Project scope, budget, and timeline were expanded to update the city's voice and data network security infrastructure, to build a new disaster recovery site at the Senior Center, and to significantly enhance network security.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Other (IT services & equip.)	FY 2015	FY 2015	FY 2015	FY 2021	543,230	2,130,971	1,587,741	292%
Project Total (\$):					543,230	2,130,971	1,587,741	292%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	300,000	-	-	-	-	-	-	300,000
Paygo (Act)	1,830,971	-	-	-	-	-	-	1,830,971
Total Funded (\$)	2,130,971	-	-	-	-	-	-	2,130,971
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	2,130,971	-	-	-	-	-	-	2,130,971

Operating Cost Impact: Additional maintenance costs related to the equipment funded in this project.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	277,140	-	-	-	-	-	-	277,140

Project Manager: Nicholas Obodo, Chief Information Officer, 240-314-8162.

Notes: This project first appeared in the FY 2015 CIP. FY 2021 work includes project closeout.



I-Net Security Enhancements (GA18)



Description: This project will make significant institutional network security improvements and enhancements. The city's institutional network and systems were not designed for today's internal and external high risk information security and ever evolving threats. The city conducted a Risk and Vulnerability Assessment in 2018; the FY 2020 funding added to this project covers the critical remediation actions recommended in this report.

Changes from Previous Year: Timeline was extended to FY 2021 to allow sufficient time for project closeout (prior year estimate was FY 2020).

Current Project Appropriations

Prior Appropriations:	2,539,925
Less Expended as of 4/17/20:	2,247,605
Total Carryover:	292,320
New Funding:	-
Total FY 2021 Appropriations:	292,320

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: FY 2012 – FY 2016 IT Strategic Plan; 2018 Risk and Vulnerability Assessment Report

Anticipated Project Outcome: Updated and secure IT infrastructure.

Project Timeline and Total Cost by Type: Funding was added to cover the critical remediation actions recommended in the 2018 Risk and Vulnerability Assessment Report.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Other (IT services & equip.)	FY 2018	FY 2018	FY 2021	FY 2021	800,000	2,539,925	1,739,925	217%
Project Total (\$):					800,000	2,539,925	1,739,925	217%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	1,766,000	-	-	-	-	-	-	1,766,000
Paygo (Act)	773,925	-	-	-	-	-	-	773,925
Total Funded (\$)	2,539,925	-	-	-	-	-	-	2,539,925
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	2,539,925	-	-	-	-	-	-	2,539,925

Operating Cost Impact: Additional maintenance costs related to equipment funded in this project.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	277,140	-	-	300,000	-	-	-	577,140

Project Manager: Nicholas Obodo, Chief Information Officer, 240-314-8162.

Notes: This project first appeared in FY 2018. FY 2021 work includes project closeout.



Maintenance and Emergency Operations Facility Improvements (GD19)



Description: This project funds the purchase and partial renovation of an approximately 52,000 square foot commercial building located at 6 Taft Court, adjacent to the city's maintenance complex on Rothgeb Dr. This renovated space will house the 200+ city employees currently working at the Rothgeb site, plus allow space for other city workgroups. The Rothgeb facilities are past their life span, and do not meet accessibility standards or provide adequate space for current operations. Space planning and design will include consideration of an Emergency Operations Center.

Changes from Previous Year: Additional funding was added to this project as a placeholder mid-FY 2020.

Current Project Appropriations

Prior Appropriations:	11,935,124
Less Expended as of 4/17/20:	<u>6,006,372</u>
Total Carryover:	5,928,752
New Funding:	<u>-</u>
Total FY 2021 Appropriations:	5,928,752

Critical Success Factor: Stewardship of Infrastructure and Env.

Mandate/Plan: Continuation of Gude Drive Facility Improvements

Anticipated Project Outcome: Functional, accessible, and modern building to house maintenance and emergency operations as well as other city programs and resources.

Project Timeline and Total Cost by Type: Project scope and timeline changed to include purchase and partial renovation of an adjacent property rather than constructing a smaller facility on the current property.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2019	FY 2019	FY 2020	FY 2021	955,124	300,000	(655,124)	-69%
Construction	FY 2021	FY 2021	FY 2022	FY 2023	6,367,500	5,555,124	(812,376)	-13%
Other (land acquisition/FFE)	-	FY 2019	-	FY 2019	-	6,080,000	6,080,000	-
Project Total (\$):					7,322,624	11,935,124	4,612,500	63%

Project Funding: The full scope of this project is being developed, and will include demolition of the current building. While funding has been added to this project, the actual amount needed is not currently known. Additional funding may be required to renovate and outfit the remainder of the building according to use, when determined.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Cap)	4,935,124	-	-	-	-	-	-	4,935,124
Bonds (Cap)	7,000,000	-	-	-	-	-	-	7,000,000
Total Funded (\$)	11,935,124	-	-	-	-	-	-	11,935,124
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	11,935,124	-	-	-	-	-	-	11,935,124

Operating Cost Impact: General facility maintenance and utilities. Cost are estimated based on comparable City Hall expenses. Additional costs to fund ongoing needs for the remainder of the building will be required; these costs will be identified once the use is determined.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
General	105,900	67,410	53,810	53,810	-	-	-	280,930

Project Manager: John W. Hollida, Acting Engineering Supervisor, 240-314-8526.

Notes: This project first appeared in the FY 2019 CIP. FY 2021 work includes design, space study, and start of renovations.



Rockville 11 Studio (GA16)



Description: This project funds the conversion of a portion of the space vacated by the Police Department in City Hall in 2012 into a studio space for Rockville 11. Construction includes sound proofing, leveling, demolition of a wall, and addition of a lighting grid and HVAC. This project also includes the purchase of furniture and production equipment to outfit the studio. This project is funded entirely from restricted Special Activities Fund cable grant revenue.

Changes from Previous Year: Timeline was extended to allow time for project closeout.

Current Project Appropriations

Prior Appropriations:	1,167,000
Less Expended as of 4/17/20:	1,105,949
Total Carryover:	61,051
New Funding:	-
Total FY 2021 Appropriations:	61,051

Critical Success Factor: Informed and Engaged Residents

Mandate/Plan: N/A

Anticipated Project Outcome: Increase in Rockville 11 program production efficiency.

Project Timeline and Total Cost by Type: Timeline was originally extended due to staffing turnover, and more recently to allow additional time to complete set design. Additional funding was added to account for increases in construction and equipment costs since the inception of this project.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2014	FY 2015	FY 2015	FY 2017	55,000	55,000	-	-
Construction	FY 2014	FY 2016	FY 2015	FY 2021	235,000	562,000	327,000	139%
Other (furniture & equip.)	FY 2014	FY 2016	FY 2015	FY 2021	310,000	550,000	240,000	77%
Project Total (\$):					600,000	1,167,000	567,000	95%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Act)	1,167,000	-	-	-	-	-	-	1,167,000
Total Funded (\$)	1,167,000	-	-	-	-	-	-	1,167,000
Unfunded (Cap)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	1,167,000	-	-	-	-	-	-	1,167,000

Operating Cost Impact: Annual maintenance of new studio equipment.

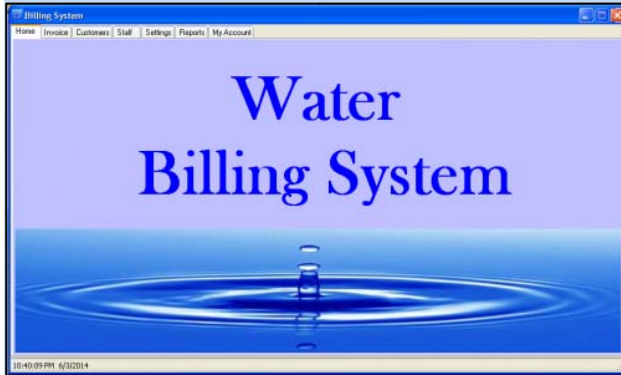
Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Special Activities	30,000	-	-	-	-	-	-	30,000

Project Manager: Kathy Dantzler, Cable Television Station Manager, 240-314-8105.

Notes: This project first appeared in the FY 2016 CIP. This project was previously included in City Hall First Floor Renovation (closed in FY 2015). FY 2021 work includes project closeout.



Utility Billing Upgrade (GB16)



Description: This project funds an updated utility billing and cashiering/payment solution that will meet current core functions and future needs of the city. The current system is over 30 years old and its functionality is limited compared to modern systems on the market. The new system will incorporate all aspects of utility billing services, including maintaining accounts, billing and collection, meter reading system integration, service order management, interface to a cashiering/payment system with real time payment processing, and a full customer self-service web portal.

Changes from Previous Year: Timeline was extended due to award and project kickoff timing.

Current Project Appropriations

Prior Appropriations:	200,000
Less Expended as of 4/17/20:	34,686
Total Carryover:	165,314
New Funding:	-
Total FY 2021 Appropriations:	165,314

Critical Success Factor: Efficient and Effective City Service Delivery

Mandate/Plan: City Code

Anticipated Project Outcome: Better and more efficient service delivery to the city's utility customers.

Project Timeline and Total Cost by Type: Project timeline shifted to allow additional time for vendor selection. Total cost increased based on contract award.

Type	Estimated Start		Estimated Completion		Estimated Cost			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Other (IT services & equip.)	FY 2016	FY 2016	FY 2016	FY 2021	165,000	200,000	35,000	21%
Project Total (\$):					165,000	200,000	35,000	21%

Project Funding: This project is fully funded.

Source	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Paygo (Wtr)	100,000	-	-	-	-	-	-	100,000
Paygo (Swr)	100,000	-	-	-	-	-	-	100,000
Total Funded (\$)	200,000	-	-	-	-	-	-	200,000
Unfunded (Wtr)	-	-	-	-	-	-	-	-
Total w/Unfunded (\$)	200,000	-	-	-	-	-	-	200,000

Operating Cost Impact: Additional ongoing maintenance funding.

Fund	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Water	5,000	30,000	-	-	-	-	-	35,000

Project Manager: Roshan Sohoratally, Utility Revenue Supervisor, 240-314-8421.

Notes: This project first appeared in the FY 2016 CIP. FY 2021 work includes implementation of new billing system.



Non-Departmental Revenues and Expenses by Fund

Non-Departmental revenues and expenses are defined as income or obligations that are not directly attributable to one particular department or activity. A majority of the revenues in this category represent tax revenue, utility charges for services, and investment related income. Expenses in this category represent overhead or “costs of doing business.” For example, items that the city must continue to fund in order to operate, like the purchase of citywide insurance, or where a long-standing financial commitment exists, such as debt service and the city-funded disability program, are included in this area. The majority of the revenues and expenses in the Non-Departmental budget are managed by the Department of Finance.

Summary of the FY 2021 Non-Departmental Budget

	General	Speed Camera	Debt Service	Water	Sewer	Refuse	SWM	Parking	RedGate	Total All Funds
Revenue (\$)	69,981,170	10,000	4,831,000	14,509,090	16,013,130	6,206,230	5,293,300	1,837,690	1,400	118,683,010
Expense (\$)	14,972,040	206,960	5,408,700	6,197,450	7,765,240	1,943,150	2,031,370	1,116,020	103,240	39,744,170

	General			Speed Camera			Debt Service		
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
<i>Revenue</i>									
Property Taxes	42,167,988	43,487,000	43,816,000	-	-	-	-	-	-
Other Gov't.	21,553,251	20,746,750	20,480,950	-	-	-	-	-	-
Fine/Forfeitures	-	-	-	-	-	-	-	-	-
Use Money/Prop.	816,402	501,000	201,000	12,715	-	10,000	71,013	32,000	31,000
Charges for Serv.	2,660	15,000	15,000	-	-	-	-	-	-
Licenses/Permits	118,627	130,000	130,000	-	-	-	-	-	-
Other Revenue	6,147,250	5,439,780	5,338,220	-	-	-	-	-	-
Total Revenue	70,806,178	70,319,530	69,981,170	12,715	-	10,000	71,013	32,000	31,000
Transfers In	-	-	-	-	-	-	5,090,000	4,900,000	4,800,000
Total (\$)	70,806,178	70,319,530	69,981,170	12,715	-	10,000	5,161,013	4,932,000	4,831,000
<i>Expenses</i>									
Personnel	1,695,040	1,472,490	1,421,040	4,489	4,200	4,270	-	-	-
Operating	542,496	961,020	986,760	4,210	25,600	25,690	53,702	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Administrative	-	-	-	236,000	172,000	177,000	-	-	-
Other	-	20,000	20,000	-	-	-	26,000	-	-
Total Oper. Exp.	2,237,536	2,453,510	2,427,800	244,699	201,800	206,960	79,702	-	-
Principal	-	-	-	-	-	-	3,878,994	4,203,000	4,196,100
Interest	-	-	-	-	-	-	1,268,855	1,402,000	1,212,600
CIP Transfer	8,448,000	6,800,000	6,330,000	-	-	-	-	-	-
Transfers Out	6,382,460	6,155,250	6,214,240	-	-	-	-	-	-
Total (\$)	17,067,996	15,408,760	14,972,040	244,699	201,800	206,960	5,227,551	5,605,000	5,408,700



Non-Departmental Revenues and Expenses by Fund (continued)

	Water			Sewer			Refuse		
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
<i>Revenue</i>									
Property Taxes	-	-	-	-	-	-	-	-	-
Other Gov't.	-	-	-	-	-	-	-	-	-
Fine/Forfeitures	-	-	-	-	-	-	-	-	-
Use Money/Prop.	44,070	52,400	52,400	-	-	-	43,188	42,000	17,000
Charges for Serv.	12,280,600	13,657,000	13,919,400	14,212,486	15,287,090	15,774,300	6,182,800	6,133,400	6,133,400
Licenses/Permits	-	-	-	-	-	-	-	-	-
Other Revenue	272,173	229,000	230,700	765,586	229,830	238,830	21,340	9,100	9,100
Total Revenue	12,596,843	13,938,400	14,202,500	14,978,072	15,516,920	16,013,130	6,247,328	6,184,500	6,159,500
Transfers In	364,000	306,590	306,590	-	-	-	46,730	46,730	46,730
Total (\$)	12,960,843	14,244,990	14,509,090	14,978,072	15,516,920	16,013,130	6,294,058	6,231,230	6,206,230
<i>Expenses</i>									
Personnel	109,255	195,100	196,670	26,028	102,300	103,100	116,684	176,700	176,500
Operating	69,269	217,060	157,980	94,529	114,800	145,350	31,879	105,600	106,450
Capital Outlay	-	-	-	-	-	-	-	-	-
Administrative	1,383,000	1,284,000	1,292,000	768,000	674,000	637,000	1,347,000	1,021,000	1,119,000
Other	3,255,284	3,586,100	3,553,200	4,838,218	5,056,600	5,077,600	457,749	522,000	519,200
Total Oper. Exp.	4,816,808	5,282,260	5,199,850	5,726,775	5,947,700	5,963,050	1,953,312	1,825,300	1,921,150
Principal	-	-	-	-	-	-	-	-	-
Interest	929,667	909,000	997,600	1,371,224	1,550,000	1,495,600	29,804	26,500	22,000
CIP Transfer	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	364,000	306,590	306,590	-	-	-
Total (\$)	5,746,475	6,191,260	6,197,450	7,461,999	7,804,290	7,765,240	1,983,116	1,851,800	1,943,150



Non-Departmental Revenues and Expenses by Fund (continued)

	Stormwater Management			Parking			RedGate Golf Course		
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
<i>Revenue</i>									
Property Taxes	-	-	-	208,743	220,000	160,850	-	-	-
Other Gov't.	-	-	-	311,697	314,300	315,000	-	-	-
Fine/Forfeitures	-	-	-	-	-	-	-	-	-
Use Money/Prop.	97,548	79,000	112,000	38,034	51,000	51,000	2	-	-
Charges for Serv.	6,008,032	5,165,000	5,140,000	2,171	-	-	6,000	-	-
Licenses/Permits	819,961	-	-	-	-	-	-	-	-
Other Revenue	70,847	41,300	41,300	39,234	39,240	60,840	338,111	1,400	1,400
Total Revenue	6,996,388	5,285,300	5,293,300	599,879	624,540	587,690	344,113	1,400	1,400
Transfers In	-	-	-	1,100,000	1,100,000	1,250,000	-	-	-
Total (\$)	6,996,388	5,285,300	5,293,300	1,699,879	1,724,540	1,837,690	344,113	1,400	1,400
<i>Expenses</i>									
Personnel	48,789	118,000	118,900	16,214	12,100	12,270	-	-	-
Operating	30,180	92,300	92,920	43,611	26,800	26,920	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Administrative	764,000	700,000	773,000	127,000	87,000	90,000	-	-	-
Other	798,960	972,000	1,002,000	294,952	291,860	173,530	100,549	100,600	100,600
Total Oper. Exp.	1,641,929	1,882,300	1,986,820	481,777	417,760	302,720	100,549	100,600	100,600
Principal	-	-	-	-	-	-	-	-	-
Interest	59,684	48,700	44,550	1,219,903	1,177,300	813,300	4,141	3,520	2,640
CIP Transfer	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Total (\$)	1,701,613	1,931,000	2,031,370	1,701,680	1,595,060	1,116,020	104,690	104,120	103,240



Full Time Equivalent Position Summary

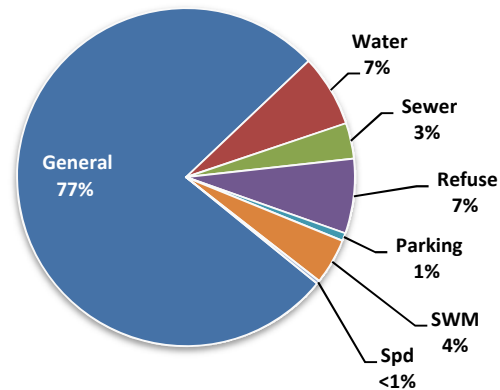
The city's total regular staffing level decreased by a net 0.8 regular full time equivalent (FTE) positions from the FY 2020 budget to the FY 2021 budget. The table below includes the changes to regular FTEs by fund and by department, along with the associated personnel budget impact. The following two pages contain a five year presentation of the city's regular and temporary FTEs by fund and department.

General Fund (3.8)			Refuse Fund 3.0		
Planning and Development Services (3.0)			Public Works 3.0		
Executive Assistant*	(\$79,200)	(1.0)	Sanitation Operator***	\$62,170	1.0
Housing Specialist	\$94,350	1.0	Sanitation Worker***	\$116,640	2.0
Senior Planner*	(\$263,400)	(3.0)	*** These positions were added via budget amendment in FY 2020.		
Police 1.0					
Police Major*	(\$153,230)	(1.0)			
Police Officer	\$165,100	2.0			
Recreation and Parks (1.8)					
Construction Projects Manager*	(\$107,020)	(1.0)			
Program Assistant**	\$0	0.2			
Tree Climber*	(\$58,130)	(1.0)			
* The following positions were frozen during the FY 2021 budget process. These positions were unfunded and are not included in the authorized FTE count: Executive Assistant, 2.0 FTE Senior Planners, Police Major, Construction Projects Manager, and Tree Climber.					
** The cost of increasing an existing 0.8 FTE Program Assistant by 0.2 FTE was offset by a reduction in temporary employee funding of \$10,210.					



Full Time Equivalent Position Summary by Fund

All regular and temporary positions are charged against a fund (or funds) based on the scope of the work being performed. Of the city's eleven operating funds, seven funds support employee salaries and benefits for FY 2021. Below is the breakdown of FTEs added and deleted by fund for FY 2021. The city's largest fund, the General Fund, supports 77 percent of all regular FTEs.



Towards the end of the FY 2021 budget process, the Mayor and Council approved the unfunding of 6.0 FTE positions due to the financial constraints associated with the COVID-19 pandemic. These 6.0 FTE positions are considered eliminated and not included in the authorized FTE counts below.

Total Regular Positions by Fund

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	Additions	Deletions	FY 2021 Adopted	FTE Change
General	399.45	401.95	402.95	406.15	3.20	(7.00)	402.35	(3.80)
Water	36.65	36.65	36.75	35.95	-	-	35.95	-
Sewer	18.60	18.60	18.60	17.90	-	-	17.90	-
Refuse	33.20	33.20	33.20	34.20	3.00	-	37.20	3.00
Parking	4.00	4.00	4.00	4.00	-	-	4.00	-
Stormwater Management	21.00	21.00	21.10	22.90	-	-	22.90	-
Speed Camera	4.50	1.50	1.50	1.50	-	-	1.50	-
Regular FTE Total	517.40	516.90	518.10	522.60	6.20	(7.00)	521.80	(0.80)

Total Temporary Positions by Fund

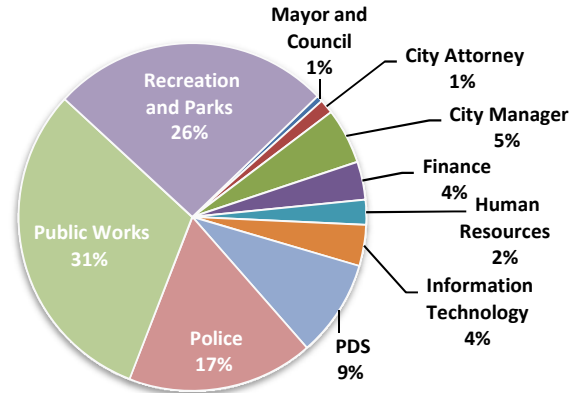
	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	Additions	Deletions	FY 2021 Adopted	FTE Change
General	89.5	92.2	94.1	94.8	4.2	(3.3)	95.7	0.90
Water	0.3	0.8	0.8	0.3	0.5	-	0.8	0.5
Sewer	0.3	0.3	0.3	0.3	-	(0.3)	-	(0.3)
Refuse	1.5	1.5	2.5	2.5	1.0	-	3.5	1.0
Stormwater Management	0.3	0.3	0.3	0.3	-	(0.1)	0.2	(0.1)
Temporary FTE Total	91.9	95.1	98.0	98.2	5.7	(3.7)	100.2	2.0

All FTE Total	609.3	612.0	616.1	620.8	11.9	(10.7)	622.0	1.2
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Full Time Equivalent Position Summary by Department

All regular and temporary positions are charged to one of the city's ten operating departments. No positions are charged against the multi-year capital budget. Below is the breakdown of FTEs added and deleted by department for FY 2021. The city's two largest departments, Public Works and Recreation and Parks, support approximately 57 percent of all regular FTEs.



Total Regular Positions by Department

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	Additions	Deletions	FY 2021 Adopted	FTE Change
Mayor and Council	3.0	3.0	3.0	3.0	-	-	3.0	-
City Attorney	6.0	6.0	6.0	7.0	-	-	7.0	-
City Manager	31.5	28.0	27.0	27.0	-	-	27.0	-
Finance	21.5	19.5	18.5	18.5	-	-	18.5	-
Human Resources	11.0	11.0	12.0	12.0	-	-	12.0	-
Information Technology	17.0	18.0	19.0	20.0	-	-	20.0	-
PDS	42.0	42.0	41.0	50.0	1.0	(4.0)	47.0	(3.0)
Police	92.5	95.5	96.5	89.5	2.0	(1.0)	90.5	1.0
Public Works	154.8	155.8	156.0	158.5	3.0	-	161.5	3.0
Recreation and Parks	138.1	138.1	139.1	137.1	0.2	(2.0)	135.3	(1.8)
Regular FTE Total	517.4	516.9	518.1	522.6	6.2	(7.0)	521.8	(0.8)

Total Temporary Positions by Department

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	Additions	Deletions	FY 2021 Adopted	FTE Change
Mayor and Council	0.1	0.1	0.2	0.2	-	(0.2)	-	(0.20)
City Attorney	-	-	-	-	-	-	-	-
City Manager	0.6	1.4	1.6	1.5	-	-	1.5	-
Finance	-	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-	-	-
PDS	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-
Public Works	3.0	3.5	4.5	4.0	1.5	(0.5)	5.0	1.0
Recreation and Parks	88.2	90.1	91.7	92.5	4.2	(3.0)	93.7	1.2
Temporary FTE Total	91.9	95.1	98.0	98.2	5.7	(3.7)	100.2	2.0
All FTE Total	609.3	612.0	616.1	620.8	11.9	(10.7)	622.0	1.2



FY 2021 Position Control Summary by Department

Department: Mayor and Council	3.0	Department: City Manager (Continued)	
<i>Division: Office of the City Clerk/Dir. Council Ops.</i>	3.0	<i>Division: Public Info. and Community Engagement</i>	12.0
City Clerk/Director of Council Ops. (appointed)	1.0	<i>Cost Center: Public Info. and Community Engagement</i>	4.0
Deputy City Clerk (AD111)	1.0	Director of Communications (AD122)	1.0
Executive Assistant (AD109)	1.0	Public Information Specialist (AD109)	2.0
		Sr. Neighborhood Resources Coordinator (AD113)	1.0
		<i>Cost Center: Website and Internet</i>	1.5
		Communications Manager (AD115)	1.0
		Graphics Specialist (AD108)	0.5
		<i>Cost Center: Cable Television</i>	3.0
		Communications Manager (AD115)	1.0
		Multi-Media Production Specialist (AD109)	1.0
		Television Production Specialist (AD108)	1.0
		<i>Cost Center: Cable TV Equipment</i>	-
		<i>Cost Center: Graphics and Printing</i>	2.5
		Copy Center/Mail Specialist (AD105)	1.0
		Graphics Specialist (AD108)	1.5
		<i>Cost Center: Human Rights & Community Mediation</i>	1.0
		Human Rights & Comm. Med. Admin. (AD111)	1.0
Department: City Attorney	7.0	Department: Finance	18.5
<i>Division: Office of the City Attorney</i>	7.0	<i>Division: Administration and Budget</i>	4.0
Assistant City Attorney (AD118)	1.0	Chief Financial Officer/Director (AD124)	1.0
Assistant to the City Attorney (AD114)	1.0	Director of Mgmt. & Budget/Deputy Dir. (AD122)	1.0
City Attorney (appointed)	1.0	Management and Budget Analyst (AD113)	1.0
Deputy City Attorney (AD123)	1.0	Senior Management and Budget Analyst (AD115)	1.0
Legal Executive Assistant (AD109)	1.0		
Senior Assistant City Attorney (AD120)	2.0	<i>Division: Accounting and Control</i>	8.5
		<i>Cost Center: Accounting and Audit</i>	7.5
		Accountant (AD111)	1.0
		Controller (AD118)	1.0
		Fiscal Assistant (AD106)	1.5
		Payroll Supervisor (AD110)	1.0
		Senior Accountant (AD114)	1.0
		Senior Fiscal Assistant (AD107)	2.0
		<i>Cost Center: Systems Support and Control</i>	1.0
		Financial Systems Manager (AD117)	1.0
		<i>Division: Utility Billing</i>	6.0
		Utility Revenue Specialist (AD106)	5.0
		Utility Revenue Supervisor (AD113)	1.0
Department: City Manager	27.0		
<i>Division: Administration</i>	6.5		
<i>Cost Center: Administration</i>	4.5		
City Hall Facilities Specialist (AD105)	0.5		
City Manager (appointed)	1.0		
Deputy City Manager (AD124)	1.0		
Executive Assistant (AD109)	1.0		
Administrative Assistant (AD106)	1.0		
<i>Cost Center: Community Support and Intergov'tal Affairs</i>	2.0		
Assistant to the City Manager (AD114)	1.0		
Management Assistant (AD112)	1.0		
<i>Cost Center: REDI</i>	-		
<i>Division: Procurement</i>	8.5		
<i>Cost Center: Procurement</i>	5.5		
Administrative Assistant (AD106)	0.5		
Buyer (AD108)	1.0		
Director of Procurement (AD122)	1.0		
Principal Buyer (AD114)	2.0		
Senior Buyer (AD109)	1.0		
<i>Cost Center: Stockroom</i>	3.0		
Inventory Services Clerk (AD107)	2.0		
Inventory Services Supervisor (AD108)	1.0		



FY 2021 Position Control Summary by Department (continued)

Department: Human Resources	12.0	Department: PDS	47.0
<i>Division: Human Resources</i>	<i>9.0</i>	<i>Division: Management and Support</i>	<i>7.0</i>
Benefits Manager (AD115)	1.0	<i>Cost Center: Administration and Support</i>	<i>5.0</i>
Deputy Director (AD120)	1.0	Asst. Dir. of Planning and Econ. Dev. (AD119)	1.0
Director (AD124)	1.0	Director (AD124)	1.0
General Service Aide (AD101)	1.0	Landlord/Tenant Specialist (AD111)	1.0
Human Resources Administrator (AD114)	1.0	Principal Planner (AD113)	1.0
Human Resources Assistant (AD106)	1.0	Special Projects & Records Mgmt. Admin. (AD112)	1.0
Human Resources Associate (AD108)	2.0	<i>Cost Center: CDBG</i>	<i>-</i>
Human Resources Specialist (AD112)	1.0	<i>Cost Center: Housing and CDBG</i>	<i>2.0</i>
<i>Division: Health and Wellness Program</i>	<i>1.0</i>	Dir. of Housing and Community Dev. (AD124)	1.0
Health and Wellness Program Manager (AD113)	1.0	Housing Specialist (AD111)	1.0
<i>Division: Safety and Risk Management</i>	<i>2.0</i>	<i>Cost Center: Housing Opportunities</i>	<i>-</i>
Safety Specialist (AD112)	1.0	<i>Division: Comprehensive Planning</i>	<i>4.0</i>
Safety and Risk Manager (AD115)	1.0	<i>Cost Center: Long Range Planning</i>	<i>3.0</i>
		Chief of Long Range Planning (AD118)	1.0
		Principal Planner (AD113)	2.0
		<i>Cost Center: Historic Preservation</i>	<i>1.0</i>
		Principal Planner (AD113)	1.0
Department: Information Technology	20.0	<i>Division: Development Services</i>	<i>8.0</i>
<i>Division: IT Operations</i>	<i>16.0</i>	Development Services Manager (AD116)	1.0
Application Developer (AD115)	1.0	Development Services Supervisor (AD115)	1.0
Chief Information Officer (AD124)	1.0	Permit Technician (AD108)	3.0
Information Systems Engineer (AD112)	4.0	Planning Technician (AD108)	2.0
IT End User Services Manager (AD116)	1.0	Software Support Specialist (AD112)	1.0
IT Enterprise Project Manager (AD116)	1.0	<i>Division: Inspection Services</i>	<i>14.0</i>
IT Infrastructure Manager (AD117)	1.0	<i>Cost Center: Application, Processing, and Permit Issuance</i>	<i>9.0</i>
Office Manager (AD108)	1.0	Building Plans Examiner Supervisor (AD113)	1.0
Senior ERP Systems Analyst (AD117)	1.0	Chief of Inspection Services (AD116)	1.0
Senior Information Systems Engineer (AD115)	2.0	Codes Inspector (AD109)	1.0
Senior Systems Analyst (AD116)	1.0	Construction Codes Specialist (AD111)	1.0
Systems Analyst (AD114)	2.0	Fire Code Plans Examiner (AD110)	1.0
<i>Division: GIS Operations</i>	<i>1.0</i>	Fire Marshal (AD114)	1.0
Manager, Application Development & GIS (AD116)	1.0	Fire Protection Engineer (AD113)	1.0
<i>Division: IT Security</i>	<i>2.0</i>	Senior Codes Inspector (AD110)	1.0
Info. Systems Security & Compliance Mgr. (AD116)	1.0	Senior Plans Examiner (AD112)	1.0
Information Systems Security Engineer (AD114)	1.0	<i>Cost Center: Building, Fire and Life Safety Inspections</i>	<i>5.0</i>
<i>Division: Voice Communications</i>	<i>1.0</i>	Codes Inspector (AD109)	2.0
Telecommunications Systems Admin. (AD110)	1.0	Inspection Supervisor (AD112)	1.0
		Senior Codes Inspector (AD110)	2.0



FY 2021 Position Control Summary by Department (continued)

Department: PDS (continued)

Division: Planning and Code Enforcement 14.0

Cost Center: Comm. Enhancement and Code Enforcement 9.0

Comm. Enhance/Code Enforce. Mgr. (AD115)	1.0
Comm. Enhance/Codes Inspector (AD109)	5.0
Comm. Enhance/Codes Insp. Supv. (AD112)	1.0
Rehabilitation Specialist (AD110)	1.0
Senior Zoning Inspector (AD110)	1.0

Cost Center: Development Review 5.0

Chief of Zoning (AD118)	1.0
Principal Planner (AD113)	3.0
Planning Supervisor (AD115)	1.0

Department: Police 90.5

Division: Office of the Chief of Police 5.0

Chief of Police (AD124)	1.0
Deputy Chief of Police (AD122)	1.0
Emergency Manager (AD115)	1.0
Executive Assistant (AD109)	1.0
Police Lieutenant (PL116)	1.0

Division: Administrative Services Bureau 22.5

Cost Center: Management and Support 4.5

Administrative Assistant (AD106)	1.0
Office Manager (AD108)	1.0
Police Lieutenant (PL116)	1.0
Police Service Aide (AD105)	0.5
Records Management Clerk (AD105)	1.0

Cost Center: Neighborhood Services 4.0

Neighborhood Services Officer (AD107)	3.0
Secretary (AD105)	1.0

Cost Center: Parking Enforcement 4.0

Parking Enforcement Officer (AD105)	4.0
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Cost Center: Public Safety Comm. / Prop. & Evidence 7.0

Police Communications Operator (AD108)	6.0
Support Services Coordinator (AD112)	1.0

Department: Police (continued)

Division: Administrative Services Bureau (continued)

Cost Center: Redlight Camera 1.5

Parking and Photo Enforcement Supv. (AD110)	0.5
Photo Enforcement Analyst (AD105)	1.0

Cost Center: Speed Camera 1.5

Parking and Photo Enforcement Supv. (AD110)	0.5
Photo Enforcement Analyst (AD105)	1.0

Division: Field Services Bureau 63.0

Cost Center: Management and Support 2.0

Crime Analyst (AD108)	1.0
Police Major (PL119)	1.0

Cost Center: Community Services Office 1.0

Police Officer I / Ofc. II / Corporal (PL110-PL112)	1.0
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Cost Center: Patrol Teams 53.0

Police Lieutenant (PL116)	3.0
Police Officer I / Ofc. II / Corporal (PL110-PL112)	44.0
Police Sergeant (PL114)	6.0

Cost Center: Special Operations Unit 7.0

Police Officer I / Ofc. II / Corporal (PL110-PL112)	6.0
Police Sergeant (PL114)	1.0

Department: Public Works 161.50

Division: Management and Support 15.50

Cost Center: Management and Support 4.50

Administrative Assistant (AD106)	1.00
Deputy Director (AD120)	1.00
Director (AD124)	1.00
Public Works Administrator (AD113)	1.00
Secretary (AD105)	0.50

Cost Center: Water Treatment Plant 11.00

Water Treatment Plant Operator (AD108)	7.00
Water Treatment Plant Shift Leader (AD109)	3.00
Water Treatment Plant Superintendent (AD116)	1.00

Cost Center: Sewage Disposal -

Division: Construction Management 10.00

Chief of Construction Management (AD116)	1.00
Inspection Aide (AD104)	1.00
Principal Construction Inspector (AD112)	1.00
Senior Construction Inspector (AD110)	7.00



FY 2021 Position Control Summary by Department (continued)

Department: Public Works (continued)

Division: Engineering	15.00
Chief of Engineering (AD118)	1.00
Engineering Supervisor (AD116)	2.00
Engineering Technician (AD109)	3.00
GIS Specialist (AD111)	1.00
Principal Civil Engineer (AD114)	3.00
Senior Civil Engineer (AD113)	4.00
Senior Engineering Technician (AD110)	1.00
Division: Environmental Management	43.40
Cost Center: Environmental Management	1.40
Chief of Environmental Management (AD118)	0.40
Environmental Specialist (AD109)	0.20
Sustainability Coordinator (AD115)	0.80
Cost Center: Recycling and Refuse Collection	34.70
Administrative Assistant (AD106)	0.25
Chief of Environmental Management (AD118)	0.30
Crew Supervisor-Public Works I (AD108)	2.00
Crew Supervisor-Public Works II (AD109)	0.50
Maintenance Communications Operator (AD105)	0.75
Maintenance Worker-Public Works I (UN103)	1.75
Maintenance Worker-Public Works II (UN104)	1.50
Operations Maintenance Assistant Super. (AD114)	0.25
Recycling and Refuse Superintendent (AD113)	1.00
Sanitation Operator (UN105)	11.00
Sanitation Worker (UN104)	15.00
Secretary (AD105)	0.40
Cost Center: SWM and Implementation	7.30
Chief of Environmental Management (AD118)	0.30
Environmental Outreach Specialist (AD109)	1.00
Environmental Specialist (AD109)	0.80
Principal Environmental Engineer (AD114)	1.00
Senior Enviro. Compliance Inspector (AD110)	2.00
Senior Sediment and Erosion Inspector (AD110)	1.00
Stormwater Manager (AD115)	1.00
Sustainability Coordinator (AD115)	0.20

Department: Public Works (continued)

Division: Fleet Services	13.00
Administrative Assistant (AD106)	1.00
Fleet Maintenance Supervisor (AD110)	1.00
Fleet Manager (AD114)	1.00
Fleet Mechanic I (AD105)	3.00
Fleet Mechanic II (AD106)	1.00
Fleet Mechanic III (AD107)	6.00
Division: Operations Maintenance	56.60
Cost Center: Sewer Maintenance	13.70
Administrative Assistant (AD106)	0.25
Administrative Specialist (AD108)	0.25
Crew Supervisor-Public Works II (AD109)	2.00
Maintenance Worker-Public Works I (UN103)	3.00
Maintenance Worker-Public Works II (UN104)	7.00
Operations Maintenance Assistant Super. (AD114)	0.75
Operations Maintenance Superintendent (AD117)	0.25
Secretary (AD105)	0.20
Cost Center: Snow and Ice Removal	-
Cost Center: Stormwater Maintenance	6.50
Administrative Specialist (AD108)	0.25
Crew Supervisor-Public Works II (AD109)	0.75
Maintenance Worker-Public Works I (UN103)	2.00
Maintenance Worker-Public Works II (UN104)	3.00
Operations Maintenance Assistant Super. (AD114)	0.25
Operations Maintenance Superintendent (AD117)	0.25
Cost Center: Street Maintenance	21.45
Administrative Assistant (AD106)	0.25
Administrative Specialist (AD108)	0.25
Crew Supervisor-Public Works II (AD109)	2.75
Maintenance Communications Operator (AD105)	0.25
Maintenance Worker-Public Works I (UN103)	5.25
Maintenance Worker-Public Works II (UN104)	9.50
Operations Maintenance Assistant Super. (AD114)	0.75
Operations Maintenance Superintendent (AD117)	0.25
Secretary (AD105)	0.20
Traffic Maintenance Worker (UN105)	2.00



FY 2021 Position Control Summary by Department (continued)

Department: Public Works (continued)

Division: Operations and Maintenance (continued)

Cost Center: Water Systems Maintenance 14.95

Administrative Assistant (AD106)	0.25
Administrative Specialist (AD108)	0.25
Crew Supervisor-Public Works II (AD109)	2.00
Maintenance Worker-Public Works I (UN103)	5.00
Maintenance Worker-Public Works II (UN104)	6.00
Operations Maintenance Assistant Super. (AD114)	1.00
Operations Maintenance Superintendent (AD117)	0.25
Secretary (AD105)	0.20

Division: Traffic and Transportation 8.00

Cost Center: Traffic Operations and Streetlights 8.00

Chief of Traffic and Transportation (AD118)	1.00
Senior Transportation Engineer (AD113)	3.00
Senior Transportation Planner (AD111)	2.00
Traffic Signal and Lighting Technician (AD110)	2.00

Cost Center: Transportation Improvement Plan -

Department: Recreation and Parks 135.3

Division: Rec. and Parks Administration 6.5

Cost Center: Recreation and Parks Administration 5.5

Deputy Director (AD120)	1.0
Director (AD124)	1.0
Program Support Supervisor (AD109)	1.0
Rec. and Parks Marketing Devel. Mgr. (AD114)	1.0
Secretary (AD105)	0.5
Secretary/Bookkeeper (AD106)	1.0

Cost Center: Capital Projects 1.0

Parks and Facilities Devel. Coordinator (AD111)	1.0
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Department: Recreation and Parks (continued)

Division: Community Services 9.0

Cost Center: Community Services Admin. 3.0

Administrative Assistant (AD106)	1.0
Community Services Manager (AD115)	1.0
Community Services Program Analyst (AD109)	1.0

Cost Center: Caregiver Grants -

Cost Center: Holiday Drive Fund -

Cost Center: Linkages to Learning 2.0

Linkages to Learning Site Coordinator (AD111)	1.0
Linkages to Learning Specialist (AD109)	1.0

Cost Center: REAP Endowment Fund -

Cost Center: Youth Development and Family Services 4.0

Community Services Outreach Worker (AD107)	1.0
Community Services Program Coord. (AD109)	2.0
Youth and Family Counselor (AD112)	1.0

Division: Parks and Facilities Maintenance 57.0

Cost Center: Parks Administration and Support 6.0

Administrative Assistant (AD106)	1.0
Administrative Specialist (AD108)	1.0
Parks and Facilities Manager (AD111)	1.0
Parks Equipment Mechanic (AD107)	1.0
Sanitation Operator-R&P (UN105)	1.0
Superintendent of Parks and Facilities (AD117)	1.0

Cost Center: Athletic Field Services 6.5

Crew Supervisor-R&P I (AD108)	1.0
Maintenance Supervisor-Athletic Fields (AD106)	1.0
Maintenance Worker-R&P I (UN103)	3.0
Maintenance Worker-R&P II (UN104)	1.0
Parks Maintenance Manager (AD114)	0.5

Cost Center: East Parks Services 5.5

Crew Supervisor-R&P I (AD108)	1.0
Maintenance Worker-R&P I (UN103)	3.0
Maintenance Worker-R&P II (UN104)	1.0
Parks Maintenance Manager (AD114)	0.5



FY 2021 Position Control Summary by Department (continued)

Department: Recreation and Parks (continued)

Division: Parks and Facilities Maintenance (continued)

Cost Center: Facilities Maintenance 16.0

Crew Supervisor-R&P II (AD109)	2.0
Facilities Engineer (AD108)	2.0
Facilities Engineer Supervisor (AD109)	1.0
Facilities Maintenance Specialist (AD110)	1.0
Facilities Maintenance Trades Worker (UN106)	5.0
Facilities Property Manager (AD116)	1.0
Maintenance Worker-R&P I (UN103)	3.0
Maintenance Worker-R&P II (UN104)	1.0

Cost Center: Forest and Tree Preservation -

Cost Center: Horticulture Services 7.0

Crew Supervisor-R&P I (AD108)	1.0
Horticulturalist (AD114)	1.0
Maintenance Worker-R&P I (UN103)	3.0
Maintenance Worker-R&P II (UN104)	1.0
Parks Maintenance Specialist (AD109)	1.0

Cost Center: Park Maintenance Fund -

Cost Center: Rights-of-Way Services 3.5

Crew Supervisor-R&P I (AD108)	1.0
Maintenance Worker-R&P I (UN103)	1.0
Maintenance Worker-R&P II (UN104)	1.0
Parks Maintenance Manager (AD114)	0.5

Cost Center: Urban Forestry Maintenance 6.0

Certified Tree Climber (UN106)	2.0
City Forester (AD114)	1.0
Crew Supervisor-R&P II (AD109)	1.0
Maintenance Worker-R&P I (UN103)	1.0
Tree Climber (UN105)	1.0

Cost Center: West Parks Services 6.5

Crew Supervisor-R&P I (AD108)	1.0
Maintenance Worker-R&P I (UN103)	4.0
Maintenance Worker-R&P II (UN104)	1.0
Parks Maintenance Manager (AD114)	0.5

Department: Recreation and Parks (continued)

Division: Recreation Facilities

24.5

Cost Center: Civic Center Complex 9.0

Administrative Assistant (AD106)	1.0
Box Office and Marketing Manager (AD106)	1.0
Community Facilities Superintendent (AD117)	1.0
Crew Supervisor-R&P II (AD109)	1.0
Maintenance Worker-R&P II (UN104)	2.0
Office Manager (AD108)	1.0
Theatre and Civic Center Supervisor (AD112)	1.0
Theatre Production Specialist (AD109)	1.0

Cost Center: Croydon Creek Nature Center 2.0

Assistant Community Center Supervisor (AD109)	1.0
Nature Center Supervisor (AD112)	1.0

Cost Center: Glenview Mansion Fund -

Cost Center: Lincoln Park Community Center 2.5

Recreation Facilities Clerk (AD100)	0.5
Assistant Community Center Supervisor (AD109)	1.0
Community Center Supervisor (AD112)	1.0

Cost Center: Swim and Fitness Center 7.0

Aquatic Facility Operator I (AD107)	1.0
Aquatic Facility Operator II (AD108)	1.0
Head Swim Coach (AD107)	1.0
Office Manager (AD108)	1.0
Recreation Programs Supervisor (AD113)	1.0
Swim & Fitness Center Superintendent (AD115)	1.0
Swim & Fitness Facility Supervisor (AD110)	1.0

Cost Center: Thomas Farm Community Center 2.0

Assistant Community Center Supervisor (AD109)	1.0
Community Center Supervisor (AD112)	1.0

Cost Center: Twinbrook Recreation Center 2.0

Assistant Community Center Supervisor (AD109)	1.0
Community Center Supervisor (AD112)	1.0



FY 2021 Position Control Summary by Department (continued)

Department: Recreation and Parks (continued)

Division: Recreation Services	20.5
<i>Cost Center: Recreation Administration and Support</i>	<i>2.0</i>
Administrative Specialist (AD108)	1.0
Superintendent of Recreation (AD117)	1.0
<i>Cost Center: Afterschool</i>	<i>1.5</i>
Program Assistant (AD102)	0.8
Recreation Program Coordinator (AD110)	0.3
Recreation Programs Supervisor (AD113)	0.4
<i>Cost Center: Art in Public Architecture</i>	<i>-</i>
<i>Cost Center: Art in Public Places</i>	<i>-</i>
<i>Cost Center: Arts</i>	<i>1.0</i>
Arts Program Supervisor (AD113)	1.0
<i>Cost Center: Childcare</i>	<i>3.0</i>
Childcare/Preschool Director (AD107)	1.3
Preschool Teacher (AD104)	1.3
Recreation Programs Supervisor (AD113)	0.4
<i>Cost Center: Classes</i>	<i>1.4</i>
Recreation Program Coordinator (AD110)	0.3
Recreation Programs Supervisor (AD113)	1.1
<i>Cost Center: Farmers Market Eat Fresh</i>	<i>-</i>
<i>Cost Center: Friends of the Arts</i>	<i>-</i>
<i>Cost Center: Recreation Fund</i>	<i>-</i>
<i>Cost Center: Skate Park</i>	<i>-</i>
<i>Cost Center: Special Events</i>	<i>5.0</i>
Events Specialist (AD109)	1.0
Special Events Manager (AD114)	1.0
Special Operations Supervisor (AD112)	1.0
Special Operations Technician (AD107)	2.0
<i>Cost Center: Sports</i>	<i>2.8</i>
Assistant Sports Programs Supervisor (AD110)	0.8
Secretary (AD105)	0.5
Recreation Programs Coordinator II (AD111)	0.5
Sports Programs Supervisor (AD113)	1.0
<i>Cost Center: Summer Camps</i>	<i>1.5</i>
Recreation and Parks Program Assistant (AD102)	0.2
Recreation Programs Supervisor (AD113)	1.3

Department: Recreation and Parks (continued)

Division: Recreation Services (continued)	
<i>Cost Center: Summer Playgrounds</i>	<i>1.0</i>
Recreation Program Coordinator (AD110)	0.4
Recreation Programs Supervisor (AD113)	0.6
<i>Cost Center: Teens</i>	<i>1.3</i>
Recreation and Parks Program Specialist (AD108)	0.8
Recreation Programs Coordinator II (AD111)	0.5
Division: Senior Citizen Services	17.8
<i>Cost Center: Senior Center Operations</i>	<i>6.0</i>
Facility Coordinator (AD109)	1.0
Maintenance Worker-R&P I (UN103)	2.0
Secretary (AD105)	1.0
Senior Villages Facilitator (AD110)	1.0
Seniors Program Manager (AD115)	1.0
<i>Cost Center: Senior Assistance Fund</i>	<i>-</i>
<i>Cost Center: Senior Citizen Recreation</i>	<i>2.0</i>
Program Assistant (AD102)	1.0
Recreation Programs Supervisor (AD113)	1.0
<i>Cost Center: Senior Sports and Fitness</i>	<i>2.0</i>
Recreation & Parks Program Specialist (AD108)	1.0
Seniors Sports and Fitness Supervisor (AD113)	1.0
<i>Cost Center: Senior Support Services</i>	<i>7.8</i>
Administrative Assistant (AD106)	1.0
Bus Driver (AD103)	1.8
Fleet Supervisor R&P (AD107)	1.0
Program Outreach Worker (AD106)	2.0
Recreation and Parks Program Specialist (AD108)	0.5
Seniors Program Coordinator (AD111)	0.5
Seniors Program Supervisor (AD113)	1.0



Regular Employee Pay Scales

Administrative Scale (AD)

Pay Grade	Min. Annual	Max. Annual
100	\$29,781	\$44,671
101	\$32,161	\$48,241
102	\$34,734	\$52,101
103	\$37,513	\$56,269
104	\$40,513	\$60,770
105	\$43,754	\$65,630
106	\$47,254	\$70,881
107	\$51,034	\$76,551
108	\$54,095	\$83,849
109	\$57,342	\$88,880
110	\$60,782	\$94,213
111	\$64,429	\$99,865
112	\$68,295	\$105,857
113	\$72,393	\$112,207
114	\$76,011	\$121,618
115	\$79,812	\$127,698
116	\$83,801	\$134,083
117	\$87,993	\$140,788
118	\$92,392	\$147,827
119	\$97,011	\$155,218
120	\$100,892	\$166,472
121	\$104,929	\$173,132
122	\$109,125	\$180,056
123	\$113,490	\$187,260
124	\$118,031	\$202,541

Police Scale (PL)

	Police Officer I	Police Officer II	Police Corporal	Police Sergeant	Police Lieutenant	Police Major
	110	111	112	114	116	119
Step 1	\$60,782	\$64,429	\$68,295	\$76,011	\$83,801	\$97,011
Step 2	\$62,584	\$66,340	\$70,320	\$78,431	\$86,469	\$100,098
Step 3	\$64,440	\$68,306	\$72,405	\$80,928	\$89,221	\$103,285
Step 4	\$66,350	\$70,331	\$74,552	\$83,504	\$92,061	\$106,571
Step 5	\$68,318	\$72,417	\$76,763	\$86,161	\$94,990	\$109,964
Step 6	\$70,343	\$74,564	\$79,039	\$88,904	\$98,014	\$113,464
Step 7	\$72,429	\$76,774	\$81,382	\$91,732	\$101,133	\$117,075
Step 8	\$74,577	\$79,051	\$83,795	\$94,652	\$104,353	\$120,802
Step 9	\$76,789	\$81,394	\$86,281	\$97,664	\$107,674	\$124,647
Step 10	\$79,065	\$83,808	\$88,838	\$100,773	\$111,101	\$128,614
Step 11	\$81,410	\$86,292	\$91,473	\$103,981	\$114,638	\$132,709
Step 12	\$83,824	\$88,851	\$94,184	\$107,290	\$118,287	\$136,933
Step 13	\$86,309	\$91,485	\$96,977	\$110,704	\$122,052	\$141,290
Step 14	\$88,868	\$94,197	\$99,852	\$114,228	\$125,937	\$145,788
Step 15	\$91,503	\$96,989	\$102,813	\$117,863	\$129,945	\$150,427
Step 16	\$94,213	\$99,865	\$105,857	\$121,618	\$134,083	\$155,218

AFSCME Union Scale (UN)

	Maint. Worker I	Maint. Worker II, Sanitation Worker	Sanitation Operator, Traffic Maint. Worker, Tree Climber	Certified Tree Climber, Facilities Maint. Trades Worker
	103	104	105	106
Step 1	\$37,513	\$40,508	\$43,744	\$47,263
Step 2	\$38,541	\$41,623	\$44,946	\$48,553
Step 3	\$39,590	\$42,760	\$46,192	\$49,887
Step 4	\$40,683	\$43,941	\$47,439	\$51,242
Step 5	\$41,798	\$45,143	\$48,750	\$52,641
Step 6	\$42,935	\$46,367	\$50,084	\$54,084
Step 7	\$44,116	\$47,657	\$51,461	\$55,571
Step 8	\$45,318	\$48,947	\$52,860	\$57,101
Step 9	\$46,564	\$50,302	\$54,325	\$58,653
Step 10	\$47,854	\$51,680	\$55,811	\$60,271
Step 11	\$49,165	\$53,079	\$57,341	\$61,910
Step 12	\$50,499	\$54,543	\$58,894	\$63,615
Step 13	\$51,898	\$56,030	\$60,511	\$65,364
Step 14	\$53,319	\$57,582	\$62,173	\$67,157
Step 15	\$54,762	\$59,156	\$63,878	\$68,993
Step 16	\$56,270	\$60,774	\$65,627	\$70,873



Fleet Replacement Schedule

The city's Fleet Services Division continually monitors and maintains the city's fleet to ensure maximum useful life. Staff review the fleet each year and recommend replacement for vehicles meeting specific age, mileage, meter hours, condition, and usefulness criteria. When possible, vehicles will be reassigned within or between departments in order to maximize full unit life under the replacement criteria. Factors such as serviceability and technological life are also taken into consideration when making recommendations for replacement. The vehicles shown below are scheduled for replacement in FY 2021. In addition to these replacements, the city will purchase one new piece of equipment (a rubber track skid loader, \$80,200 SWM Fund). The FY 2021 budget also includes funding to lease an additional 36 vehicles (34 in lieu of purchasing replacements, plus 2 additional vehicles for the new 2.0 FTE Police Officer positions) as part of the lease program that began in FY 2020.

Fund	Depart.	Unit	Est. Cost
General	R&P	06 Chevrolet Enclosed Utility	\$47,290
General	R&P	06 Ford F550 CC Landmaster	\$63,060
General	R&P	05 NewHolland TN70D	\$51,000
General	PW	05 Chevrolet C8500 Dump	\$156,090
General	PW	LD Saltbox (Pickup)	\$8,490
General	PW	HD Saltbox (HD Dumps)	\$15,000
General	PW	HD Plow (Dumps)	\$7,430
Water	PW	05 TrafCo Arrow Board	\$5,700
Water	PW	10 WACH TM-7 Valve Exerciser	\$91,000
Refuse	PW	06 Chevrolet C8500 Solid Side Dump Truck	\$67,000
Refuse	PW	06 Crane Carrier / Leach	\$268,000
Refuse	PW	03 ODB SCL800 - 25	\$65,000
SWM	PW	NEW Rubber Track Skid Loader	\$80,200



Planned Improvement Projects

Planned improvement projects consist of projects, studies, or major purchases that the city is considering in the future. These items are typically accounted for in the operating budget, but in some cases may be established as projects within the Capital Improvements Program if they meet the criteria found in the CIP Overview of this document. The planned improvements projects are updated on an annual basis and are listed below by department. *Inclusion as a future planned improvement project does not guarantee future funding, as all projects are evaluated against other city priorities each fiscal year.*

Managing Dept.	Project/Description	Funding	Year
City Manager	Redesign the City's Intranet Design and create an intranet focused on self-service, communication, collaboration, and teambuilding that connects all staff on any device and in any place.	\$50,000	2022
City Manager	Redesign the City's Website Informed by community feedback and assessment, this redesign will create a mobile-first, modern website to visibly improve the public's experience with Rockville's government.	\$250,000	2022
City Manager	Branding Consultant services to gather community information and input, establish options for the Mayor and Council's consideration, and support the Mayor and Council's decision-making process. Staff would engage the Mayor and Council in establishing the consultant's specific scope of work (budget will be dependent on scope).	\$100,000	2022
Human Resources	Fall Protection Solutions for Select City Facilities Purchase fall protection for areas where employees are at-risk of falling from high elevations (like roofs). Facilities currently under review include the Swim and Fitness Center and the Senior Center (the Motor Vehicle Maintenance building was funded in FY 2021).	\$66,000	2022
Information Technology	New and Replacement I-Net Switches Funding for the replacement of switches which support will expire in October 2021 and for the purchase of new switches because there are no more ports available to accommodate additional users at City Hall (2nd and 3rd floors) and at the Police Station (Old Post Office building and annex).	\$560,000	2022
Public Works	Glen Mill Pump Station Mothballing Consultant services to recommend an operations and maintenance plan to "mothball" the Glen Mill Pump Station. The goal is to protect the current investment and maximize the useful life of the equipment.	\$150,000	2022
Public Works	Water Treatment Plant Carbon Feeder Purchase a powered activated carbon (PAC) chemical feed that will provide the Water Treatment Plant with additional treatment options if the source water has high taste and odor properties. In addition, it will remove a broad range of organic contaminants from raw water in the event of a chemical spill on the Potomac.	\$100,000	2022
Public Works	Water Treatment Plant Process Meters Funding for new process meters to replace the current meters that are 20 to 50 years old. Newer and more accurate liquid measurement technology is available, and better measurements will result in more accurate chemical dosing for the production of safe drinking water.	\$290,000	2022
Public Works	Water Distribution System Large Valves Funding for the replacement of the remaining two Golden Anderson (GA) Valves with Clay valves due to the age of the valves. The remaining two GA valves, in particular the GA valve at Tower Oaks, has required rebuilding on three occasions due to the leather parts that wear from the extensive use over the 38 years of service. This would complete the city's inventory with all Clay valves in our system, which are more reliable and maintenance friendly.	\$40,000	2023



Managing Dept.	Project/Description	Funding	Year
Rec. & Parks	Bleacher Replacement Replace bleachers, concrete pads, and access pathways with ADA compliant amenities at various athletic fields within the city over a two year period.	\$75,000	2022
Rec. & Parks	Civic Center Entrance Sign Replacement Replace park entrance sign to include facility names, address, and lighting.	\$108,000	2022
Rec. & Parks	Croydon Creek Kitchen Renovation Renovate the kitchen at the Croydon Creek Nature Center to include replacement of cabinets, countertops, sinks, appliances, and flooring.	\$20,000	2022
Rec. & Parks	Croydon Creek Outdoor Exploration Area Design and construct a nature exploration area adjacent to the Croydon Creek Nature Center. This area will emphasize raw materials of wood, stone, and sand and have more emphasis on planted material than a typical playground area.	\$100,000	2022
Rec. & Parks	Elwood Smith Flooring Renovation Install a multipurpose floor over the current concrete floor to provide a safe surface for classes, dance programs, rentals, and fitness activities. This will increase the use of this underutilized facility.	\$50,000	2022
Rec. & Parks	Human Services Needs Assessment Funding for a human services needs assessment as recommended by the Human Services Advisory Commission. The scope of the assessment will be refined in the future, but could cover: physical and behavioral health, youth programs and services, housing and homeless services, food and nutrition, access to clothing, furniture and home essentials, literacy and language services, and access to education and workforce development.	\$80,000	2022
Rec. & Parks	Renovation of former Police Sub-station Renovate the former Police sub-station at the Lincoln Park Community Center to allow for additional community programming space.	\$50,000	2022
Rec. & Parks	Replacement of Wooden Fire Escape Funding for the replacement of a wooden fire escape at the Glenview Mansion.	\$225,000	2022
Rec. & Parks	ADA Audit and Transition Plan Improvements Implement recommended improvements contained in the ADA Audit and Transition Plan at approximately \$500,000 per year.	\$500,000 per year	2022- 2025
Rec. & Parks	Storage Structure Construct a storage structure to cover the materials bin (mulch, stone dust, sand, ballfield mix) at the Recreation Services building located in Civic Center Park.	\$175,000	2023
Rec. & Parks	Recreation Services Building Renovation Renovate the interior of the Recreation Services building located in Civic Center Park. The fiscal year is dependent on the design and construction of 6 Taft Court.	\$150,000	2025
Rec. & Parks	Park Sign Replacement Redesign and replace park signs and wayfinding signs with modern, low-maintenance, more attractive signs. This item is dependent on the results of the city's wayfinding and branding efforts. Staff recommends implementation in two phases.	\$435,000	TBD
Rec. & Parks	Twinbrook Pedestrian Crossing Design and construction of a pedestrian crossing from the residential side of Twinbrook to Rockville Pike. The budget is dependent on location, design, ADA compliance, and civil engineering needs.	TBD	TBD
Rec. & Parks	Twinbrook Parkland Purchase Purchase parkland and open space in the Twinbrook neighborhood consistent with the city's priorities for parkland acquisition. Once land is acquired, determination of use may require a separate project in the future.	TBD	TBD



FY 2021 Caregiver Agency Grants

Each year the city appropriates funds to support 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. Below is a summary of the grants for FY 2021. All caregiver agency grants are budgeted in the Department of Recreation and Parks, Community Services Division.

Organization		Adopted FY 2019	Adopted FY 2020	Adopted FY 2021
Shelters				
Chase Partnership House	Catholic Charities	16,770	-	-
Dorothy Day Place	Catholic Charities	16,770	-	-
Home Builders Care Assess. Center	Mont. County Coalition for the Homeless	52,840	53,530	59,000
Hope Housing	Mont. County Coalition for the Homeless	32,520	32,000	37,660
Jefferson House	Community Ministries of Rockville	13,210	16,920	18,500
Rainbow Place	Rainbow Place Shelter for Homeless Women, Inc.	25,400	22,500	25,500
Rockland House	Community Ministries of Rockville	16,260	16,920	16,920
Stepping Stones Shelter	Stepping Stones Shelter	15,240	15,000	15,000
Women's Assessment Center	Interfaith Works	25,400	35,000	40,000
Food/Clothing Services				
Interfaith Clothing Center	Interfaith Works	22,360	32,000	35,000
Manna Food Center	Manna Food Center	42,170	42,750	44,000
Nourish Now	Nourish Now	10,670	21,000	25,000
Health Care				
Mansfield Kaseman Health Clinic	Community Ministries of Rockville	107,700	107,700	107,700
Pan Asian Volunteer Health Clinic	Chinese Culture and Comm. Service Center, Inc.	21,850	23,860	28,350
Rockville Primary Care	Mobile Medical Care, Inc.	20,320	22,000	30,190
Outpatient Mental Health Clinic	Cornerstone Montgomery, Inc.	-	30,000	-
Information and Referral				
Comprehensive Community Empowerment	Korean Community Center of Greater Washington	6,610	7,000	8,500
Language and Citizenship Education				
Language Outreach Program	Community Ministries of Rockville	73,160	66,530	60,000
Supportive Services/Youth Development				
Elderly Ministries	Community Ministries of Rockville	91,440	92,700	92,700
Healthy Families Montgomery	Family Services, Inc.	17,780	17,780	21,000
Emergency Funds				
REAP: Emergency Funds ¹	Community Ministries of Rockville	52,840	35,000	N/A
COVID-19 Relief ²	Available to existing grantees	-	-	45,000
TOTAL for Caregiver Agencies (\$)		681,310	690,190	710,020

¹ REAP: Emergency Funds were moved to the Community Services Administration Cost Center operating budget starting in FY 2021.

² This funding is set aside specifically to assist existing grantees with unplanned expenses related to the COVID-19 pandemic.



FY 2021 Outside Agency Grants

In addition to the caregiver agency grants summarized on the previous page, the city also provides funding to other outside and nonprofit agencies. A summary of the grants included in the FY 2021 budget appears below. Outside agency grants are managed by several departments in the city, including: the Department of Recreation and Parks, City Manager's Office, Office of the Mayor and Council (M&C), and Planning and Development Services (PDS).

	Responsible Department	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021
Aronson, LLC	City Manager	-	50,000	-
Imagination Library	M&C	-	3,150	-
KID Museum	City Manager	25,000	25,000	25,000
F. Scott Fitzgerald Literary Festival	Rec. & Parks	-	-	9,450
Maryland Women's Business Center ¹	City Manager	35,000	N/A	N/A
Montgomery College	City Manager	10,000	10,000	10,000
Peace Day ²	Rec. & Parks	-	-	5,000
Peerless Rockville Historic Pres., Ltd.	PDS	79,500	59,500	64,500
REDI Business Incentives Program ¹	City Manager	50,000	N/A	N/A
Rockville Housing Enterprises	PDS	46,730	46,730	46,730
Rockville Chamber of Commerce ³	City Manager	20,000	20,000	20,000
Rockville Little Theatre ²	Rec. & Parks	-	-	5,000
Rockville Musical Theatre ²	Rec. & Parks	-	-	5,000
Rockville Science Center	Rec. & Parks	55,000	55,000	60,000
Rockville Sister City Corporation	M&C	-	-	6,000
Rockville Volunteer Fire Department ⁴	CMO	10,000	60,000	60,000
The Victorian Lyric Opera Company ²	Rec. & Parks	-	-	5,000
VisArts	Rec. & Parks	-	-	17,000
World of Montgomery Day	M&C	5,000	1,000	-
Women Who Care Ministries	M&C	3,600	3,600	3,600
TOTAL for Outside Agencies (\$)		339,830	333,980	342,280

1. Starting in FY 2020 all grants that are appropriated to REDI are budgeted in the REDI Cost Center, Department of the City Manager.

2. These organizations did not submit formal applications through the outside agency grant process.

3. In previous budget publications, "Rockville Chamber of Commerce" was listed as "Rockville Rewards."

4. The \$60,000 in FY 2021 is made up of \$10,000 for reimbursements of water bills and \$50,000 for a one-time contribution towards the debt service payments on their new vehicle.



Cost Recovery Summary

The city's cost recovery policy describes the methodology through which the city pursues recouping both direct and indirect costs associated with regulatory programs and community and individual benefit services (see the Guiding Documents section of this document). This policy is administered at the cost center level— cost centers are sub-sections of city divisions— and the amount of cost recovery required varies from cost center to cost center. In this visualization, the cost centers are categorized by tiers based on the degree of community versus individual benefit.

Recreation and Parks	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021	Notes
TIER 1, Community Benefit, Target 0% or greater						
Athletic Fields	0%	0%	0%	0%	0%	
East Parks	0%	0%	0%	0%	0%	
Facilities Maintenance	1%	1%	1%	1%	1%	
Horticulture	0%	0%	0%	0%	0%	
Right-of-Way	1%	4%	1%	2%	2%	
Senior Citizen Support Services	3%	7%	8%	8%	8%	
Skate Park	N/A	0%	0%	0%	0%	
Special Events	11%	8%	9%	7%	9%	
Urban Forestry Maintenance	0%	0%	0%	0%	0%	
West Parks	0%	0%	0%	0%	0%	
TIER 2, Considerable Community Benefit, Target 20% to 50%						
Arts	20%	22%	22%	25%	22%	The Senior Center Operations Cost Center is below the target due to the inclusion of the Villages Facilitator position. The Villages program does not generate revenue.
Lincoln Park Community Center	23%	25%	26%	23%	23%	
Senior Center Operations	15%	15%	14%	14%	14%	
Senior Citizen Recreation	28%	26%	34%	31%	31%	
Thomas Farm Community Center	45%	34%	30%	36%	31%	
Twinbrook Recreation Community Center	34%	31%	24%	30%	26%	
TIER 3, Balanced Community & Individual Benefit, Target 30% to 70%						
Afterschool	30%	20%	18%	22%	22%	The Afterschool Cost Center is below the target because of competition from other school programs.
Civic Center Complex	44%	40%	35%	38%	37%	
Croydon Creek Nature Center	24%	24%	24%	23%	22%	
Senior Citizen Sports & Fitness	49%	61%	51%	48%	46%	The Croydon Creek Nature Center is below the target because of increases in personnel spending related to minimum wage and the purchase of equipment for the Center.
Sports	64%	65%	64%	64%	62%	
Summer Playgrounds	52%	53%	50%	45%	41%	
Teens	71%	46%	55%	45%	47%	
TIER 4, Considerable Individual Benefit, Target 70% to 100%						
Childcare	97%	97%	97%	78%	85%	
Classes	89%	87%	88%	84%	81%	
Summer Camps	82%	79%	76%	71%	71%	
Swim and Fitness Center	82%	87%	82%	70%	72%	
TIER 5, Individual Benefit, Target 100% or greater						
None	N/A	N/A	N/A	N/A	N/A	



Water and Sewer Rates

Due to the economic impact of COVID-19 on the Rockville community, the Mayor and Council did not increase the water and sewer rates and charges from FY 2020 to FY 2021 as shown in the tables below. In general, water and sewer rates are charged by meter size on a quarterly basis. Charges are split between ready to serve charges and usage charges. Approximately 1 percent of city customers are charged on a monthly basis and should adjust these rate schedules accordingly.

Quarterly Ready to Serve Charges

Water Rate by Meter Size	FY 2019	FY 2020	FY 2021	Sewer Rate by Meter Size	FY 2019	FY 2020	FY 2021
5/8"	\$12.30	\$13.13	\$13.13	5/8"	\$13.89	\$15.25	\$15.25
3/4"	\$18.45	\$19.70	\$19.70	3/4"	\$20.84	\$22.87	\$22.87
1"	\$30.75	\$32.83	\$32.83	1"	\$34.73	\$38.12	\$38.12
1 1/2"	\$61.50	\$65.67	\$65.67	1 1/2"	\$69.47	\$76.23	\$76.23
2"	\$98.40	\$105.07	\$105.07	2"	\$111.15	\$121.97	\$121.97
3"	\$196.80	\$210.13	\$210.13	3"	\$222.29	\$243.95	\$243.95
4"	\$307.50	\$328.33	\$328.33	4"	\$347.33	\$381.17	\$381.17
6"	\$615.00	\$656.67	\$656.67	6"	\$694.67	\$762.33	\$762.33
8"	\$984.00	\$1,050.67	\$1,050.67	8"	\$1,111.47	\$1,219.73	\$1,219.73
10"	\$1,414.50	\$1,510.33	\$1,510.33	10"	\$1,597.73	\$1,753.37	\$1,753.37

Quarterly Usage Charges

Water Meter Size	Tier 1	Tier 2	Tier 3	Tier 4
5/8"	0 - 15,000	15,001 - 30,000	30,001 - 45,000	45,000 +
3/4"	0 - 22,500	22,501 - 45,000	45,001 - 67,500	67,500 +
1"	0 - 37,500	37,501 - 75,000	75,001 - 112,500	112,500 +
1 1/2"	0 - 75,000	75,001 - 150,000	150,001 - 225,000	225,000 +
2"	0 - 120,000	120,001 - 240,000	240,001 - 360,000	360,000 +
3"	0 - 240,000	240,001 - 480,000	480,001 - 720,000	720,000 +
4"	0 - 375,000	375,001 - 750,000	750,001 - 1,125,000	1,125,000 +
6"	0 - 750,000	750,001 - 1,500,000	1,500,001 - 2,250,000	2,250,000 +
8"	0 - 1,200,000	1,200,001 - 2,400,000	2,400,001 - 3,600,000	3,600,000 +
10"	0 - 1,725,000	1,725,001 - 3,450,000	3,450,001 - 5,175,000	5,175,000 +

Water Rate Per 1,000 Gal	FY 2019	FY 2020	FY 2021
Tier 1	\$5.34	\$5.61	\$5.61
Tier 2	\$8.22	\$8.63	\$8.63
Tier 3	\$12.75	\$13.39	\$13.39
Tier 4	\$17.21	\$18.07	\$18.07

Sewer Rate Per 1,000 Gal	FY 2019	FY 2020	FY 2021
All Meters	\$9.86	\$10.50	\$10.50



FY 2021 Budget Ordinance

The annual operating and capital budgets are approved by the Mayor and Council in the form of a budget appropriations ordinance after the Mayor and Council have conducted at least one advertised public hearing. Below is a copy of the FY 2021 budget appropriations ordinance that was introduced by the Mayor and Council on February 24, 2020, and adopted on May 11, 2020.

ORDINANCE NO. 09-20

ORDINANCE: To appropriate funds and levy taxes for Fiscal Year 2021.

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF ROCKVILLE,

MARYLAND as follows:

SECTION I - ANNUAL OPERATING APPROPRIATIONS

There are hereby appropriated for the fiscal year beginning July 1, 2020, and ending June 30, 2021, out of the revenues accruing to the City for the purpose of operations, the several amounts hereinafter listed under the column designated "Amounts Appropriated":

FUNDS	AMOUNTS APPROPRIATED	
General Fund	(\$86,860,000)	\$84,605,000
Water Fund	(\$15,020,390)	\$14,565,000
Sewer Fund	(\$17,015,230)	\$16,022,130
Refuse Fund	(\$7,555,420)	\$7,354,020
Parking Fund	(\$2,817,090)	\$2,690,690
Stormwater Management Fund	\$6,133,300	
RedGate Golf Course Fund	\$103,240	
Special Activities Fund	(\$1,568,120)	\$1,583,120
Community Development Block Grant	\$263,000	
Speed Camera Fund	\$1,438,000	
Debt Service Fund	\$5,408,790	

The "Amounts Appropriated" by this section totaling \$144,202,490] \$140,186,290 shall be for the annual operating expenses of the departments and agencies of the City and shall be disbursed under the supervision of the City Manager.

ORDINANCE NO. 09-20

Page 3

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

SECTION IV - TOWN CENTER PARKING DISTRICT LEVY

There is hereby levied against all assessable non-exempt real property within the Town Center Parking District a tax at the rate of thirty-three cents (\$0.33) on each \$100 of assessable value of said property. These taxes are hereby levied in order, together with other available revenues and funds of the City government, to provide funds for the "Parking Fund" as listed in the "Amounts Appropriated" in Section I.

SECTION V - TOWN SQUARE STREET AND AREA LIGHTING DISTRICT LEVY

There is hereby levied against all assessable real property within the Town Square Street and Area Lighting District a tax at the rate of zero cents (\$0.00) on each \$100 of assessable value of said property. These taxes are hereby levied in order, together with other available revenues and funds of the City government, to provide funds for the "Town Center Management District Fund" as listed in the "Amounts Appropriated" in Section I.

SECTION VI - TOWN SQUARE COMMERCIAL DISTRICT LEVY

There is hereby levied against all assessable commercial real property within the Town

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SECTION II - CAPITAL PROJECTS APPROPRIATIONS

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

FUNDS	AMOUNTS APPROPRIATED	
Capital Projects Fund	(\$38,378,997)	\$37,608,213
Water Fund	(\$9,553,311)	\$9,483,589
Sewer Fund	(\$4,814,822)	\$4,759,949
Refuse Fund	\$533,345	
Stormwater Management Fund	(\$13,616,436)	\$13,412,943
Special Activities Fund	(\$3,925,554)	\$3,811,123
Speed Camera Fund	\$539,139	

The "Amounts Appropriated" by this section totaling \$71,371,584] \$70,461,283 shall be for improvement projects and shall be disbursed under the supervision of the City Manager.

SECTION III - GENERAL LEVY

There is hereby levied against all assessable real property within the corporate limits of the City a tax at the rate of twenty-nine and two-tenths cents (\$0.292) on each \$100 of assessable value of said property. There is also hereby levied, against all assessable personal property within the corporate limits of the City, a tax at the rate of eighty and one-half cents (\$0.805) on each \$100 of assessable value of said property. These taxes are hereby levied in order, together with other available revenues and funds of the City government, to provide funds for the

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Square Commercial District a tax at the rate of zero cents (\$0.00) on each \$100 of assessable value of said property. These taxes are hereby levied in order, together with other available revenues and funds of the City government, to provide funds for the "Town Center Management District Fund" as listed in the "Amounts Appropriated" in Section I.

SECTION VII - RESERVES

There is hereby committed (\$450,000) \$100,000 in General Fund unassigned fund balance to support [a one percent cost of living adjustment for retirees effective January 1, 2021, and \$300,000 for master planning of the RedGate property.

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

I hereby certify that the foregoing is a true and correct copy of an Ordinance adopted by the Mayor and Council of Rockville at its meeting of May 11, 2020.

Sara Taylor-Ferrell, City Clerk/Director of Council Operations



Changes from the FY 2021 Proposed to Adopted Budget

The City Manager's proposed budget serves as a starting point for the Mayor and Council and residents to discuss the city's priorities and funding allocations for the upcoming fiscal year. All changes between the proposed and adopted budgets are detailed below by fund and department.

General Fund

Total Proposed Expenditures	\$86,860,000
Mayor and Council	
Personnel updates	(15,990)
Citywide reduction in travel/training	(17,070)
Eliminate food for employees	(2,000)
Eliminate Yilan trip	(25,000)
Increase grant to Sister City	3,000
Add one-time grants to RESCOs	15,000
Transfer RVFD funding to CMO Dept.	(60,000)
City Attorney	
Personnel updates	(25,710)
Citywide reduction in travel/training	(6,890)
City Manager's Office	
Personnel updates	(57,460)
Eliminate proposed 1.0 Arts & Culture FTE	(119,380)
Eliminate proposed 0.8 FTE Media Specialist and restore temp funding	(15,660)
Eliminate branding study	(100,000)
Eliminate website redesign	(230,000)
Eliminate community survey	(59,390)
Citywide reduction in travel/training	(24,190)
Eliminate food for employees	(920)
Increase REDI Small Bus. Impact Fund	50,000
Transfer RVFD funding from M&C Dept.	60,000
Finance	
Personnel updates	(56,630)
Citywide reduction in travel/training	(10,550)
Eliminate food for employees	(400)
Eliminate forensic accounting software	(18,000)
Human Resources	
Personnel updates	(26,600)
Citywide reduction in travel/training	(7,280)
Reduce food for employees	(4,300)
Eliminate DROP study	(10,000)

Information Technology

Personnel updates	(47,060)
Citywide reduction in travel/training	(32,900)
Eliminate food for employees	(1,500)
Remove IT equip. for elim. proposed FTEs	(3,400)

Planning and Development Services

Personnel updates	(165,710)
Eliminate 2.0 Senior Planner FTEs	(175,600)
Eliminate 1.0 FTE Executive Assistant	(79,200)
Fund new Dept. of Housing & Comm. Devel.	63,650
Citywide reduction in travel/training	(24,220)
Reduce RHE refuse bill funding (flat rate)	(1,680)

Police

Personnel updates	(175,110)
Add 1.0 FTE Police Officer	111,940
Eliminate 1.0 FTE Police Major	(153,230)
Citywide reduction in travel/training	(19,090)
Eliminate food for employees	(1,850)

Public Works

Personnel updates	(84,130)
Reduce snow & ice removal overtime	(41,970)
Citywide reduction in travel/training	(17,780)
Eliminate food for event staffing	(5,000)
Fuel savings from lower pricing	(110,000)
Vehicle costs for additional 1.0 FTE Officer	8,660

Recreation and Parks

Personnel updates	(340,730)
Eliminate 1.0 FTE Construction Projects Mgr.	(107,020)
Eliminate proposed 1.0 FTE Events Specialist	(85,570)
Eliminate 1.0 FTE Tree Climber	(58,130)
Reduce FY 2021 Skate Park (RJ16) OCI	(15,000)
Eliminate July 4 celebration	(67,850)
Add Peace Day sponsorship	5,000
Add RedGate basic maintenance funding	31,200



General Fund (continued)

Recreation and Parks (continued)	
Add energy audit	11,000
Anticipated utilities savings	(50,000)
Additional funding for caregiver agencies	45,000
Citywide reduction in travel/training	(31,670)
Eliminate food for employees	(4,050)
Non-Departmental	
Personnel updates	(11,580)
Eliminate leave buyback program	(170,000)
Remove comp & class funding	(400,000)
Increase transfer to Parking Fund	200,000
Add transfer to Farmers Market Eat Fresh	15,000
Reduce CIP transfer	(470,000)
Total Adopted Expenditures	\$83,635,000
Total Proposed Revenues	\$86,860,000
Recreation and Parks	
Eliminate RESCO storage leases	(10,000)
Non-Departmental	
Reduce personal property tax	(345,000)
Reduce hotel tax	(250,000)
Reduce income tax	(300,000)
Reduce highway user revenue	(700,000)
Reduce admissions & amusement tax	(350,000)
Reduce interest earnings	(300,000)
Total Adopted Revenues	\$84,605,000

Water Fund

Total Proposed Expenses	\$12,710,690
Finance	
Personnel updates	8,420
Public Works	
Personnel updates	(51,290)
Citywide reduction in travel/training	(5,510)
Fuel savings from lower pricing	(8,580)
Non-Departmental	
Remove comp & class funding	(34,000)
Add utility rate study	30,000
Updated depreciation estimates	(32,900)
Updated debt service estimates	(41,000)
Total Adopted Expenses	\$12,575,830
Total Proposed Revenues	\$15,020,390
Non-Departmental	
Eliminate utility rate increase	(457,000)
Updated bond premium estimates	1,700
Total Adopted Revenues	\$14,565,090

Sewer Fund

Total Proposed Expenses	\$13,565,290
Public Works	
Personnel updates	(17,690)
Citywide reduction in travel/training	(4,700)
Fuel savings from lower pricing	(1,750)
Non-Departmental	
Remove comp & class funding	(31,000)
Add utility rate study	30,000
Updated depreciation estimates	21,000
Updated debt service estimates	(47,000)
Total Adopted Expenses	\$13,514,150
Total Proposed Revenues	\$17,015,230
Non-Departmental	
Eliminate utility rate increase	(1,002,100)
Updated bond premium estimates	9,000
Total Adopted Revenues	\$16,022,130



Refuse Fund

Total Proposed Expenses	\$7,555,420
Public Works	
Personnel updates	(84,630)
Citywide reduction in travel/training	(1,720)
Fuel savings from lower pricing	(40,630)
Non-Departmental	
Remove comp & class funding	(71,620)
Updated depreciation estimates	(2,800)
Total Adopted Expenses	\$7,354,020

Total Proposed Revenues	\$6,472,730
Non-Departmental	
Eliminate utility rate increase	(235,320)
Reduce interest earnings	(20,000)
Reduce GF transfer for RHE due to flat rate	(1,680)
Total Adopted Revenues	\$6,215,730

Parking Fund

Total Proposed Expenses	\$1,770,000
Police	
Personnel updates	(11,770)
Citywide reduction in travel/training	(400)
Remove funding for smart meters	(152,930)
Public Works	
Fuel savings from lower pricing	(490)
Non-Departmental	
Remove comp & class funding	(3,000)
Updated depreciation estimates	(2,800)
Updated amortization estimates	(115,530)
Total Adopted Expenses	\$1,483,080

Total Proposed Revenues	\$2,817,090
Police	
Eliminate meter and fee changes	(348,000)
Non-Departmental	
Increase GF transfer	200,000
Updated bond premium estimates	21,600
Total Adopted Revenues	\$2,690,690

Stormwater Management Fund

Total Proposed Expenses	\$5,514,950
Public Works	
Personnel updates	(40,440)
Citywide reduction in travel/training	(2,900)
Fuel savings from lower pricing	(5,030)
Non-Departmental	
Remove comp & class funding	(13,000)
Updated depreciation estimates	30,000
Total Adopted Expenses	\$5,483,580

Special Activities Fund

Total Proposed Expenditures	\$1,300,840
Recreation and Parks	
Add funds to Farmers Market Eat Fresh	15,000
Total Adopted Expenditures	\$1,315,840

Total Proposed Revenues	\$1,568,120
Recreation and Parks	
Add GF transfer to Farmers Market Eat Fresh	15,000
Total Adopted Revenues	\$1,583,120

Speed Camera Fund

Total Proposed Expenditures	\$987,460
Police	
Personnel updates	(1,520)
Non-Departmental	
Remove comp & class funding	(5,000)
Total Adopted Expenditures	\$980,940



Changes from the FY 2021 Proposed to Adopted CIP Budget

The proposed CIP serves as a starting point for the Mayor and Council and residents to discuss and debate the city's priorities and funding allocations for projects. Significant changes that have occurred since the proposed budget was presented to the Mayor and Council on February 24, 2020 are detailed below by project.

Recreation and Parks Program Area

Asphalt/Concrete Improvements: FY16-FY20 (RB16)

This project was proposed to close at the end of FY 2020; however, the project was added back after the proposed budget was published due to project delays caused by the COVID-19 shutdown.

Dogwood Park Renovation (RD16)

Per Mayor and Council direction during the budget worksessions, the \$20,000 budgeted for the design of the family/gender neutral restroom in FY 2021 will be held until FY 2022.

King Farm Farmstead Fire Suppression (RB21)

This project was not included in the proposed budget, but was added by the Mayor and Council during a budget worksession. This project adds \$650,000 in Capital Projects Fund funding in FY 2021, and funds design and construction of a fire suppression system for the King Farm Farmstead Dairy Barns and Farmstead House.

Spray Park (RE21)

This project was funded at \$500,000 in FY 2021 in the proposed budget; however, due to the constraints imposed by the COVID-19 pandemic response, this project is now unfunded.

Swim and Fitness Center Locker Room Renovation (RK16)

This project total was reduced by \$600,000 in prior year funding. This reduction represents contingency funding that was not needed during the project, which is nearly complete.

Stormwater Management Program Area

SWM Facilities Improvement (SC21)

The city received a grant award notification for this project after the proposed budget was finalized, adding \$350,000 to the FY 2021 project total. This award from the Department of Natural Resources will fund a portion of the Mt. Vernon pond retrofit.

General Government Program Area

I-Net Infrastructure Upgrade (5B87)

This project was proposed to close at the end of FY 2020; however, the project was added back after the proposed budget was published due to project delays caused by the COVID-19 shutdown.

Rockville 11 Studio (GA16)

This project was proposed to close at the end of FY 2020; however, the project was added back after the proposed budget was published due to project delays caused by the COVID-19 shutdown.



Glossary

Accrual Basis of Accounting – The method of accounting where transactions are recognized when they occur, regardless of the timing of related cash flows.

Adequate Public Facilities Standards (APFS) – City ordinance requiring the existence of adequate public infrastructure to support any development or redevelopment, prior to approval.

Advanced Metering Infrastructure (AMI) – An integrated system of smart meters, communications networks, and data management systems that enables two-way communication between utilities and customers.

Affordable Care Act (ACA) – 2010 federal health care legislation that among other requirements, mandated documentation of health insurance coverage as part of individual federal income tax filings.

American Federation of State, County and Municipal Employees (AFSCME) – Largest public employee and health care workers' union in the United States.

American Public Works Association (APWA) – A professional organization that exists to develop and support the people, agencies, and organizations that plan, build, maintain, and improve our communities through public works.

American Society of Civil Engineers (ASCE) – A professional organization that provides technical and professional conferences and continuing education, publishes content on civil engineering, and is a primary source for codes and standards that protect the public.

American Water Works Association (AWWA) – The largest nonprofit, scientific, and educational association dedicated to managing and treating water. With approximately 50,000 members, AWWA provides solutions to improve public health, protect the environment, strengthen the economy, and enhance residents' quality of life.

Americans with Disabilities Act (ADA) – A federal act that gives civil rights protections to individuals with disabilities; like those provided to individuals on the basis of race, sex, national origin, and religion.

Amortization – An allocation made for the decrease in value of intangible assets.

Annexation – The incorporation of additional territory within the domain of the city.

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 (AIPA) – An ordinance devoted to art that is 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.

Assessed Valuation – A percent of appraisal value assigned to real estate and certain personal property for use as a basis for levying property taxes.

Assigned Fund Balance – Portion of net resources that are intended to be used for a designated purpose. The authority to assign is designated by the Mayor and Council to the City Manager. Assigning fund balance does not require formal action.

Automated Clearing House (ACH) – A system used to process payments electronically between parties.

Balanced Budget – A budget that has current operating revenues equal to current operating expenditures.



Best Management Practices (BMP) – A term used to describe a type of water pollution control.

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 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 Amendment – 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 during the year.

Bus Rapid Transit (BRT) – A bus-based mass transit system that uses a dedicated right of way to avoid traffic congestion.

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 Expenditure – Any expenditure incurred within a project contained in the city's CIP. The city sets criteria for inclusion in the budget as a capital project in the Financial Management Policies.

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 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 Project – A governmental effort involving expenditures and funding for the creation of usually permanent facilities and other public assets having a relatively long life. The city sets criteria for inclusion in the budget as a capital project in the Financial Management Policies.

Capital Projects Fund – A governmental fund used to account for general capital construction and improvements for items such as streets, parks, and public buildings.

Chessie Seaboard Multiplier (CSX) – A railroad corporation that provides freight transportation.

Citizen Service Request (CSR) – A request from the community for information and/or assistance with a city service or program that comes into the City Manager's Office or the Office of the Mayor and Council.

City Attorney's Office (CAO) – A department within the city's organizational structure.

Closed Circuit Televised Video (CCTV) – The use of video cameras to transmit a signal to a specific place on a limited set of monitors.

Commission on Accreditation for Law Enforcement Agencies (CALEA) – A credentialing authority whose primary mission is to accredit public safety agencies, namely law enforcement agencies, training academies, communications centers, and campus public safety agencies.



Committed Fund Balance – Portion of net resources limited in use by the highest level of decision-making authority in the city, which is the Mayor and Council.

Community Development Block Grant (CDBG) – Department of Housing and Urban Development grants provided to local communities to benefit low- and moderate-income individuals.

Comprehensive Annual Financial Report (CAFR) – An annual report detailing the city's financial condition and activities from the prior fiscal year. It is prepared in accordance with generally accepted accounting principles.

Comprehensive Master Plan (CMP) – A document that describes the city's broad vision for its next 20 years. It guides where and in what form development occurs in the community and frames the city's capital improvement projects. Decisions on land use issues and budget priorities are guided by the extent to which they correspond with the master plan.

Continuity of Operations Plan (COOP) – An effort to ensure that essential functions continue to be performed during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

Cost Allocation Plan (CAP) – A systematic approach of identifying, measuring, and allocating administrative or overhead costs to the programs or functions that use those services.

COVID-19 – Term used to describe a mild to severe respiratory illness that is caused by a coronavirus and is transmitted chiefly by contact with infectious material (such as respiratory droplets) or with objects or surfaces contaminated by the virus. COVID-19 was first identified in Wuhan, China in December 2019 and was declared a global pandemic in March 2020.

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.

Department of Public Works (DPW) – A department within the city's organizational structure.

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.

Disinfectants and Disinfection By-Product Rule – The Stage 2 Disinfection By-Product Rule (Stage 2 D/BPR) regulates specific chemical contaminants in drinking water. The Stage 2 D/BPR (effective in 2013 for the City of



Rockville) strengthens the Stage 1 D/BPR by providing specific guidance on where to draw water samples from the distribution system to ensure samples are drawn from areas with greater potential for DBP formation. The goal of this U.S. EPA regulation was to protect public health by limiting exposure to these DBPs. An additional component of the Stage 2 D/BPR is that the sample data must be averaged at each sample location for four consecutive quarters (called a locational running annual average).

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.

District of Columbia Water and Sewer Authority (DCWater) – A regional water and sewer authority that provides retail water and wastewater services to the District of Columbia, and provides wholesale treatment service to Montgomery, Prince George's, Fairfax, and Loudoun counties.

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 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 the budget appropriation.

Enterprise Content Management (ECM) – A formalized means of organizing and storing an organization's documents and other content that relate to the organization's processes.

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, Sewer, Refuse, Parking, Stormwater Management (SWM), and RedGate Golf Course.

Enterprise License Agreement (ELA) – An agreement to allow an entire organization to access software for a specified period of time for a specified value.

Enterprise Resource Planning (ERP) – A category of business-management software—typically a suite of integrated applications—that an organization can use to collect, store, manage and interpret data from many business activities.

Environmental Protection Agency (EPA) – An agency of the United States government created for the purpose of protecting human health and the environment by writing and enforcing regulations based on laws passed by Congress.

Equivalent Residential Unit (ERU) – Unit of measure used in determining the annual Stormwater Management utility fee.

Expenditure – Term used for governmental funds. This represents 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 – Term used for enterprise funds. This represents 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.

Faster, Accountable, Smarter, Transparent (FAST) – Planning and Development Services initiative to improve Rockville’s development review and permitting processes.

Fats, Oils, and Grease (FOG) – Cooking fats, oils, and grease that can clog sewer systems.

Federal Bureau of Investigation (FBI) – The domestic intelligence and security service of the United States, which simultaneously serves as the nation's prime federal law enforcement agency.

Federal Clean Water Act – The Clean Water Act was enacted in 1948 and expanded in 1972. The purpose of this federal law is to regulate discharges of pollutants into the waters of the United States and to regulate the quality standards for surface waters.

Federal Communications Commission (FCC) – An independent United States government agency overseen by Congress that regulates interstate and international communications by radio, television, wire, satellite, and cable in all 50 states, the District of Columbia, and U.S. territories.

Federal Emergency Management Agency (FEMA) – A federal agency under the Department of Homeland Security responsible for the preparation, response, and recovery from hazards, including natural disasters.

Federal Realty Investment Trust (FRIT) – The commercial developer of Town Square. FRIT also operates and manages the Town Center parking garages.

Fees and Credits – Income resulting from a billing for services or a sale made by the city. For example, athletic program registration fees, building permit fees, and animal licenses.

Fiscal Policy – The city's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides a set of principles for the planning and programming of government budgets and their funding.

Fiscal Year (FY) – A twelve-month accounting period that has no relationship to a calendar year. The fiscal year for the city begins on July 1 of each year and ends on June 30 of the following year. It is designated by the calendar year in which it ends. For example, FY 2021 begins on July 1, 2020, and ends on June 30, 2021.

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.

Forest and Tree Preservation Ordinance (FTPO) – City ordinance designed to comply with the Maryland State Forest Conservation Manual, including requiring the preparation of State mandated reports; providing standards for the protection of the city’s existing trees, replacement of trees lost during development, and planting of new trees on non-forested land.

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 term is used for the city's governmental funds.

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.

General Obligation Bonds – The type of bonds that are backed by the full faith and credit of the issuing government.

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.

Geographic Information Systems (GIS) – An electronic system designed to capture, store, manipulate, analyze, manage, and present all types of spatial or geographical data.

Gigabit Ethernet (GbE) – A term describing various technologies for transmitting Ethernet frames at a rate of a gigabit per second (1,000,000,000 bits per second).

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.

Government Finance Officers Association (GFOA) – Professional organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

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.

Healthy Eating Active Living (HEAL) – Initiatives designed to incorporate aspects of healthy eating and exercise into daily life to ensure better public health for residents.

Heating, Ventilation, and Air Conditioning (HVAC) – Term used when referring to the replacement and/or repair of heating, ventilation, and air conditioning systems and equipment.

High Definition (HD) – Television format with substantially higher image resolution than standard formats.



Highway User Revenue (HUR) – Revenue distributed to local jurisdictions for their share of gasoline tax and vehicle registrations collected by the State of Maryland.

Historic District Commission (HDC) – A city commission responsible for recommending city historic district boundaries and reviewing homeowner applications for construction and renovations within such districts.

Human Resources (HR) – A department within the city's organizational structure.

Income Protection Plan (IPP) – The city's self-funded long-term disability program.

Inflow and infiltration (I/I) – Terms used to describe the ways groundwater and stormwater enters the sanitary sewer system.

Information Technology (IT) – A department within the city's organizational structure.

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.

Institutional Network (I-Net) – A fiber optic network linking key city facilities to enable/enhance telephone, data, and video communications

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.

Internal Revenue Service (IRS) – A United States government agency responsible for the collection of federal taxes.

Journal Voucher (JV) – A recording of financial data processed by the Accounting and Audit Cost Center.

Leadership in Energy and Environmental Design (LEED) – The Leadership in Energy and Environmental Design (LEED) Green Building Rating System was developed by the U.S. Green Building Council. LEED is a third-party certification program and is the nationally accepted benchmark for the design, construction, and operation of high performance green buildings.

Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ) – The community of individuals with non-heterosexual sexual orientation or gender preferences.

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.

Light-Emitting Diode (LED) – A semiconductor diode that emits light when conducting current and is used in electronic displays, indoor and outdoor lighting, etc. LEDs have many advantages over incandescent light sources including lower energy consumption, longer lifetime, improved physical robustness, smaller size, and faster switching.

Linkages to Learning (LTL) – A program administered by the city that provides services to at-risk children and their families designed to improve performance in school, home, and community.

Local Government Insurance Trust (LGIT) – A nonprofit organization that provides joint self-insurance programs or pools for cities, towns, and counties in Maryland.



Long-Term Debt – A type of debt with a maturity date of greater than one year after the date of issuance.

Long-Term 2 Enhanced Surface Water Treatment Rule (LT2 Rule) – LT2 regulations are part of a group of EPA regulations focused on regulation and control of the microbial contaminants, such as Legionella and Giardia lamblia and Cryptosporidium. Based on the level of vulnerability of the water supply to the contaminants, systems will be required to implement additional treatment processes. LT2 is effective in 2013 for the City of Rockville.

Manhole Assessment Certification Program (MACP) – A program for the coding of defects within manholes.

Maryland Department of the Environment (MDE) – A department within the State of Maryland's organizational structure.

Maryland National Capital Park and Planning Commission (MNCPPC) – A bi-County agency that administers parks and planning in Montgomery and Prince George's Counties in Maryland.

Maryland Public Information Act (MPIA) – A request made by any citizen for access to government records as granted under the Maryland Public Information Act.

Metropolitan Washington Council of Governments (MWCOCG) – An independent non-profit association comprised of 22 local governments in the greater Washington, DC, metropolitan area

Megabits Per Second (Mbps) – A unit of measurement for bandwidth on a network. One megabit is equal to 1,000,000 bits.

Million Gallons Per Day (MGD) – A unit of measure for water and wastewater.

Minority, Female, or Disabled-Owned (MFD) – A city procurement initiative designed to encourage and increase participation by minority, female, and disabled-owned businesses in city procurement processes.

Moderately Priced Dwelling Unit (MPDU) – Detached and semi-detached homes (duplexes), townhouses, condominium units, and apartments that are for rent or sale through a program that promotes moderately priced units for people of all incomes.

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 the actual financial flow of an organization, rather than capital accumulation (profit or loss).

Montgomery County Public Schools (MCPS) – Montgomery County organizational unit responsible for the education, transportation, and other care services for County children associated with schools.

Municipal Separate Storm Sewer System (MS4) permit – The Clean Water Act permit given to the city by the State of Maryland requiring control of pollution discharged from the municipalities' storm drain system. It is designed to help achieve local, State and regional water quality standards.

National Crime Information Center (NCIC) – The United States' central database for tracking crime-related information.

National Pollutant Discharge Elimination System (NPDES) – Requirements imposed through the Clean Water Act.

Net Bonded Debt – Gross bonded debt less any cash or other assets available and earmarked for its retirement.

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.



Nonspendable Fund Balance – Portion of net resources that cannot be spent because of their form (such as inventory or buildings) or because they must be maintained intact (such as an endowment fund).

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.

Occupational Safety and Health Administration (OSHA) – An organization within the United States Department of Labor that was established by Congress to assure safe and healthful working conditions for working men and women by setting and enforcing standards and by providing training, outreach, education and assistance.

Operating Cost Impact (OCI) – Expenses required to operate and maintain the infrastructure, facilities, and properties funded in the Capital Improvements Program (CIP).

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.

Other Postemployment Benefits Plan (OPEB) – Non-pension benefits an employee receives postemployment.

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.

Owner's Representative – A third-party hired to protect the owner's (the city's) interests throughout all phases of a construction project.

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 leasing of parking garages in Town Center.

Part I Crimes – Serious crimes as reported in the Federal Bureau of Investigations Uniform Crime Report (UCR) every year, including murder, forcible rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft, and arson.

Part II Crimes – Lesser crimes, including: simple assault, curfew offenses and loitering, embezzlement, forgery and counterfeiting, disorderly conduct, driving under the influence, drug offenses, fraud, gambling, liquor offenses, offenses against the family, prostitution, public drunkenness, runaways, sex offenses, stolen property, vandalism, vagrancy, and weapons offenses.

Paygo – Capital expenditures included in the CIP that are funded by a contribution from an operating fund.

Per Capita – Per unit of population; by or for each person.



Personnel (Costs) – Expenditures that include salary costs for full-time, part-time, temporary, and contract employees, overtime expenses, and all associated fringe benefits.

Pipeline/Manhole Assessment Certification Program (P/MACP) – A set of standardized procedures developed by the NASSCO, Inc. association to inspect and assess sanitary sewer systems using closed circuit television cameras (CCTVs).

Planned Improvement Project (PIP) – Projects, studies, or major purchases that the city is considering in the next five fiscal years. These items are accounted for in the operating budget because they do not meet the criteria to be included in the Capital Improvements Program budget. The planned improvements projects are updated on an annual basis. Inclusion as a future planned improvement project does not guarantee future funding, as all projects are evaluated against other city priorities each fiscal year.

Planning and Development Services (PDS) – A department within the city's organizational structure.

Point of Sale (POS) – Software that enables tracking of revenues and inventory in real time as transactions are processed.

Popular Annual Financial Report (PAFR) – A more concise and accessible report detailing the data contained in the city's comprehensive annual financial report.

Potomac Electric Power Company (Pepco) – Electric service provider to customers in Washington DC, and Montgomery and Prince George's counties in Maryland.

Prior Year(s) – The fiscal year(s) preceding the current fiscal year.

Program Area – CIP projects with a common focus. The five program areas in the city's CIP are: Recreation and Parks; Transportation; Stormwater Management; Utilities; and General Government.

Projected Spend – An estimate of how much will be expended in a fiscal year on a cash basis. Cash basis differs from budget basis, as defined in the city's Financial Management Policies.

Projections – The estimate of budget authority, outlays, receipts, or other amounts extending several years into the future. Projections generally indicate the budgetary implications of existing or proposed programs.

Property Tax – A tax levied on all real and personal property 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.

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 – An enterprise fund used to account for the financial activity associated with the city's public golf course.

Refuse Fund – An enterprise fund used to account for the financial activity associated with the collection and disposal of recycling, refuse, and yard waste.

Regional Stormwater Management Participation – Fees paid by developers based on the amount of impervious area to be developed to finance the city's construction and maintenance of facilities.



Regular Employee – An employee who is hired to fill a position anticipated to have continuous service duration of longer than one year, whose compensation is derived from the city's Administrative, Police, or Union classification tables, and whose position is established in the Position Control System.

Reimbursement – A sum (1) that is received by the government as a repayment for commodities sold or services furnished either to the public or to another government account and (2) that is authorized by law to be credited directly to specific appropriation and fund accounts.

Request for Proposal (RFP) – Procurement process whereby a good or service is selected through a competitive bidding process by allowing prospective providers to submit proposals to provide those goods or services.

Resolution – A special or temporary order of a legislative body that requires less legal formality than an ordinance or statute.

Restricted Fund Balance – Portion of net resources limited in use by constitutional provisions or enabling legislation; creditors, grantors, contributors; or the laws and regulations of other governments. Authority to restrict lies with the external parties (such as grantors; bond holders; County, State, or federal governments).

Retained Earnings – The increase or decrease to net assets of an enterprise fund reduced by amounts transferred to capital accounts.

Revenue – Monies received or collected by the city as income, including such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

Revenue 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.

Rockville City Police Department (RCPD) – A department within the city's organizational structure.

Rockville Economic Development, Inc. (REDI) – A nonprofit corporation established by the city for the purpose of supporting existing businesses and attracting new businesses to the city.

Rockville Emergency Assistance Program (REAP) – A city program that provides emergency financial assistance to citizens experiencing financial crises related to events such as evictions, utility shut-offs, or medical expenses.

Rockville Housing Enterprises (RHE) – A public housing agency dedicated to enhancing opportunities for self-sufficiency and providing quality, safe, and affordable housing for citizens of the City of Rockville.

Rockville Seniors, Inc. (RSI) – A private nonprofit corporation designed to raise money for the city's Senior Center.

Rockville Swim and Fitness Center (RSFC) – The city's full-service aquatics, fitness, and recreation facility.

Rockville Town Center (RTC) – A mixed-use neighborhood in central Rockville featuring Rockville City Hall, County government buildings, high rise residential buildings, restaurants, shops, and other commercial establishments.

Rockville Volunteer Fire Department (RVFD) – The city's volunteer fire department consisting of over 200 members serving the Rockville area.

Sanitary Sewer Evaluation Study (SSES) – An inspection of the sanitary sewer system to locate existing problems that could lead to backups and/or overflows.

Sewer Fund – An enterprise fund used to account for the financial activity associated with the collection and treatment of sewage.



Sewer Line Rapid Assessment Tool (SL-RAT) – A portable onsite assessment tool that provides a sewer line blockage assessment in a short amount of time.

Special Activities Fund – A special revenue fund that receives revenues from fund-raising and community activities, payment-in-lieu programs, as well as from a variety of corporations and community service organizations. The amount that is appropriated each year is directly related to the overall revenues received in the past years, and projected revenues for the next year.

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, the Town Center Management Fund, and the Speed Camera Fund.

Speed Camera Fund – A fund used to account for proceeds of the city's Speed Camera revenues that are restricted by law, and are to be used for new traffic or pedestrian safety expenditures.

State Department of Assessments and Taxation (SDAT) – A department within the State of Maryland's organizational structure that is responsible for assessing real and personal property in the City of Rockville.

State Highway Administration (SHA) – A department within the State of Maryland's organizational structure.

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 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.

Structural Deficit – When annual budgeted expenditures exceed annual budgeted revenues in a given fiscal year.

Surplus – The amount by which the city's budget actual receipts exceed its budget actual outlays for a given period, usually a fiscal year.

System Control and Data Acquisition (SCADA) System – A system that collects data from various sensors at the Water Treatment Plant, water distribution system, and wastewater collection system and then sends this data to a central location to coordinate, manage, and control the systems.

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.



Temporary Employee – An employee who is hired to fill a position anticipated to have continuous service duration of less than one year and whose compensation is not derived from the city's Administrative, Police, Union, or Recreation and Parks classification tables. These employees do not receive fringe benefits.

Total Maximum Daily Loads (TMDL) – Measurement 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 Demand Management (TDM) – City program designed to address the demand of transportation resources and make more efficient use of those resources. TDM programs typically consist of education, marketing, outreach to employers and residents, and advocacy for a variety of commuting options.

Transportation Planning Board (TPB) – The federally designated metropolitan planning organization for metropolitan Washington, housed within and staffed by the Metropolitan Washington Council of Governments.

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.

Unassigned Fund Balance – Total fund balance in the General Fund in excess of nonspendable, restricted, committed, and assigned fund balance.

Uniform Crime Report (UCR) – Official United States crime data, published by the Federal Bureau of Investigation.

Unified Computing System (UCS) – A data center platform that unites computing, networking, storage access, and virtualization into one cohesive system.

User Fees – Payment for 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 and sewer projects to provide adequate and safe water for consumption and fire suppression, and adequate sewage conveyance.

Voice Over Internet Protocol (VoIP) – A methodology and group of technologies for the delivery of voice communications and multimedia sessions over Internet Protocol networks, such as the Internet.

Waiver Fees – Fees paid by developers based on the amount of impervious area to be developed to finance the city's construction and maintenance of facilities.

Washington Metropolitan Area Transit Authority (WMATA) – A regional transportation provider responsible for bus and rail public transit in the Washington, D.C. Metropolitan area. Rockville is served by a variety of its bus routes and its METRO rail red line includes two stops within the city limits.

Washington Suburban Sanitary Commission (WSSC) – One of the largest water and wastewater utilities in the nation, with a network of nearly 5,600 miles of fresh water pipeline and over 5,400 miles of sewer pipeline. WSSC's service area spans nearly 1,000 square miles in Prince George's and Montgomery counties, and they serve 1.8 million residents through approximately 460,000 customer accounts. Approximately 30 percent of Rockville residents use WSSC services.

Water Distribution System – The network of water pipes through which drinking water is delivered.

Water Fund – An enterprise fund used to account for the financial activities associated with the treatment and distribution of potable water.

Water Treatment Plant (WTP) – City facility responsible for ensuring the quality of Rockville's drinking water.



Working Capital – A term used to describe the unreserved fund balance calculated by subtracting current liabilities from current assets.

Zoning – The partitioning of a city, borough, or township by ordinance into sections reserved for different purposes (i.e. residential, offices, manufacturing).



Acronyms

ACA – Affordable Care Act
ACH – Automated Clearing House
ADA – Americans with Disabilities Act
AFSCME – American Federation of State, County, and Municipal Employees
AIPA – Art in Public Architecture
AMI – Advanced Metering Infrastructure
APFS – Adequate Public Facilities Standards
APWA – American Public Works Association
ASCE – American Society of Civil Engineers
AWWA – American Water Works Association
BMP – Best Management Practices
BRT – Bus Rapid Transit
CAFR – Comprehensive Annual Financial Report
CALEA – Commission on Accreditation for Law Enforcement Agencies
CAO – City Attorney’s Office
CAP – Cost Allocation Plan
CCTV – Closed Circuit Televised Video
CDBG – Community Development Block Grant
CIP – Capital Improvements Program
COOP – Continuity of Operations Plan
COVID-19 – Coronavirus Disease of 2019
CMP – Comprehensive Master Plan
CSR – Citizen Service Request
CSX – Chessie Seaboard Multiplier
DCWater – District of Columbia Water and Sewer Authority
DPW – Department of Public Works
ECM – Enterprise Content Management
ELA – Enterprise License Agreement
EPA – Environmental Protection Agency
ERP – Enterprise Resource Planning
ERU – Equivalent Residential Unit
FAST – Faster, Accountable, Smarter, Transparent
FBI – Federal Bureau of Investigation
FCC – Federal Communications Commission
FEMA – Federal Emergency Management Agency
FOG – Fats, Oils, and Grease
FRIT – Federal Realty Investment Trust
FTE – Full-Time Equivalent
FTPO – Forest and Tree Preservation Ordinance
FY – Fiscal Year
GAAP – Generally Accepted Accounting Principles
GASB – Governmental Accounting Standards Board
GbE – Gigabit Ethernet
GFOA – Government Finance Officers Association



GIS – Geographic Information Systems
HD – High Definition
HDC – Historic District Commission
HEAL – Healthy Eating Active Living
HR – Department of Human Resources
HUR – Highway User Revenue
HVAC – Heating, Ventilation, and Air Conditioning
I-Net – Institutional Network
I/I – Inflow and Infiltration
IPP – Income Protection Plan
IRS – Internal Revenue Service
IT – Information Technology
JV – Journal Voucher
LED – Light-Emitting Diode
LEED – Leadership in Energy and Environmental Design
LGBTQ – Lesbian, Gay, Bisexual, Transgender, Queer/Questioning
LGIT – Local Government Insurance Trust
LTL – Linkages to Learning
MACP – Manhole Assessment Certification Program
Mbps – Megabits per second
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MWCOG – Metropolitan Washington Council of Governments
NCIC – National Crime Information Center
NPDES – National Pollutant Discharge Elimination System
OCI – Operating Cost Impact
OPEB – Other Postemployment Benefits
OSHA – Occupational Safety and Health Administration
PAFR – Popular Annual Financial Report
PDS – Planning and Development Services
Pepco – Potomac Electric Power Company
PIP – Planned Improvement Project
POS – Point of Sale
RCPD – Rockville City Police Department
REAP – Rockville Emergency Assistance Program
REDI – Rockville Economic Development, Inc.
RFP – Request for Proposal
RHE – Rockville Housing Enterprises
RSFC – Rockville Swim and Fitness Center
RSI – Rockville Seniors, Incorporated
RTC – Rockville Town Center



RVFD – Rockville Volunteer Fire Department
SCADA – System Control and Data Acquisition
SDAT – State Dept. of Assessments and Taxation
SHA – State Highway Administration
SL-RAT – Sewer Line Rapid Assessment Tool
SSES – Sanitary Sewer Evaluation Study
SWM – Stormwater Management
TMDL – Total Maximum Daily Loads
TPB – Transportation Planning Board
UCR – Uniform Crime Report
UCS – Unified Computing System
VoIP – Voice Over Internet Protocol
WMATA – Washington Metropolitan Area Transit Authority
WSSC – Washington Suburban Sanitary Commission
WTP – Water Treatment Plant



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